



Driving Sales Velocity in Complex Enterprise Deals

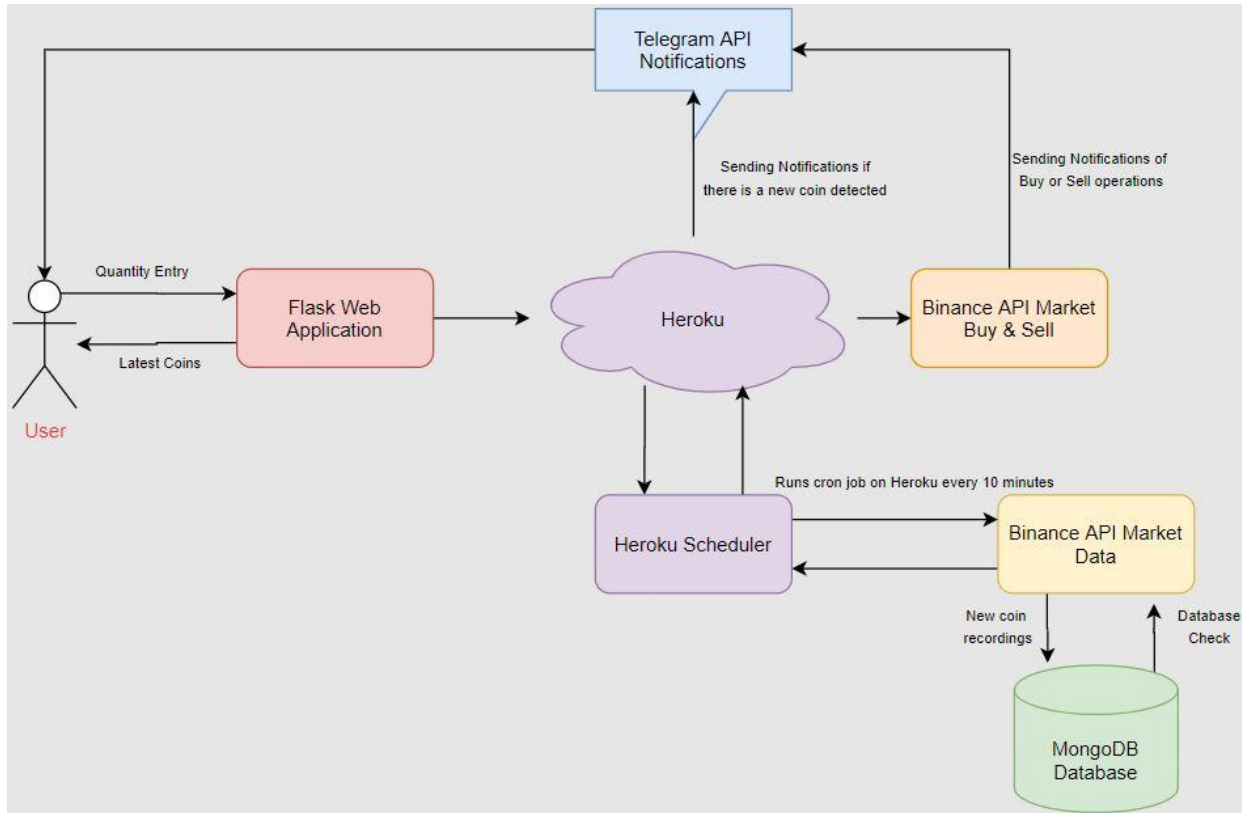
with Mark Vashon

SAP SuccessFactors 

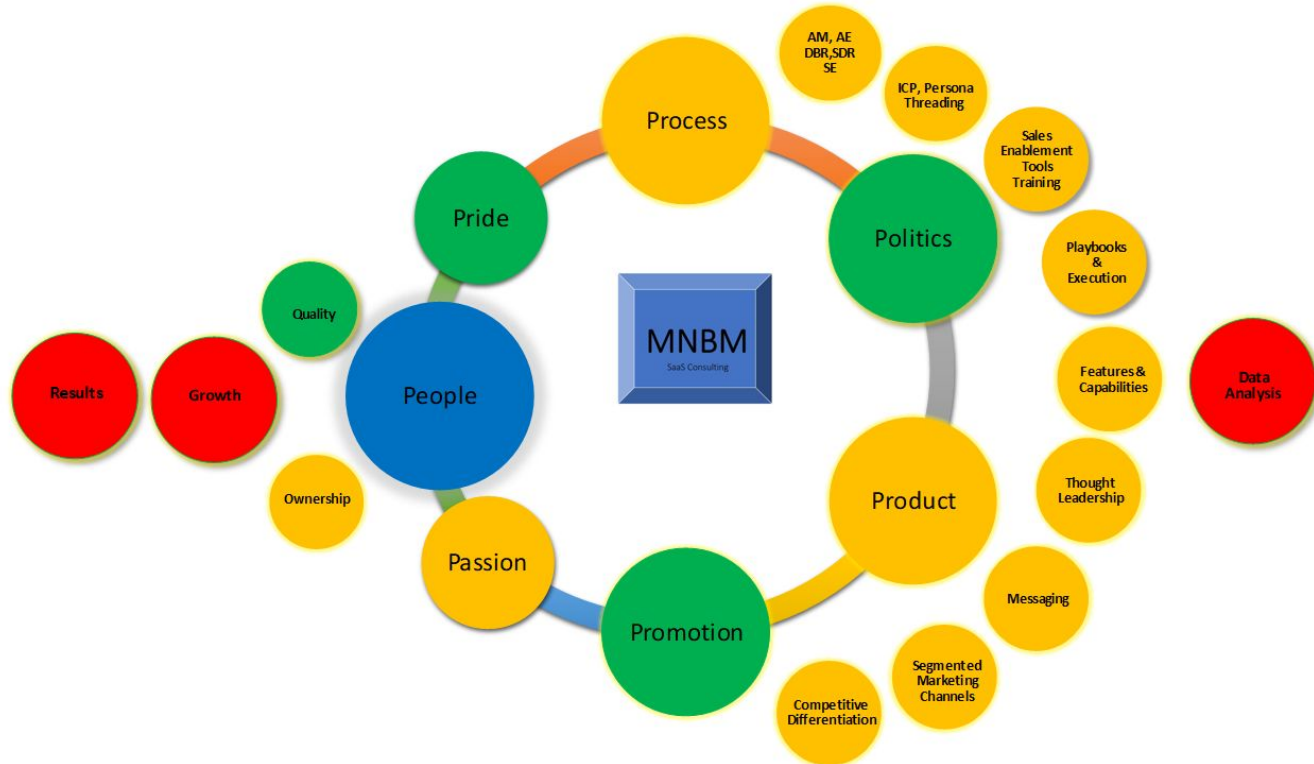
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Enterprise Selling Is Complicated



Enterprise Sales Velocity & Execution



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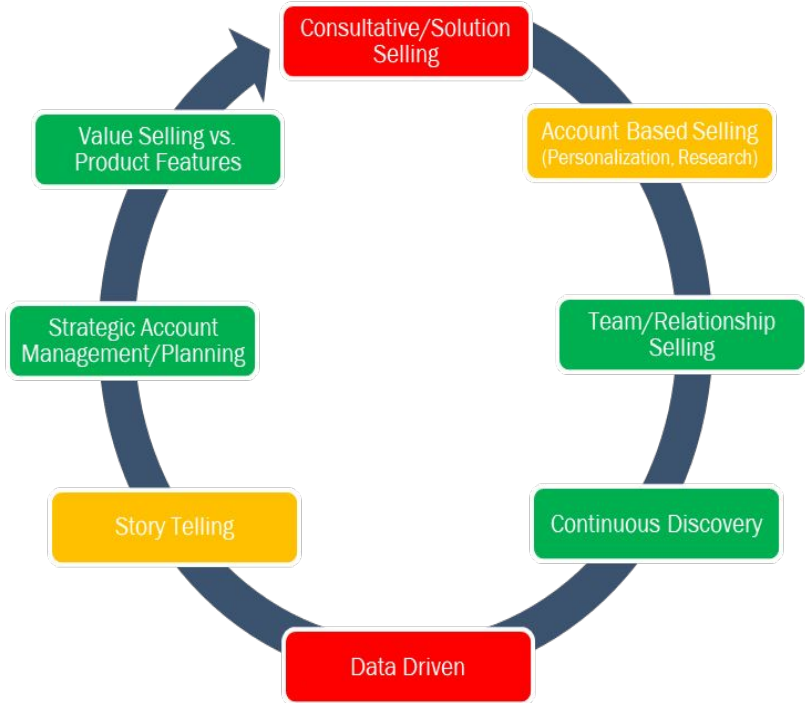
Relationship Depth Chart **People & Politics**

Interaction Level/ Influence	Our Interaction(s) High/ Medium/ Low	Their Influence High/Medium/Low
Name/Title		
Primary Contact		
Key Decision Maker		
Economic Buyer		
Coach		
Champion		
IT Lead		
Executive Sponsor		
Key Partner Contact		
Incumbent SI/VAR		

Engagement & Activities - **Process**

How Many Total Meetings	
How Many Demonstrations	
How Many On Site/In Person Meeting	
IT Meeting/Review Completed (Y/N)	
Pricing Proposal Submitted (Y/N)	
Business Case/ROI Completed (Y/N)	
Briefly Describe The Purchase Process Steps	<ol style="list-style-type: none"> 1. 2. 3. 4. 5.

Enterprise Sales Velocity & Execution



- ✓ Hire The Right People (Enterprise Experience, Complex Selling Oriented)
- ✓ Proactively Market To The Right Companies/Vertical Markets
- ✓ Prospect At The Right Level & Role (C Level, VP, Dir/Mgr)
- ✓ Requires Methodical Multi Touch Approach
- ✓ Business Value Messaging vs. Product Driven
- ✓ Compelling Demonstration & Relevant Use Cases
- ✓ Reference Selling/Storytelling (Customer Success Stories)
- ✓ Partner Strategy, Analyst Coverage, Thought Leadership

Enterprise Sales Velocity & Execution

Persona's

First Tier	Second Tier	Third Tier	Fourth Tier
COO	CEO/Owner/President	VP, Director - Strategy	Senior Manager of First Tier
CFO/VP of Finance	Controller	VP, Director, Manager - Innovation	Manager of First Tier
VP/Director of Field of Operations	VP/Dir Fleet Management	VP, Director - Change Management	Director/VP - Installation & Repair
VP/Director of Service	CIO	VP, Director - Operational Excellence	Plant Managers
VP/Director of Maintenance Management	CTO	VP, Director Business Process Improvement	Maintenance Managers
VP/Director of Production	VP of IT / Director of IT		Reliability Managers
VP/Director of Service Management	VP of Customer Service		
VP/Director of Asset Management/Operations			
Chief Strategy Officer			
Chief Innovation Officer			

What are the key ways complex enterprise deals are different from more transactional sales?



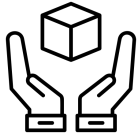
You tailor the sales process to them

How they buy software today
(Not the selling process that you follow)



There will be set software evaluation criteria

They will test for business value, viability of the vendor, and compatibility requirements



Different departments care about different things

There are different people with different agendas involved, and you need to understand what things are important to them



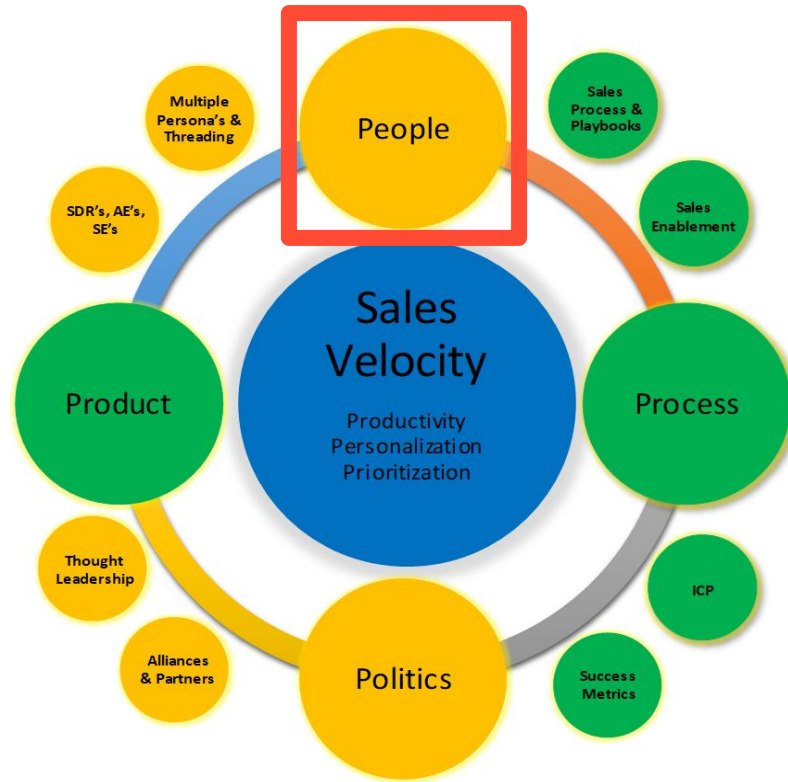
Politics are important

Look for the “mole” who can help you understand how things work on the inside of the organization

Sales Velocity Execution



Sales Velocity Execution



What are the roles that might be involved in a complex sale on your company's side?

Salesperson	The salesperson shouldn't be on the only contact Let them get to know you from multiple angles
Solutions Engineer	Use an SE to build technical relationships The SE is an SME and can figure out who is going to influence buying decisions
SDR / BDR	Leverage the goodwill the SDR/BDR built They have spent months building rapport and can be extremely effective
Executives (e.g. your CEO)	Bring in execs strategically Especially for early-stage startups, bringing in your CEO at the right time can be effective
Implementation	Introduce implementation early The prospect needs to know how they're going to operationalize the software they're buying

How should AEs and SEs work together?

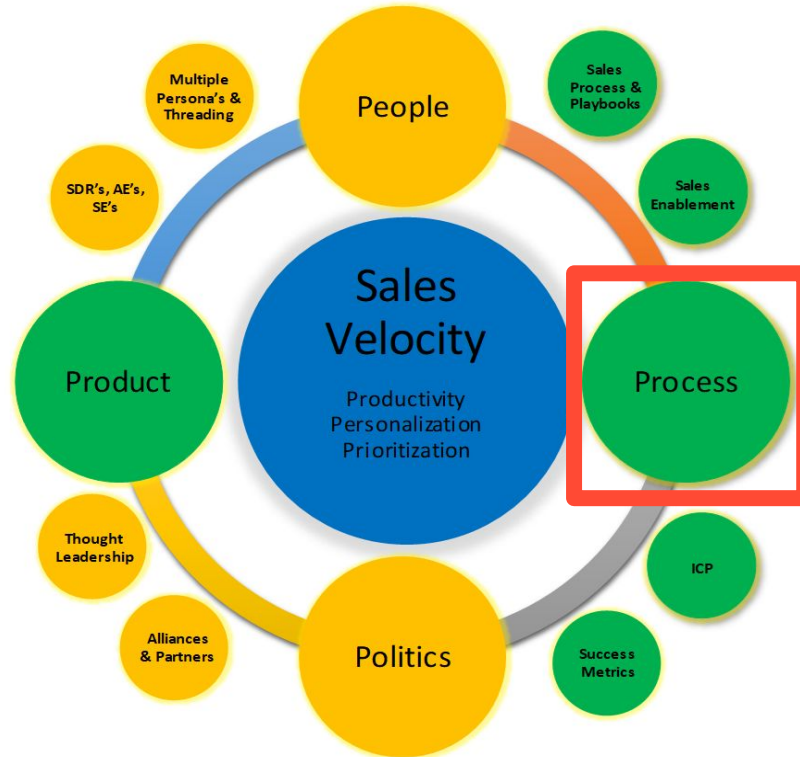
Good AEs should have solid product knowledge...

- AEs should be able to pick up the product and do a demo on their own
- AEs should understand the primary use cases and the business value associated with those

...but need to let Solutions Consultants do their job

- AE's should not provide running commentary on the demo
- AEs and SEs should coordinate in advance, do a dry run and define the roles. For each presentation, spend time to agree upon the use cases and workflows

Sales Velocity Execution



How can you accurately forecast and manage a pipeline of lumpy enterprise deals?

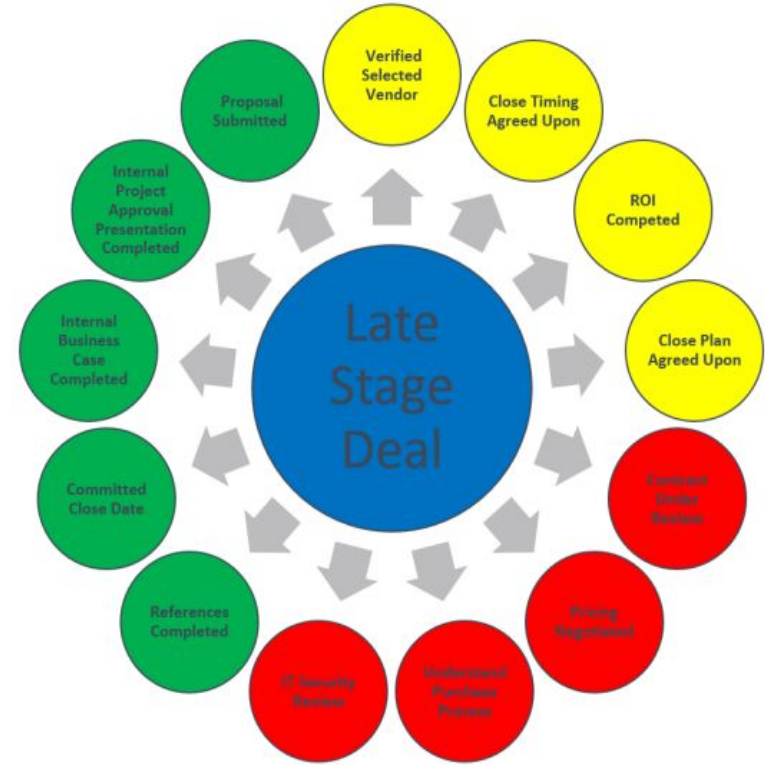
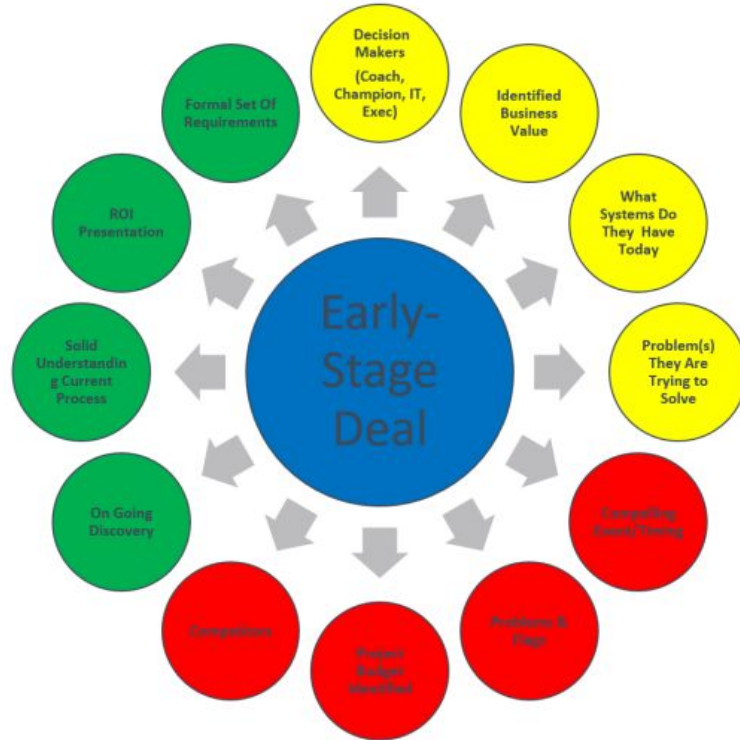
Sale leaders should ask questions about value

- Why do they need to buy this product?
- What's the problem they're trying to solve
- Other competitive projects
- Depth of relationships
- Competition

Sales leaders should keep tabs on key stakeholders/compelling events

- Do they have a go live date
- Vendor selected
- Contract process started
- Talked to references yet
- Shared internal business case

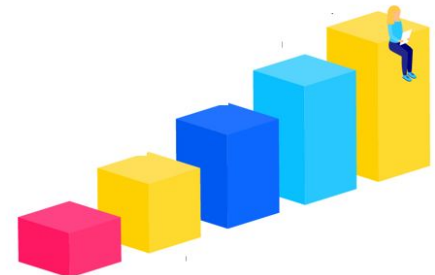
Understanding The Difference - Early Stage vs. Late Stage



Discovery = Knowing What & When To Ask

Is it a **continuous** process, you should **Always Be Discovering**, the more you know the better!

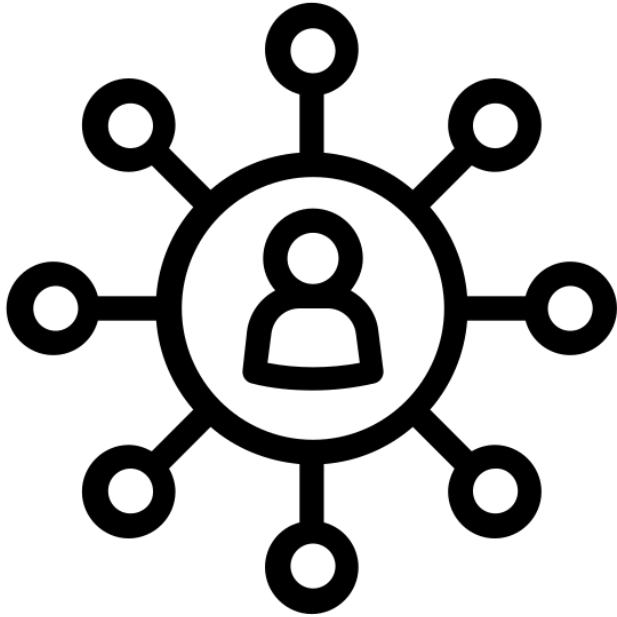
- Asking the right questions = Knowledge = POWER
- Asking the right questions at the right time within the sales cycle will get you the best data
- Asking the right questions at the wrong time makes it all about you vs. THEM
- Asking the right questions makes them believe you care about their business
- Asking the right questions allows you to control/manage the conversation
- Asking the right questions ensures you and the prospect both get value from the call



Sales Velocity Execution



How should you manage internal process and politics within the buyers' org?



- Make sure that you align yourself in the organization with the influencers
- Build interpersonal relationships with folks who can highly influence/make the decisions

What are some of the roles you'll likely encounter on the buyer's side?

The business owner
and/or the champion

The administrator of the
system

The heavy users of the
system

For example, if you sell an expense management system



The VP

The champion is the one that's going to get the deal done. They have the right influence in the org.



Expense system administrator

They need to validate that your solution is going to be much better



Expense submitters and approvers

In some cases, you go to end users (e.g. if it could save them a lot of time)

Note: the CEO of the buying company may or may not be involved

How should you manage internal process and politics within the buyers' org?

Ask the right questions to uncover other departments who need to sign off

Procurement

To agree to terms and conditions around cost and payment

IT

To confirm compatibility and integrations

Legal

To look at the contract

Board

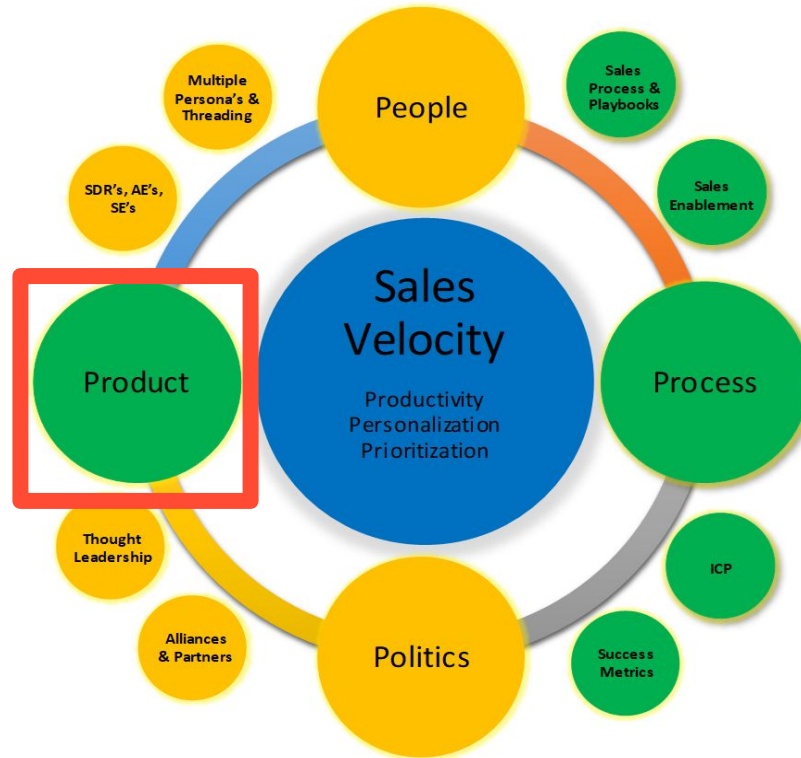
If the company's process requires board approval

Security

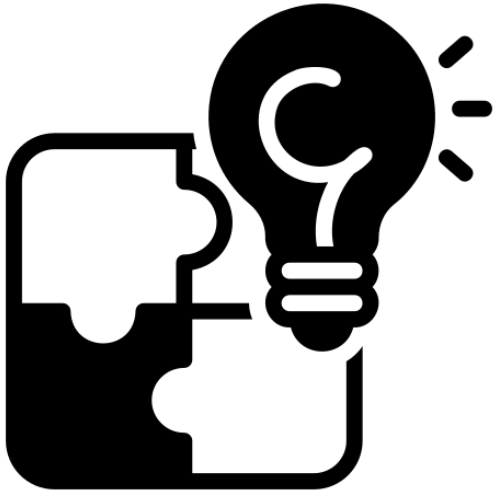
To approve security specs

****Motivate your champion:** You'll need your champion to make things happen on the inside. Build a relationship and give them what that they need to get the deal done

Sales Velocity Execution



How should you think about selling the product?



Tie everything to the business problem

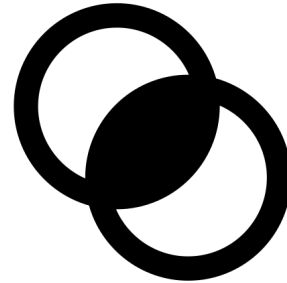
- AEs should always know what the top business problems the prospect is trying to solve with your solution and continue to tie everything back to how you can solve them
- Remember, the different individuals you are working with won't share the same perspective related to value

How should you think about partnerships in enterprise sales?



A partner likely can't sell your product for you




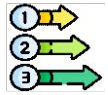











- If you're selling a complex product to a big company, it's rare for your partner to know the product as well or represent it the same way that you would
- Plus, they're always going to sell their offering first!



Implementation and integration services partners are common

- There is a good win-win when software companies do not want to have in-house professional services

Why Might You Lose A Deal

	Not identifying compelling reasons to change		Failing to elevate delivery to strategic outcomes		Not tailoring business value to stakeholders
	Skipping stages of the sales process		Transactional behaviors		Not dealing with obstacles proactively
	Failing to control the sales process		Being self-oriented		Focusing on price vs. value
	Failing to create value during sales calls		Failing to identify the buying committee		Underestimating Competition
	Focusing on low levels of value in our solution		Failing to build consensus		Deal strategy not aligned to buying process

Q&A

1. How to convert existing "friend" relationships to sales conversations
2. How can the channel team help drive sales velocity
3. Should BDR's be in the sale or marketing organization
4. How to manage dysfunction between Sales, Marketing, Legal and business within Enterprise opportunities
5. Is there much difference between an Enterprise sales approach/process vs. Mid Market
6. How to manage deal velocity throughout the sale process (initial meeting, demo etc.)
7. How can partner technical resources help play a role in accelerating sales cycles

Questions