



SAAS SALES PLAYBOOK

- Russ Armstrong

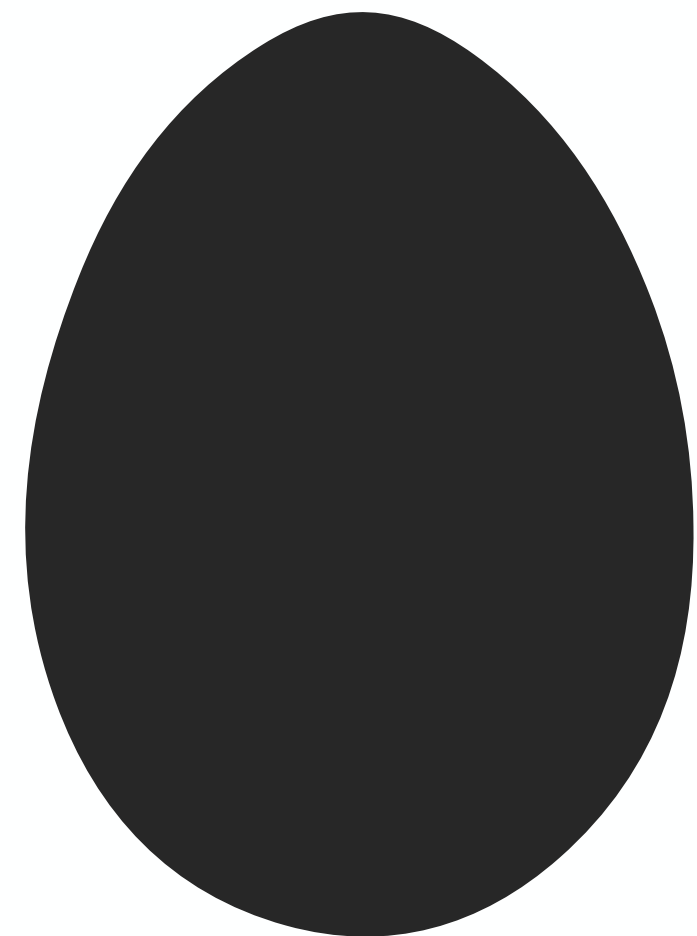
BOAST.AI

FUEL YOUR GROWTH



RUSS ARMSTRONG

- Head of Sales - Eastern Canada, Boast.AI
- Cofounder, Limelight (>\$10M raised)
- 11 years @ RBC Capital Markets



**IN THE EARLY STAGES, COMPANIES
TYPICALLY SEE FOUNDERS WITH
DOMAIN EXPERTISE AND INDUSTRY
CONTACTS MAKE UP THE FIRST
SIGNIFICANT SALES.**



**HOW DO YOU TURN THIS INTO A
REPEATABLE SCALABLE SALES
MODEL?**



REPEATABLE

GETTING YOUR MESSAGING
RIGHT - WHAT IS THE VALUE
PROPOSITION?

A wide-angle, slightly blurred photograph of a busy city street, likely in Istanbul, featuring a tram in the center and numerous pedestrians. The street is decorated with colorful lanterns and strings of lights, creating a festive atmosphere. The image is used as a background for the text.

SCALABLE

**WHAT PROCESSES DO YOU
HAVE IN PLACE THAT ALLOWS
NEW HIRES TO STAY ON SCRIPT
AND ON TARGET?**

REVENUE 101



3 WAYS TO GROW YOUR REVENUE



MORE CUSTOMERS/USERS
(OUR FOCUS)



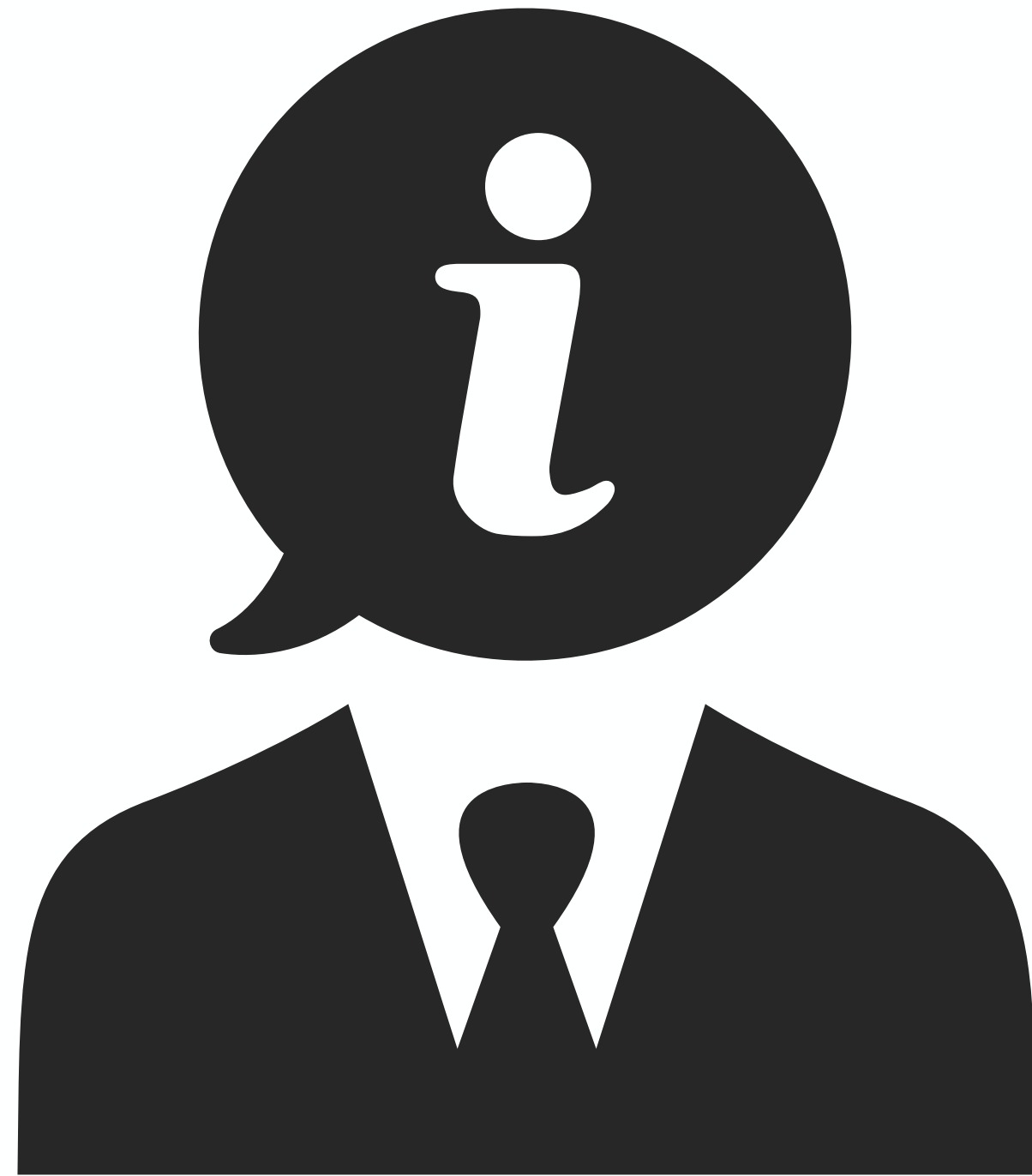
INCREASING AVERAGE
SELLING PRICE



INCREASING PURCHASING
FREQUENCY



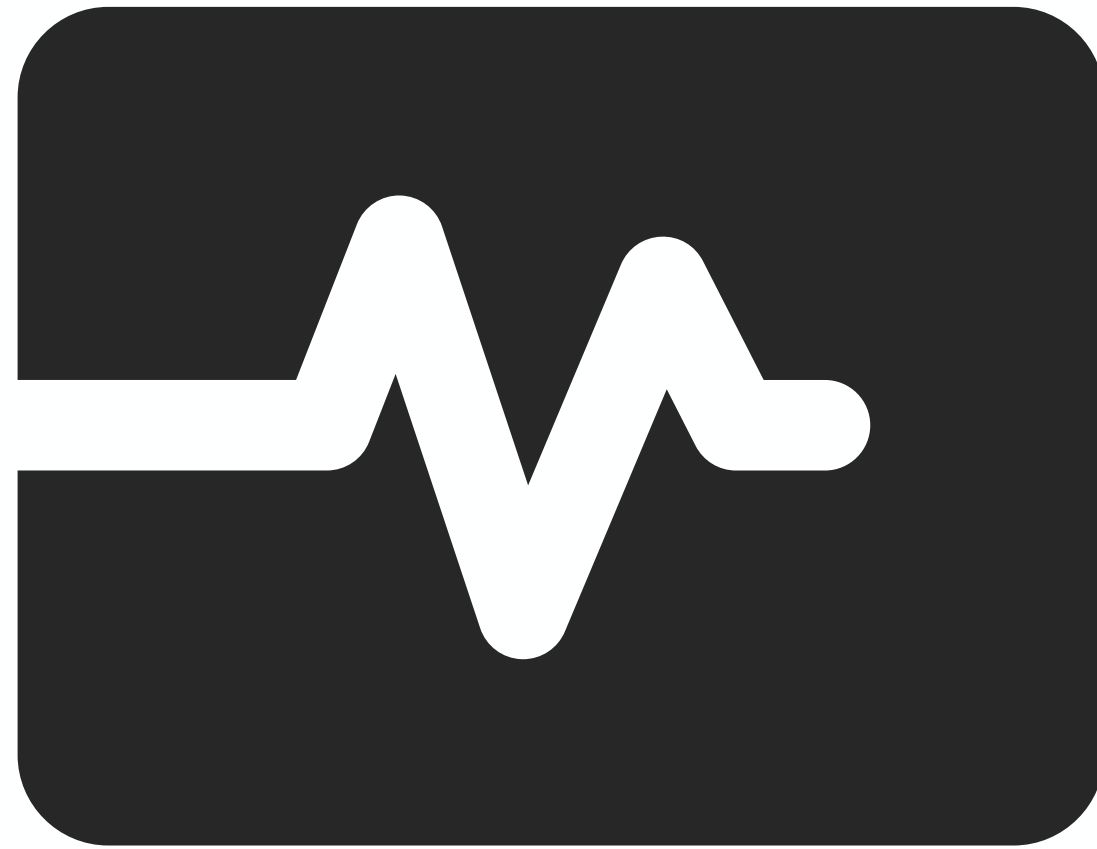
DEFINE YOUR CUSTOMER



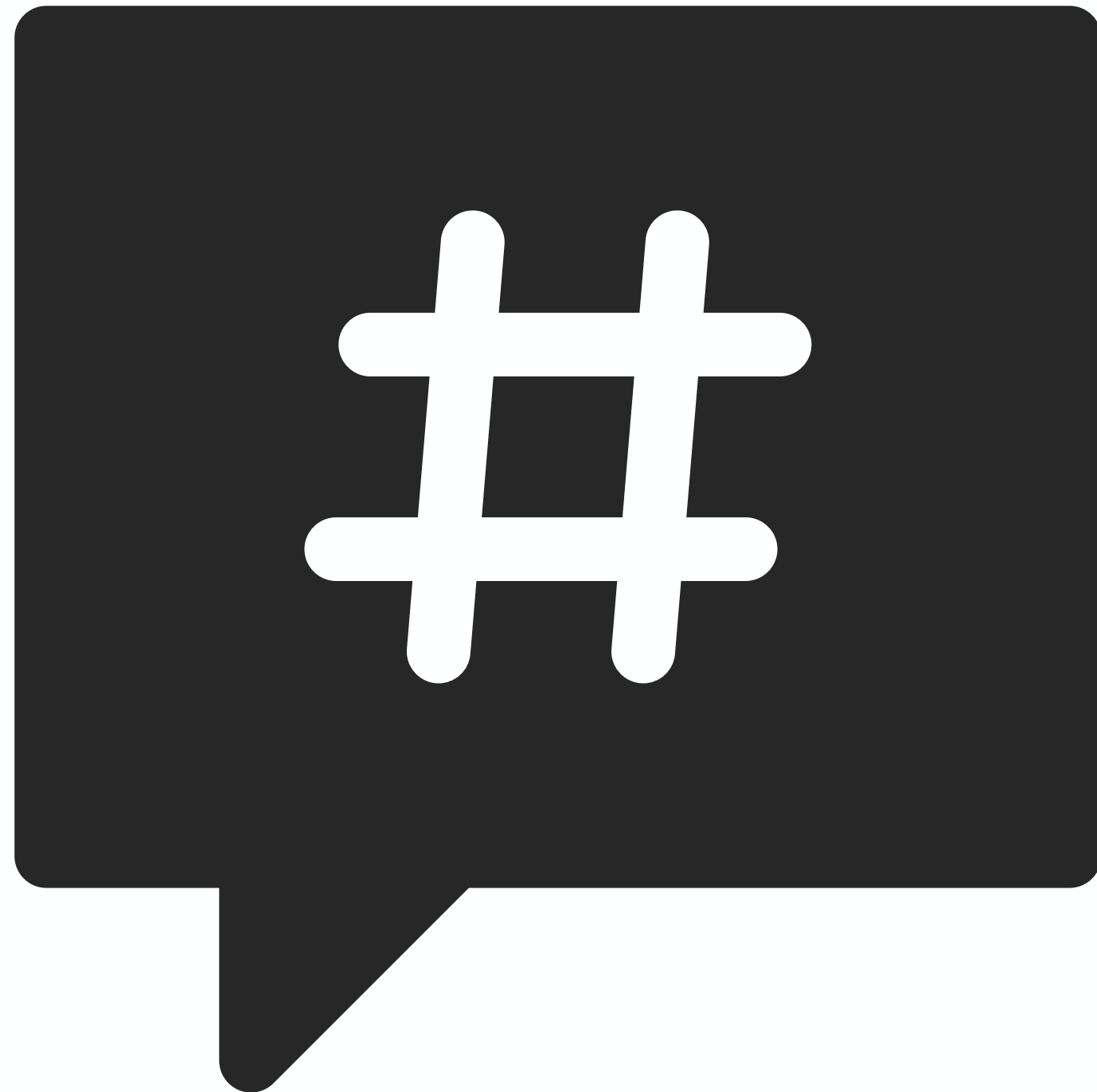
- **Ideal Customer Profile (ICP) – Industry, Company, B2B**



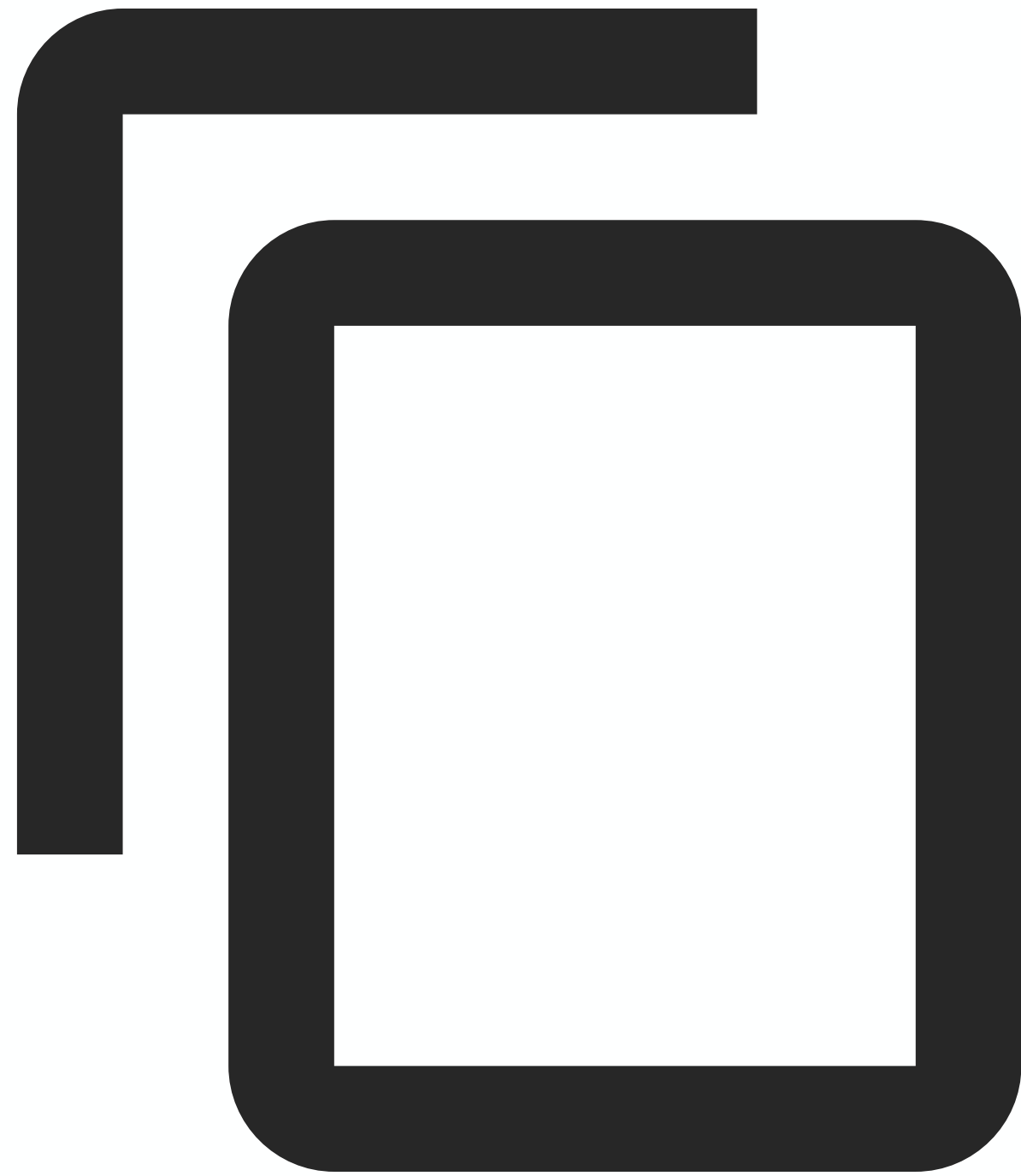
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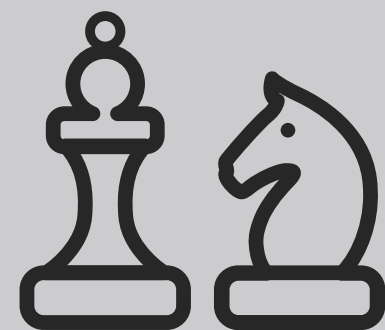
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- **Content (what content do you have that supports this)**



STYLES OF POSITIONING



Category exists and there is no clear leader, easy to understand but competition is fierce

HEAD TO HEAD



Sub-segment has unmet needs (eg CRM for lawyers)

BIG FISH, SMALL POND



Category Creation, existing categories don't work, Most difficult

CREATE A NEW GAME



VALUE PROPOSITION

In simple terms, what value do you provide to the user?

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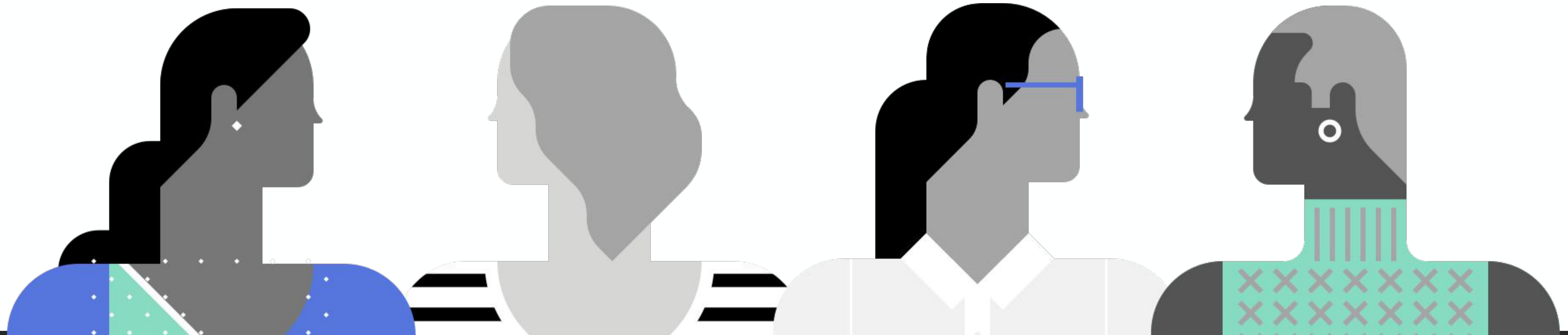
“Ridesharing marketplace”

VS

“Get a ride in 4 minutes or less”

Even better (S-1 Filing)

Uber says it aims to provide everyone on its platform with a *"safe, reliable, affordable, and convenient trip within a few minutes of tapping a button,"* and to provide independent drivers with a *"reliable and flexible way to earn money."*



HOW TO - POSITIONING



Competitive Analysis

If you didn't exist, what would customers use?



Key Unique Attributes

What features/capabilities do you have that alternatives do not?



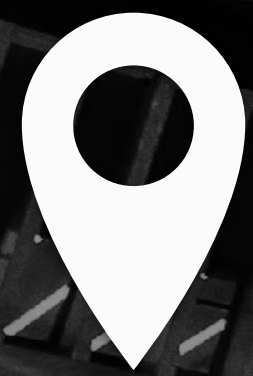
Value

What value do the attributes enable for customers?



Customers that care

Who cares a lot about that value?



Market to win

What context makes your value obvious to your to your customer?

A warm, orange-toned photograph of a business meeting. In the foreground, two men in suits are shaking hands over a wooden conference table. The table is cluttered with papers, pens, and smartphones. In the background, several women are seated around the table, some of whom are clapping. The scene is brightly lit, suggesting a large window or skylight. The overall mood is professional and celebratory.

SALES PROCESS



Stage	Attract	Convert	Close	Activate
Who	Marketing	Business Development Representatives	Account Executives	Customer Success
Activities	<ul style="list-style-type: none">● SEO● Webinars● Events● PR● Social● Organic● Paid	<ul style="list-style-type: none">● Inbound Qualification● Outbound lead generation	<ul style="list-style-type: none">● Demo● Workshop● Negotiate● Objection handling	<ul style="list-style-type: none">● “Farmer”● Grow● Upsell● Cross sell
KPI	<ul style="list-style-type: none">● MQL	<ul style="list-style-type: none">● SQL/SAL● Opportunity● Meetings booked	<ul style="list-style-type: none">● \$ Bookings \$	<ul style="list-style-type: none">● Upsales● Renews● Churn● NPS

SALES METRICS

$$\begin{array}{l} \text{Customer Acquisition Cost} \\ \text{CAC} \end{array} = \frac{\text{Cost of Sales} + \text{Cost of Marketing}}{\text{Number of Customers Acquired}}$$

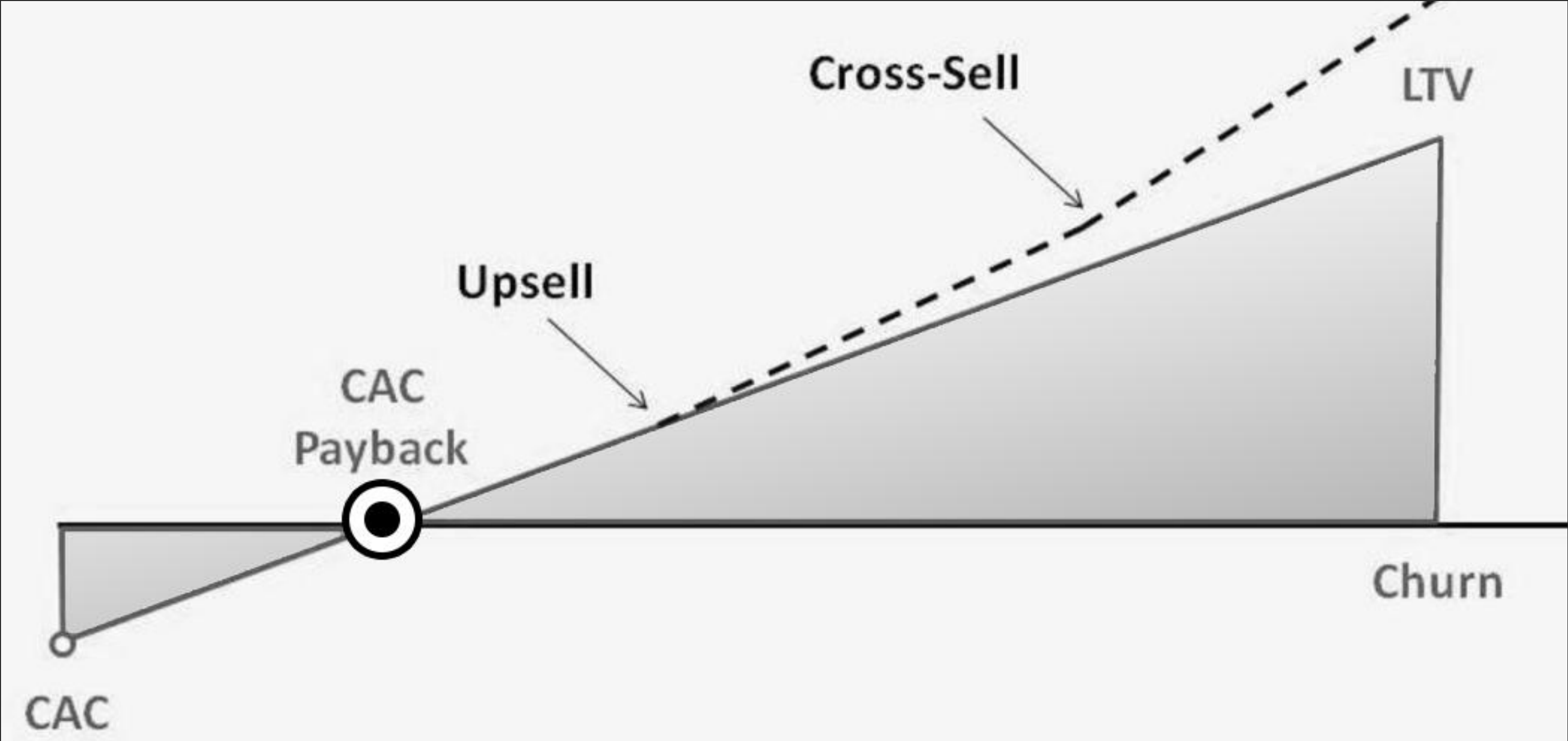
$$\begin{array}{l} \text{Average Revenue/User} \\ \text{ARPU} \end{array} = \frac{\text{Total Annual Revenue}}{\text{Total Number of Customers}}$$

$$\begin{array}{l} \text{Lifetime Value} \\ \text{LTV} \end{array} = \text{ARPU} \times \# \text{ Purchases in Lifetime}$$

SALES METRICS

LTV:CAV of 3:1 or more

SALES METRICS



SALES TEAM STRUCTURE



End to end - Prospect, Convert, Close and Activate
- typical in early stage companies



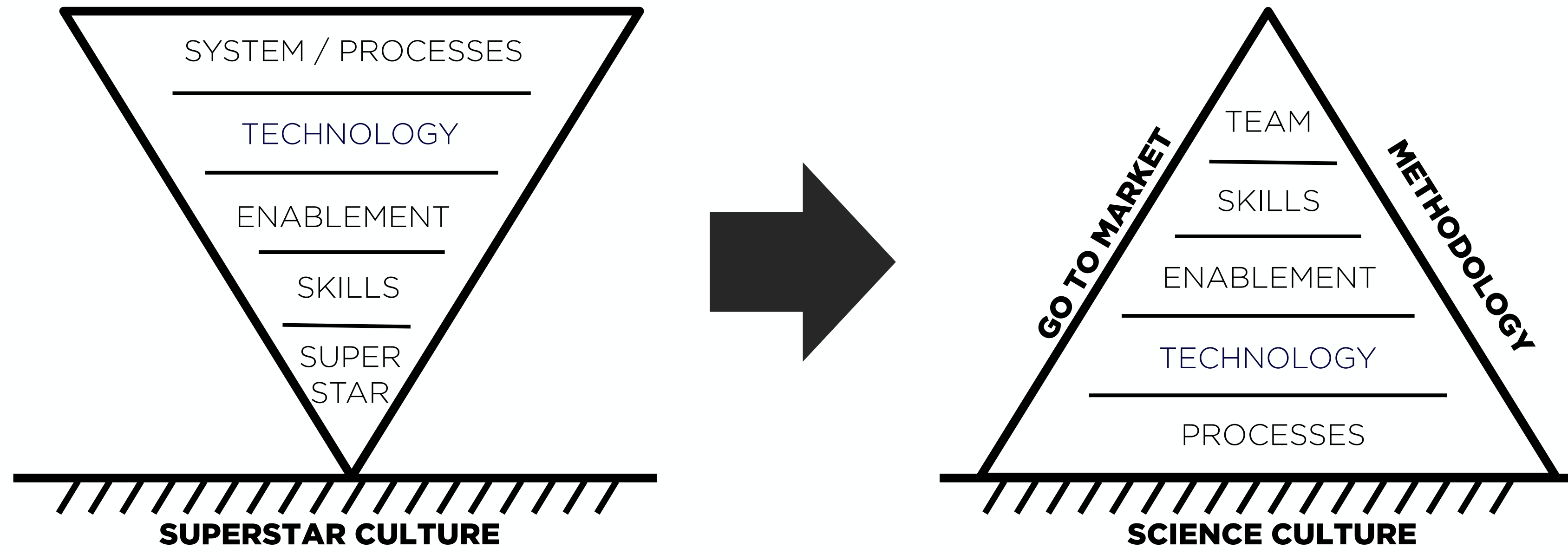
Stage Specialization, introduce BDRs - > AEs. A SDR team will have a positive return if ACV is higher than \$8K



Further Specialization, Assembly Line focused on Channel/industry/product/country

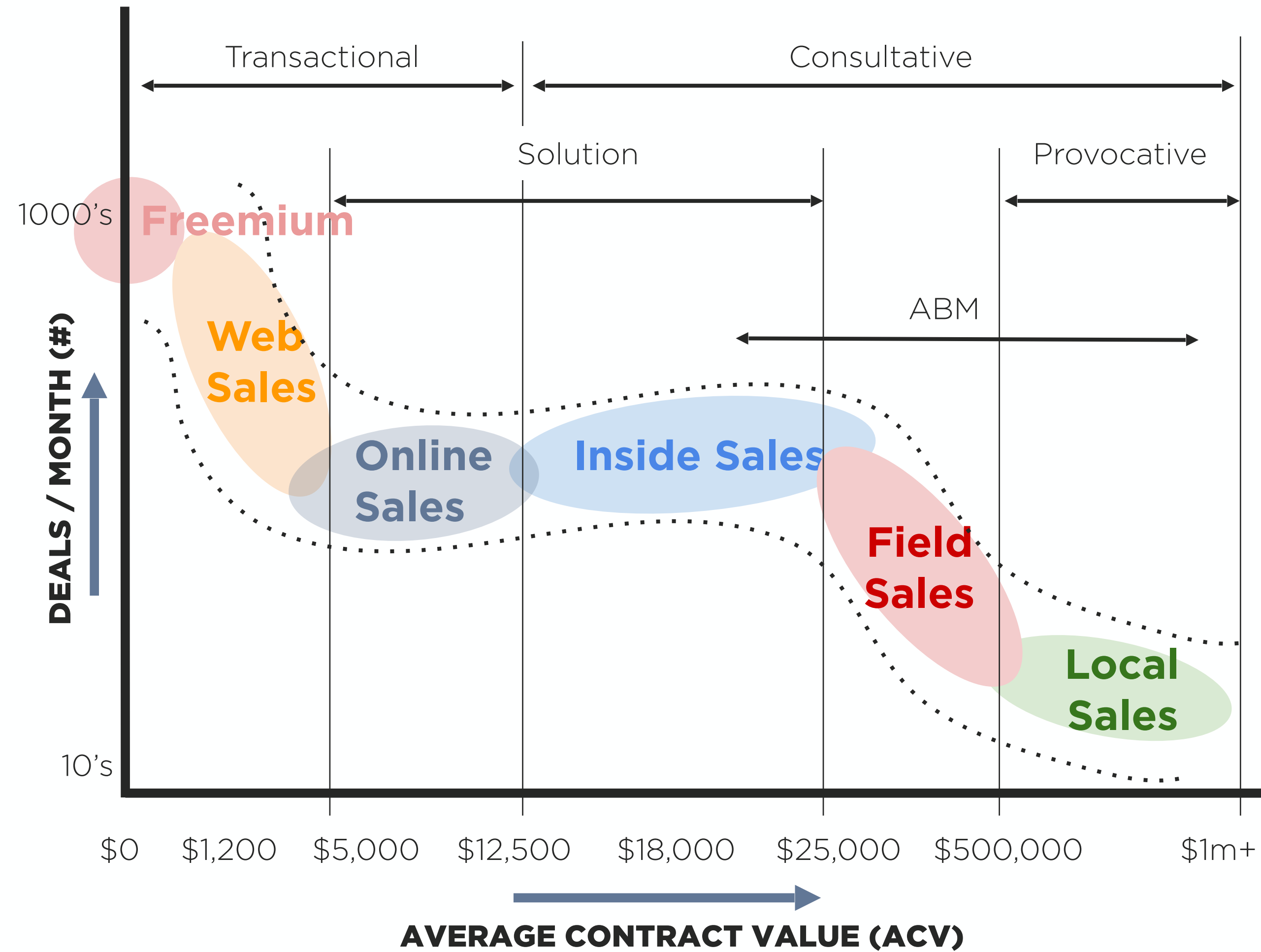
RULE OF THUMB: POD REVENUE MUST BE 2X POD (SALARY) COSTS.

SALES DESIGN



A PROCESS DESIGNED AROUND SUPERSTARS VS A PROCESS DESIGNED AROUND DATA

SALES PROCESS DESIGN



SALES PROCESS DESIGN

SELLING STYLE	HOW?	EXAMPLE
Freemium	Selling based on price/payment options	Additional features unlocked with purchase
Web Based	Selling based on your products specific solution	Very little human interaction to make a sale. Enter Credit card and go.
Online	Selling by presenting the ways in which your product can solve a problem	Require some online human interaction - Problem based
Inside Sales	Most Popular - selling based on matching ICP to problem, high touch multiple transactions	B2B, tech, SaaS, and a variety of B2C industries selling high-ticket items.
Field/Outside Sales	B2B - Rep visit leads in person.	B2B whose sales processes rely on relationship-building and long-term contracts.
Local Sales	Co-locating Reps with HQ. Creating multiple champions within the organization	Enterprise sales/ multiple stakeholders. Eg ERP

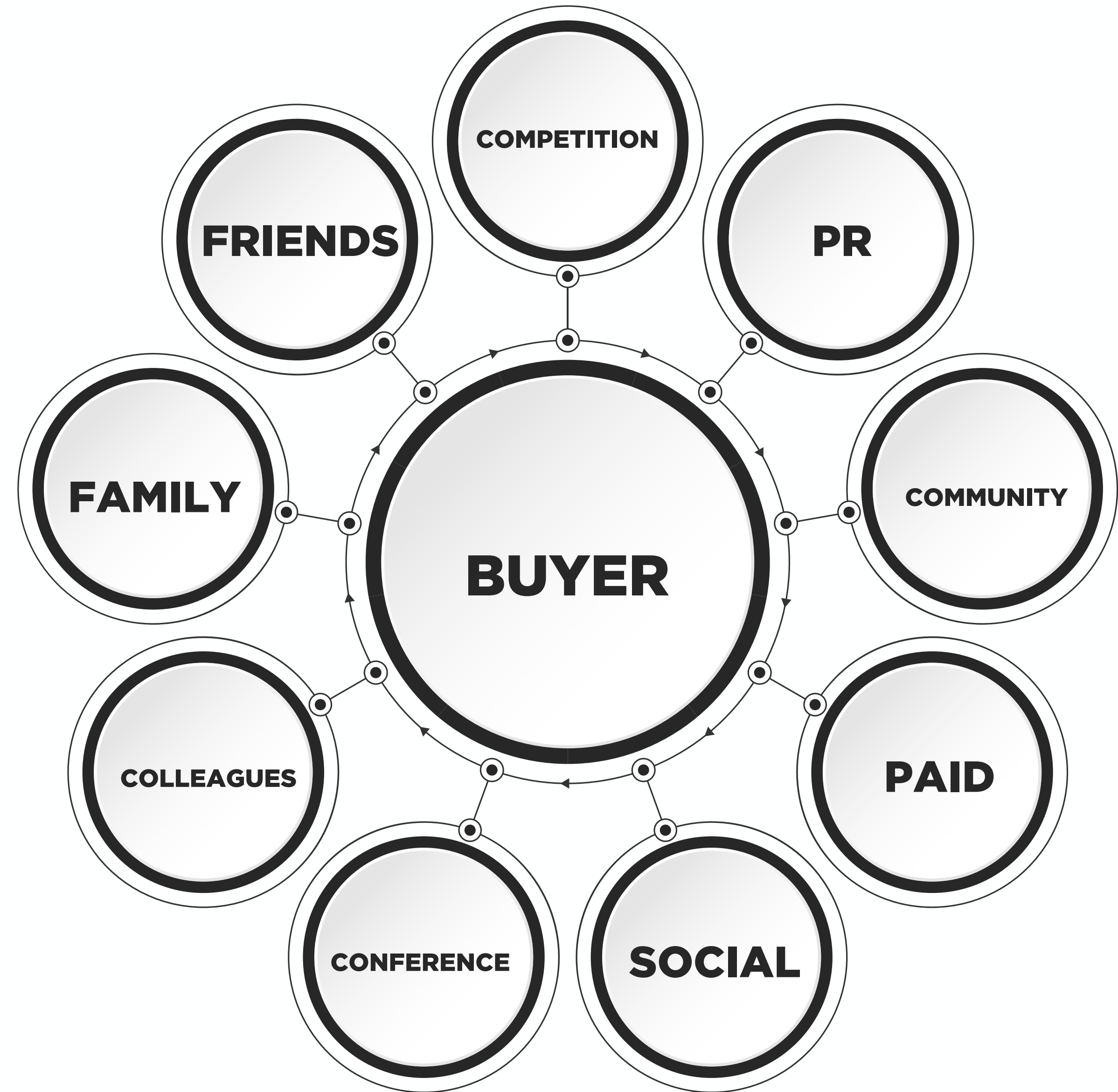
SALES STYLE

SELLING STYLE	DEFINITION	EXAMPLE
Transactional	Product/Feature focused. Selling based on features, price/payment options	Commoditized service with very little human interaction needed to make the purchase
Solution	Rather than just promoting an existing product, focus on the customer's problems and addresses the issue with appropriate offerings (product and services).	Selling based on your products specific solution
Consultative	Needs based Selling - Selling by presenting the ways in which your product can solve a problem	Product knowledge is transformed into a tailored solution when it's is delivered and positioned based on the customer's needs and language
Provocative	Focus on identifying opportunities or problems the customer is unaware of.	Sales people help their customers identify what they don't know and understand the impact on the business. eg. ERP

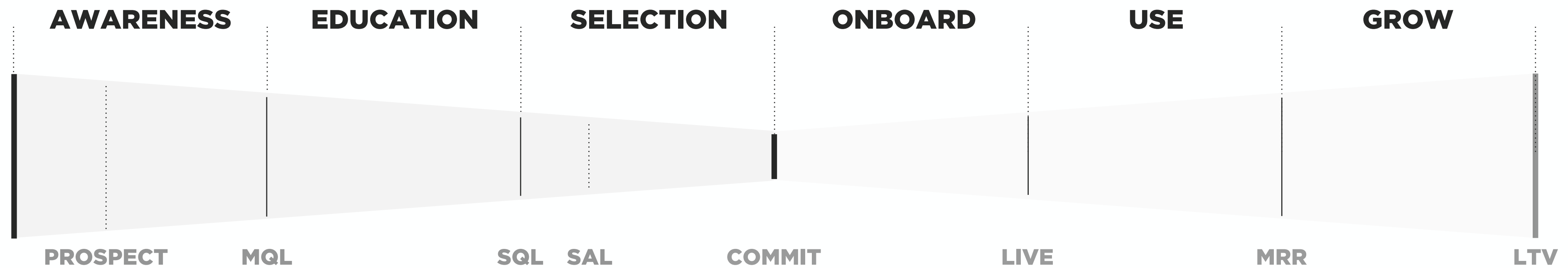
ABM: ACCOUNT BASED MARKETING



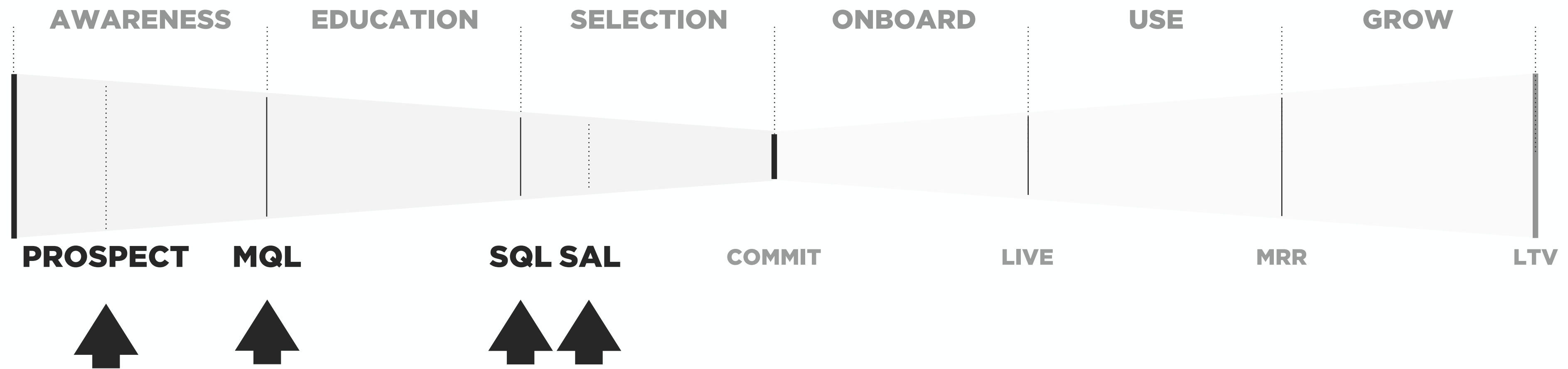
ABM: CIRCLE OF INFLUENCE



SALES FUNNEL DEFINITION



SALES FUNNEL DEFINITION



PROSPECT

Prospect is someone who we want to have a conversation with.
It is;

- *Contact that converts on a top of the funnel by visiting one of our web-assets such as our web-site*
- AND/OR**
- *a person we are reaching out to using an outbound process*

The difference between the two is that with the latter following a conversation we immediately convert into an SQL. Whereas visiting web-assets may need further nurturing

MARKETING QUALIFIED LEAD

We differentiate between MQLs based on the sense of urgency;

- *Time sensitive Calls to Action (CTA) referred to as a hand raise such as “contact sales”*
- OR**
- *Not time sensitive such as “download whitepaper”*

Both feed a different process; the Time sensitive MQL drives the inbound LeadDev process, whereas the not time sensitive process feeds into the outbound LeadGen process

SALES QUALIFIED LEAD

An SQL always follows an actual conversation with a client in many cases performed by an SDR. Typically this is the point that a meeting is scheduled by the SDR for the AE.

This conversation can occur over text, email, phone call and/or a brief meeting with the stakeholders. The SQL "Conversation call" feeds into the sales process. At this point we know that:

- *the client is a good FIT*
 - *the client has a likely NEED/PAIN*
- AND**
- *what size is the business so we can point it to the right GTM strategy (e.g. group and/or person to take the discovery meeting).*

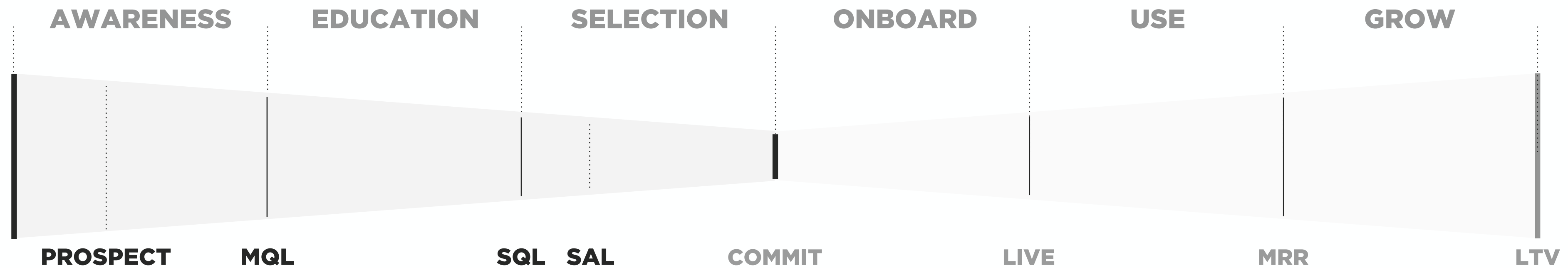
SALES ACCEPTED LEAD

Following a discovery call with a sales professional the AE either;

- *Accepts the SQL as a qualified opportunity. This means that the AE will be held accountable for win-rate, ACV and sales cycle,*
OR
- *Disqualifies the SQL either:*
 - *by removing the SQL from the process altogether,*
OR
 - *determine the client is not ready yet, and put them on a 90 day nurturing program*

In either scenario the SDR is held accountable for the amount of SQLs generated and the SQL to SAL conversion rate.

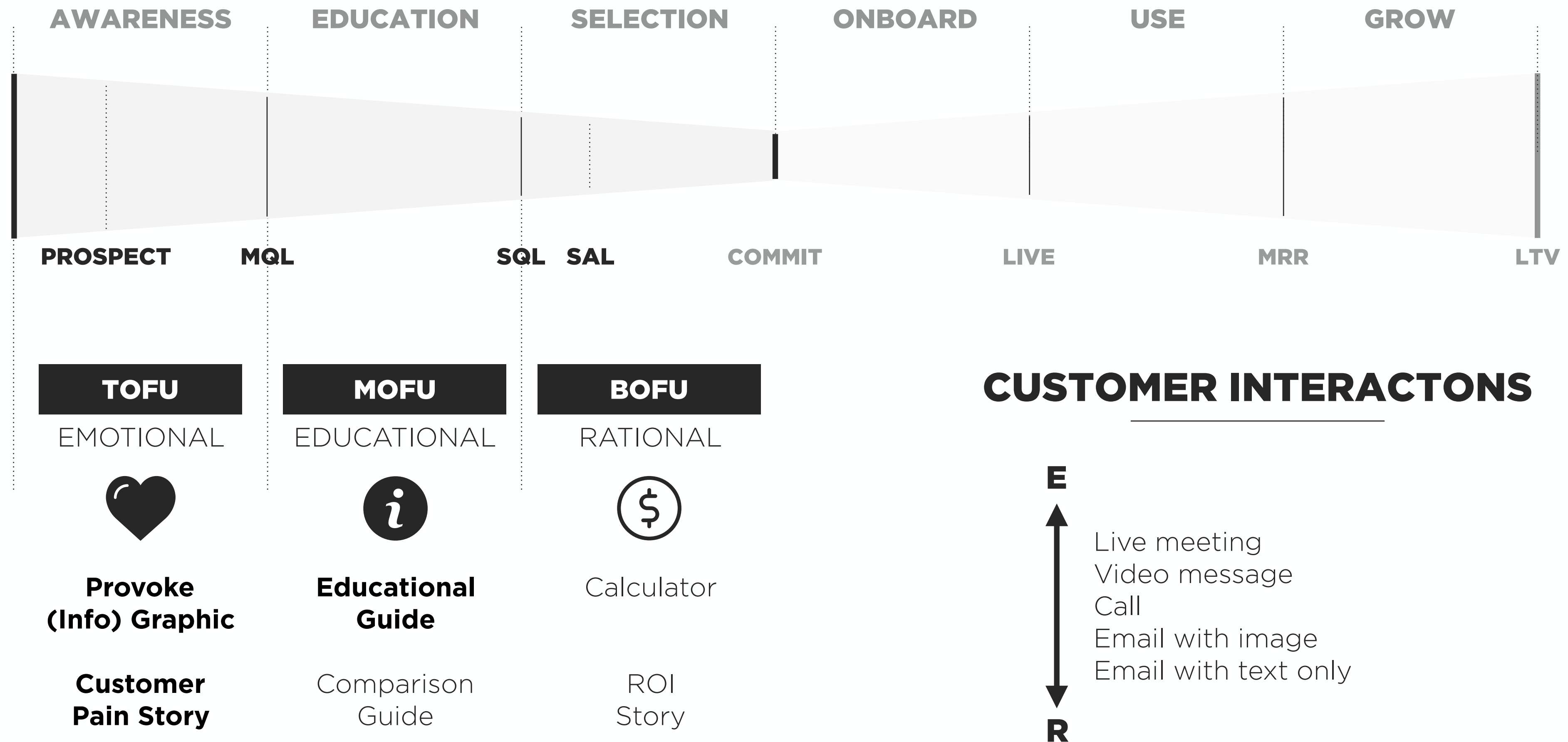
SALES CONVERSION METRICS



Prospect ->MQL	5%
MQL -> SQL	16%
SQL -> SAL	80%
SAL -> Commit	20%

QUARTERLY	CONVERSION RATE	RAW	QUALIFIED
MQL	10%	1000	100
SQL	16%	100	16
SAL	80%	16	12.8
Commit	20%	2.56	

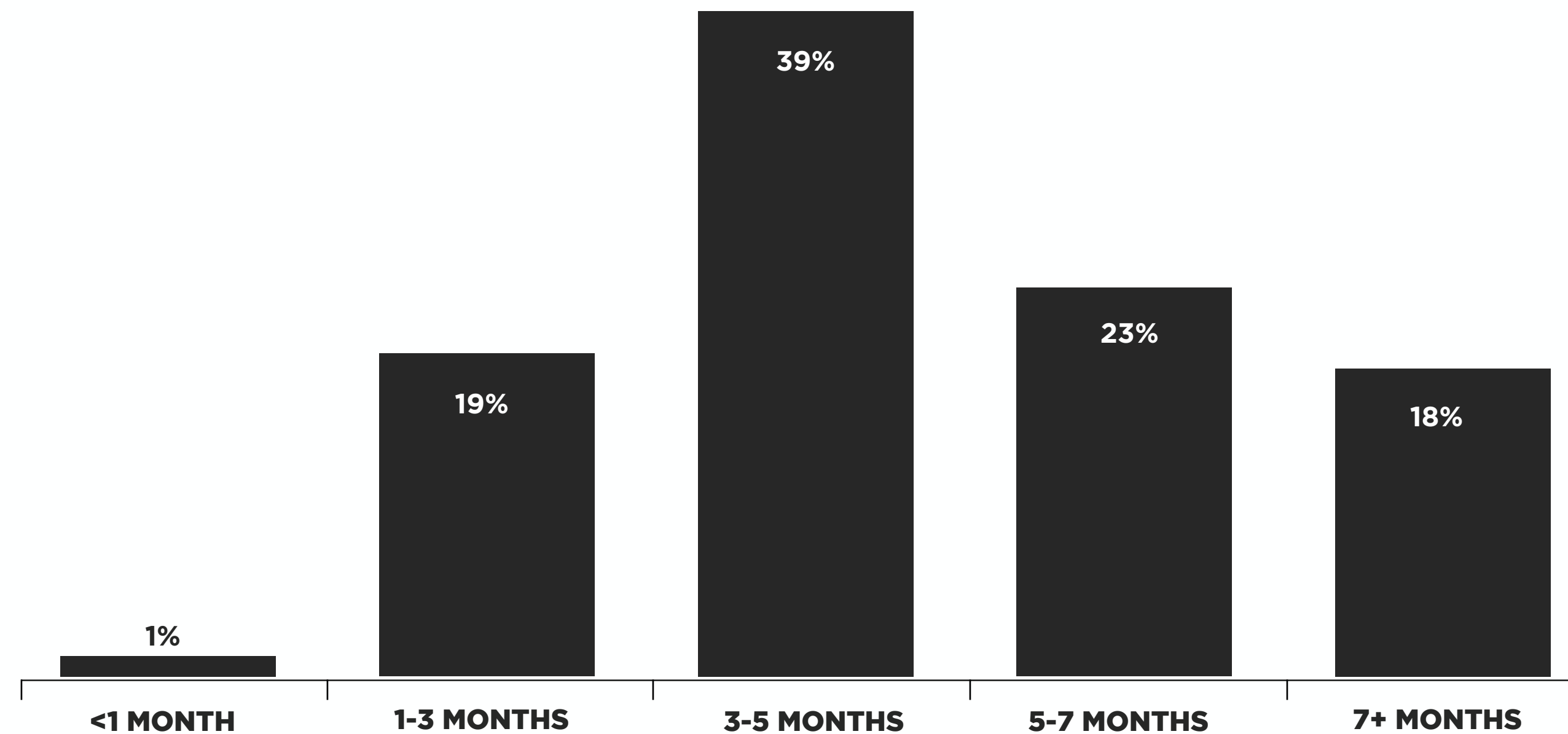
MAPPING THE BUYER JOURNEY



An aerial photograph of San Francisco at sunset. The sky is a mix of orange, pink, and blue. The city skyline is visible, with the Transamerica Pyramid being a prominent feature. The water in the foreground shows some boats and a pier. The text 'INDUSTRY AVERAGES' is overlaid in large, white, bold, sans-serif font across the middle of the image.

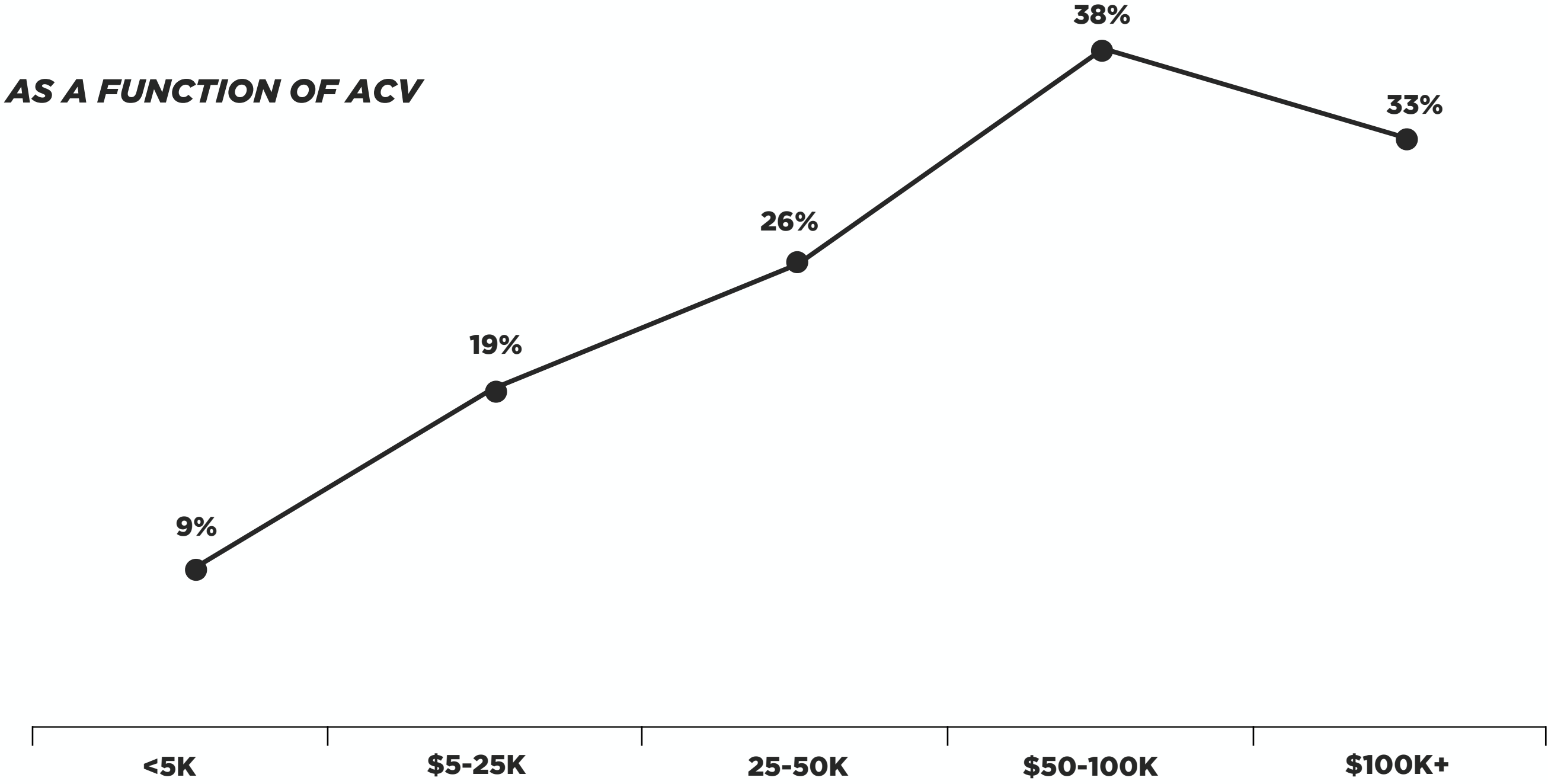
INDUSTRY AVERAGES

HOW LONG DOES IT TAKE TO RAMP AEs?



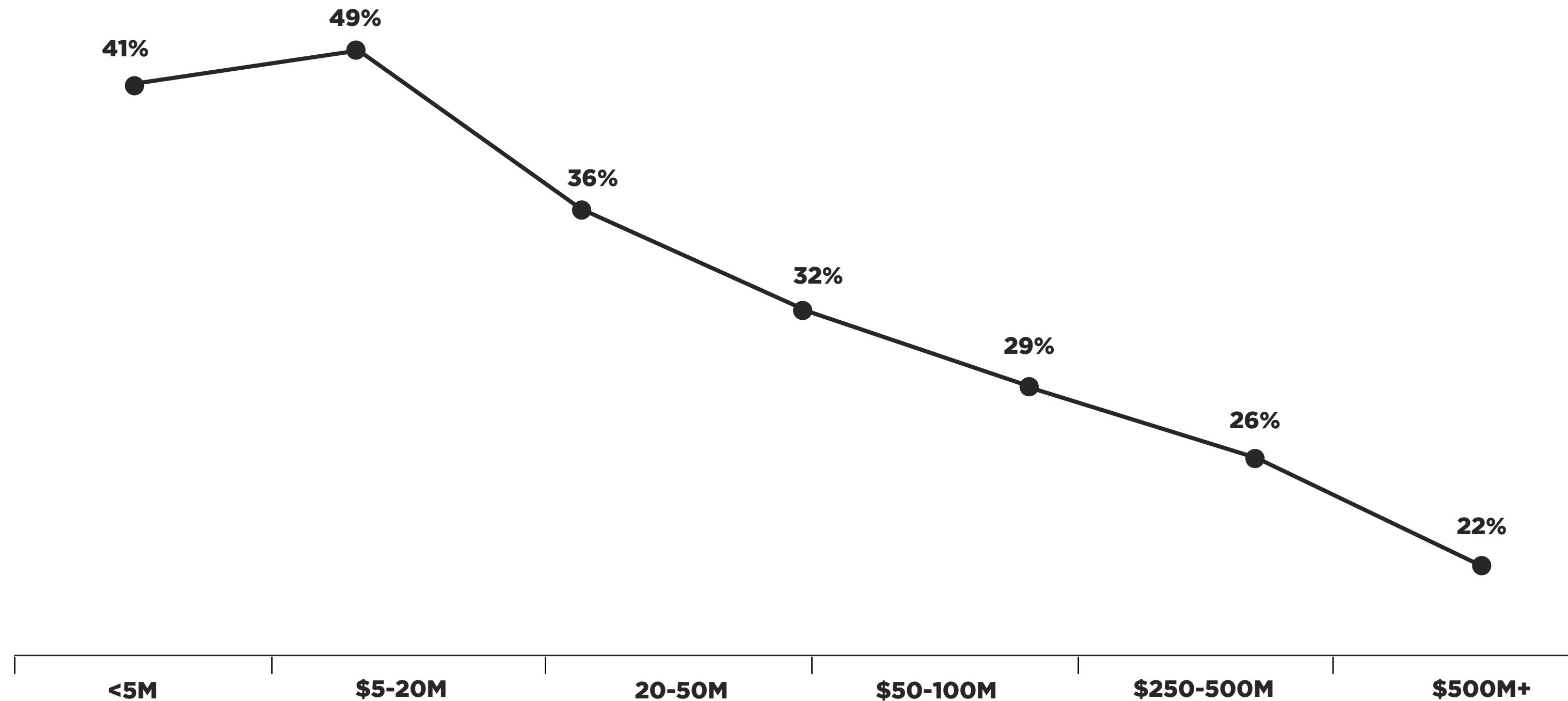
Sales enablement tools have had a dramatic impact on decreasing ramp time.
Keep in mind average Rep tenure is only 2.4 years

PERCENT OF PIPE SOURCED FROM OSDR



OSDR - OUTBOUND SALES DEVELOPMENT REPS

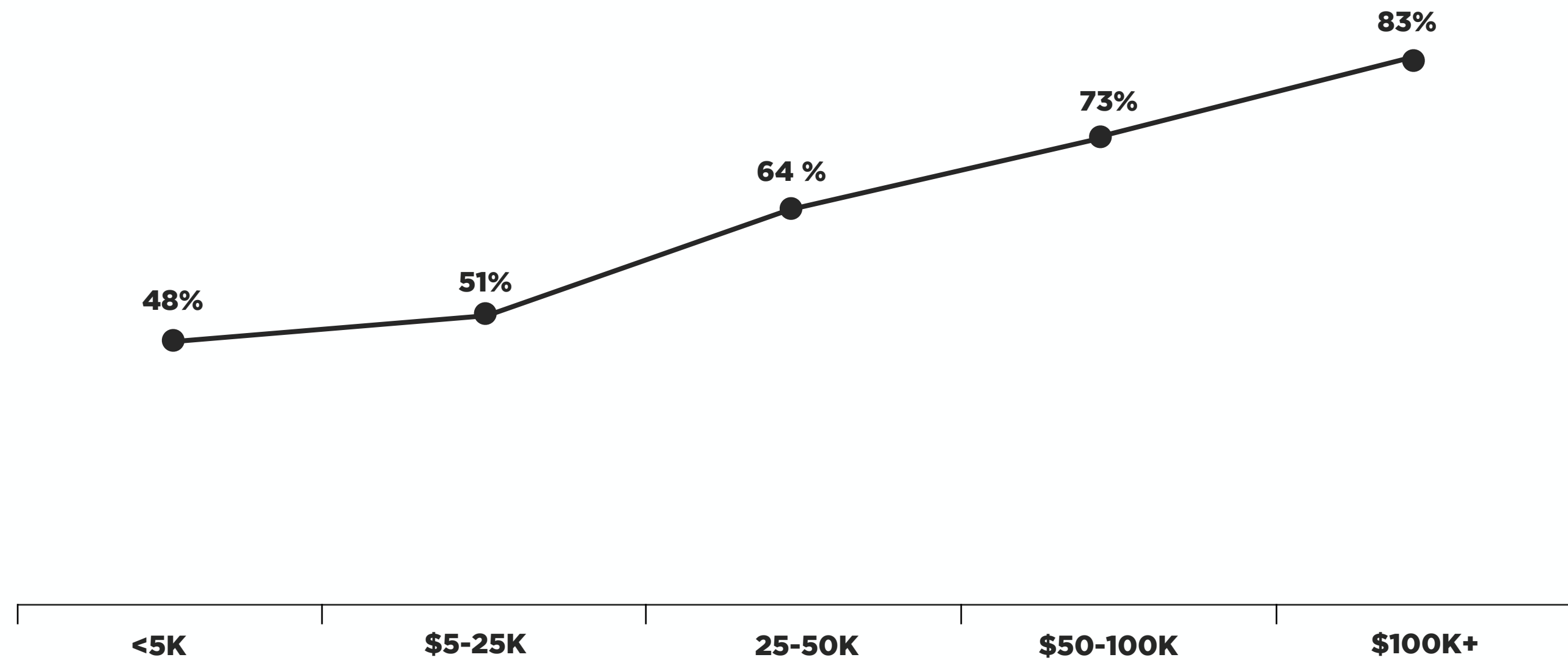
PERCENT OF PIPE SOURCED FROM MARKETING



COMPANIES WITH LOWER ACVS, THE CAC:LTV MATH CAN BE DIFFICULT TO BALANCE WITH AN OUTBOUND SALES DEVELOPMENT CHANNEL.

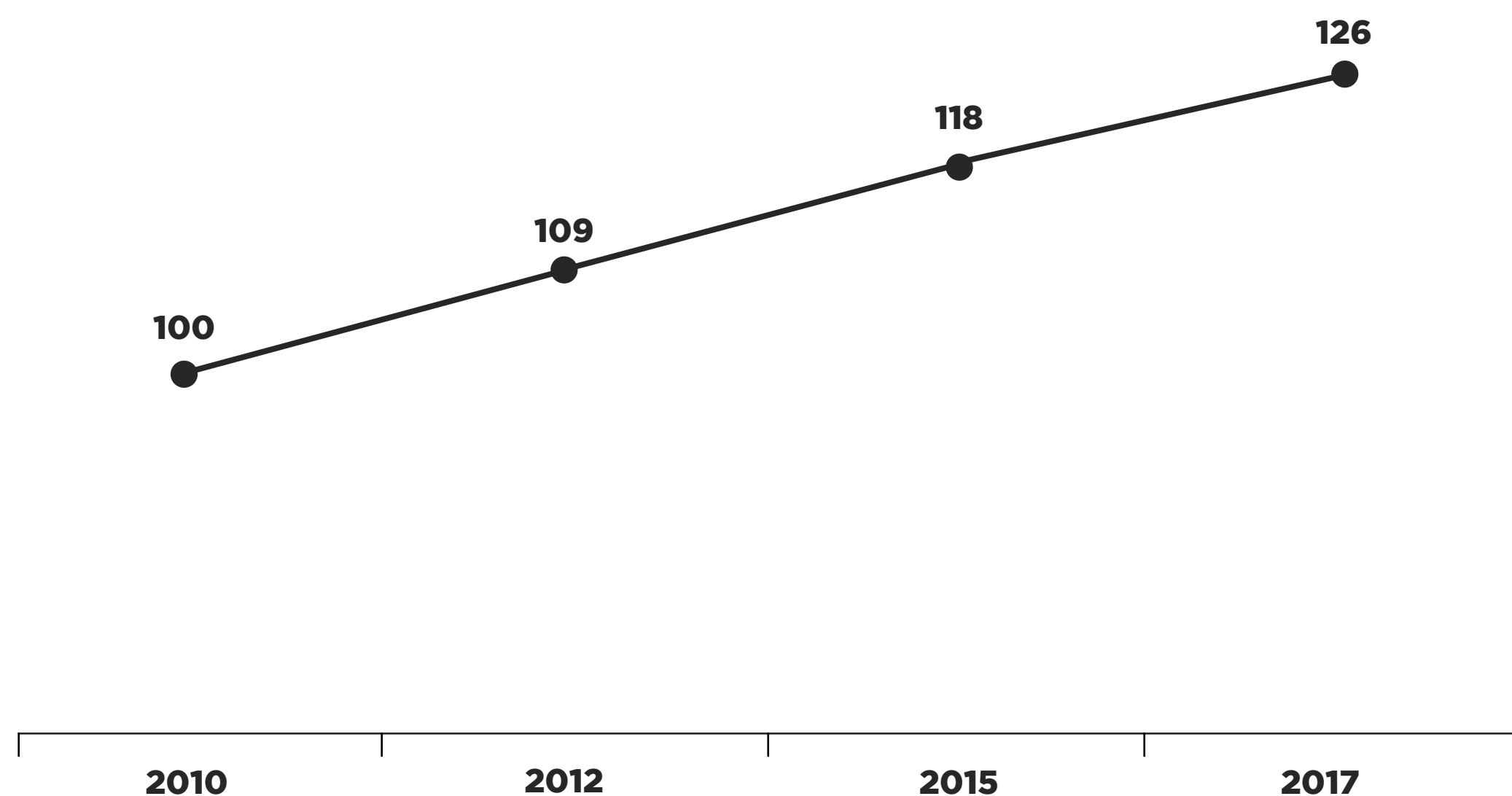
DO I NEED AN ASSEMBLY LINE?

AS A FUNCTION OF ACV



% OF AE GROUPS WITH SDR SUPPORT

WHAT DO I NEED TO PAY AEs & CSMs?



CSMs

BASE SALARY	\$61k
OTE	\$100k
MIX	60%-40%

AEs

BASE SALARY	\$62k
OTE	\$126k
MIX	50%-50%

**AT 100% QUOTA, AVERAGE COMMISSION RATES ARE 10% OF ACV.
AVERAGE ANNUAL QUOTA ~\$770K IN ACV.**

MEASURING PERFORMANCE

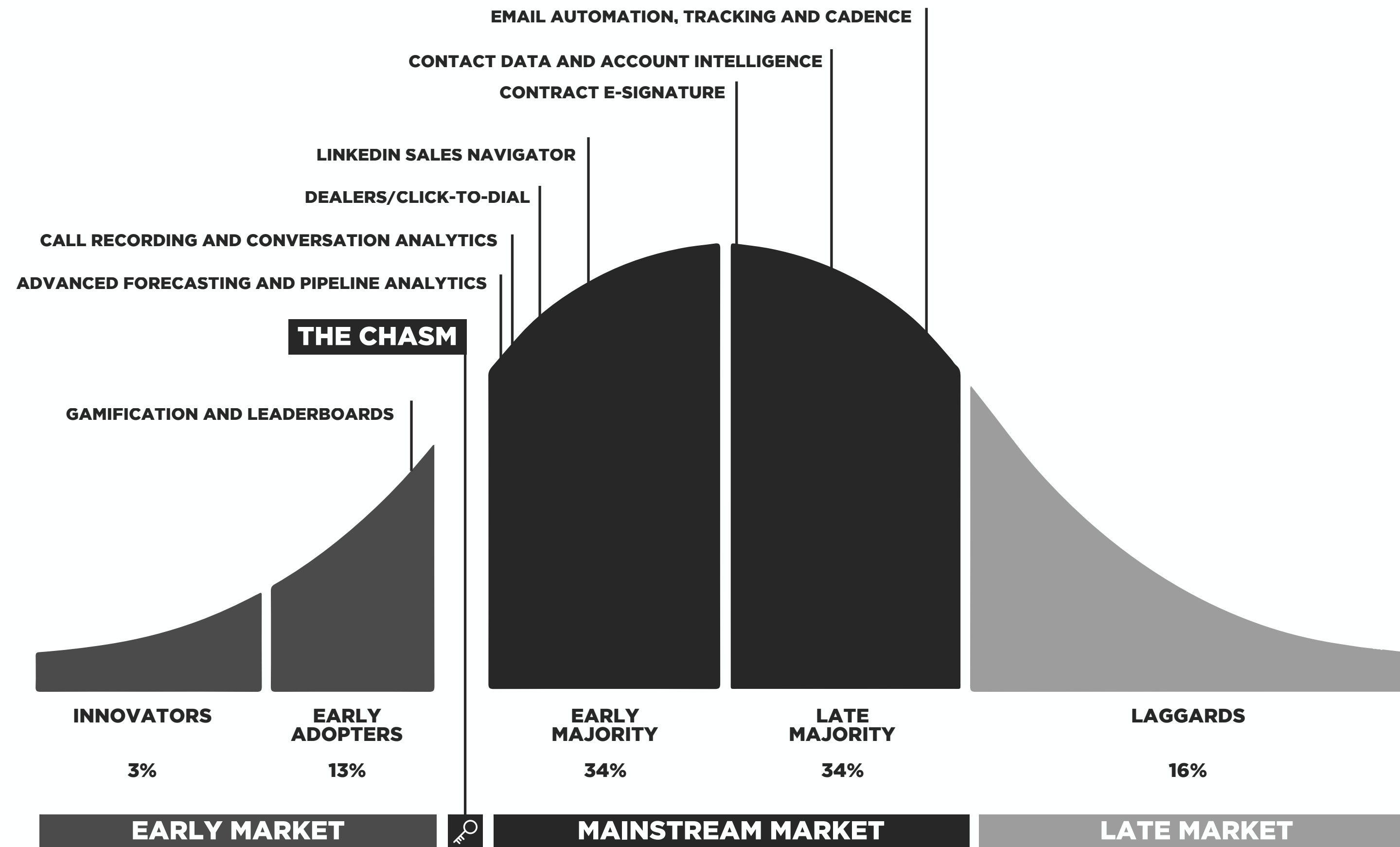


ON AVERAGE, 67% OF REPS ACHIEVE QUOTA IN A GIVEN GROUP.

ACTIVITY LEVELS OF AEs

- Dials per day average **33**
- Quality conversations average **6** per day
- Demos per week averaged **7**
- As you might expect, the higher the ACV, the fewer demos per AE per week

SALES ENHANCEMENT TOOLS



WHAT TOOLS ARE WE USING?

UNDER \$250 /MONTHLY

THE MOST COMMON TRIPLE-PLAY INCLUDES: • EMAIL AUTOMATION, TRACKING, AND CADENCE • CONTACT DATA AND ACCOUNT INTELLIGENCE • CONTRACT E-SIGNATURE

UNDER \$500 /MONTHLY

THE MOST COMMON FOUR TECHNOLOGIES INCLUDE: • EMAIL AUTOMATION, TRACKING, AND CADENCE • CONTACT DATA AND ACCOUNT INTELLIGENCE • CONTRACT E-SIGNATURE • LINKEDIN SALES NAVIGATOR

UNDER \$1,000 /MONTHLY

THE MOST COMMON BUNDLE INCLUDES: • EMAIL AUTOMATION, TRACKING, AND CADENCE • DIALERS / CLICK-TO-DIAL • CONTACT DATA AND ACCOUNT INTELLIGENCE • LINKEDIN SALES NAVIGATOR • CALL RECORDING AND CONVERSATION ANALYTICS

ON AVERAGE, COMPANIES REPORTED SPENDING \$477 PER AE PER MONTH ON ACCELERATION TECHNOLOGIES.

ARE YOU READY FOR SALES LEADERSHIP?

	2015	2017
MANAGER	\$140K	\$138K
DIRECTOR	\$173K	\$176K
VICE PRESIDENT	\$209K	\$243K



Q&A

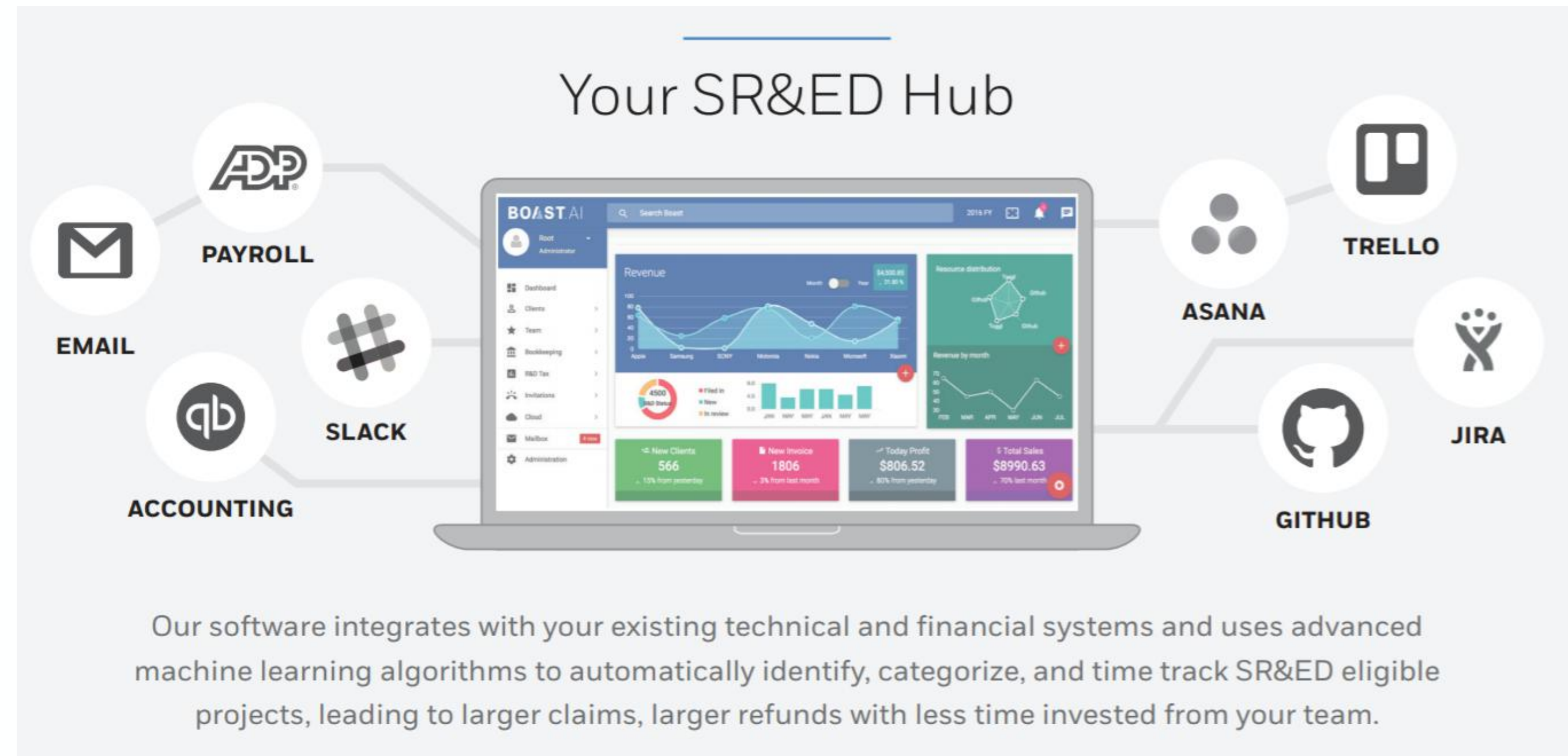
Russ Armstrong

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The Sandler® Selling Life Cycle

From the Sandler Selling System, 7 steps that create an infinite loop of strategic selling and success



DEMO BLUEPRINT

STEP	DESCRIPTION	PREP and FOLLOW-UP
OPEN	Exchange pleasantries. Ask approval to take notes/record the call. Ask if they reviewed the “asset” that was included in the invite.	Review LinkedIn Profiles Include asset in Invite
ACE	Orchestrate the call, check the time, set the end goal, and engage A Appreciate: <i>Appreciate you taking the time</i> C Check time <i>Are we still good for 30 minutes?</i> (ask everyone) E End goal: <i>Typically at the end of this call, we agree to...</i> Ask: <i>Does that sound right?</i>	Determine what the outcome of the meeting is
Diagnose by probing using Situation and Pain questions	<ul style="list-style-type: none"> Ask 2 to 4 Situational questions using context Ask 1 to 2 Pain/problem questions 	Prepare diagnostic questions and split them up into Situational and Pain questions
SUMMARIZE	<ul style="list-style-type: none"> Summarize: <i>So you have S and S causing you P. ?</i> Ask <i>Did I get that right?:</i> 	Prepare a list of diagnostic open- and closed- ended questions
3rd PARTY STORY	<ul style="list-style-type: none"> Empathize <i>I hear this a lot</i> or <i>You are not alone</i> Refer to a 3rd party <i>Mike a VP like you had the same...</i> 	Find a case study that is relevant for your client
IMPACT	Identify Impact on the business: ↑revenue, ↓cost, improve Customer Experience, User Experience <i>How does this impact you?</i> or <i>How does this impact your business?</i>	Prepare a list of possible Impacts
CRITICAL EVENT	Establish a Critical Event: <i>When do you need this by?</i> Followed by <i>What happens if you miss that date?</i>	Prepare a list of Critical Events that may apply