

# **GROWTH ACROSS BORDERS:** How not to be a naive tourist

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#### AGENDA



# 1. Pre-launch Research - Personnel - Resources

### **DEFINE A TOTAL ADDRESSABLE MARKET (TAM)**

#### Identify Calculate your new revenue total potential opportunities revenue Plan your outreach **Find investors** Set achievable Generate goals B2B leads

What are the benefits?

#### Calculate your TAM the Cognism way





## PRE-LAUNCH: RESEARCH

#### Defining your Ideal Customer Profile (ICP)

- 1. To develop your ICP, you need to know:
  - 1. Who they are
  - 1. Where they work
  - 1. What day-to-day challenges they face
  - 2. Where they hang out
  - 1. How market factors differ in the new market and how this impacts the buyer \_\_\_\_\_
  - 1. Is the market problem aware?
  - 1. What is the competitor landscape like?

Role in the buying process	Decision-maker/budget-holder.				
Background	Job: VP of Sales/ Head of sales (enterprise, major accounts, EMEA/Americas) Industry: Computer Software Reports to: CRO Location: US				
Responsibilities	<ul> <li>Develop long-term plans and strategies</li> <li>Manage sales teams and motivate them to achieve performance goals</li> <li>Organise and maintain sales operations</li> <li>Be an enabler for the sales team</li> <li>Manage sales budget</li> <li>Recruit sales staff</li> <li>Monitor customer activity and anticipate consumer needs</li> <li>Develop sales training programs</li> <li>Monitor market and competitor activity</li> <li>Improve customer satisfaction by anticipating consumer needs</li> <li>Create sales reports</li> </ul>				
Motivators	ROI: how quickly can she increase revenue     Compliance				
Goals	<ul> <li>Enable her team to have more conversations with potential prospects</li> <li>Increase overall revenue</li> </ul>				

### PRE-LAUNCH: DATA COLLECTION TO INPUT INTO ICP

#### Gather the right kind of data |:≡⊘ **Contact Data: Firmographics: Technographics: Buyer Intent:** mobile/direct phone, location, revenue, technology and news alerts, emails services employee size Company Surge® Intent

### SETTING REVENUE PROJECTIONS & TARGETS

Outbound model and sales quotas

To build your outbound model and sales quotas you need to understand all the input metrics that will be required to achieve your targets. These inputs include:

- Average deal size
- Conversion rates across the pipeline
- Demo capacity per rep
- Average activity per day per rep: (calls, emails, LinkedIn etc)
- Consider average output and response rates
- Estimate the number of meetings each rep will book
- Use the meetings booked/opportunity rate to inform your reps targets
- By creating this reverse waterfall of key input metrics, you build out your outbound model and sales quotas

### SETTING REVENUE PROJECTIONS & TARGETS

#### Outbound model and sales quotas

#### Example of how it works:

If in one month your revenue target is \$32k and your average deal size is \$1k, then you need 32 closed-won deals. Based on a 25% conversion rate, you then need to create 97 opportunities in that month. So, in order to hit your \$32k target, you need to have 7.5 SDRs working on outbound sales activity (cold calling, email outreach etc.).

	Revenue target	SDR	SDR Target P/W	Monthly Mgts	Marketing meetings	Total Meetings	Meetings Attended	Mtgs >> Opp	Opps Created	Won conversion	Deals won	Number of AE's	Meetings Per AE Per Week	Meetings Per AE Per Month	SDR Ratio BDM
January	£32,000.00	7.5	45	180	54	234	175.5	55%	97	25%	32	5	12	47	0.63
February	£36,000.00	11.6	70	233	116	349	262	55%	144	25%	36	6	14.75	59	0.79
March	£44,000.00	14.2	85	284	142	427	320	55%	176	25%	44	7	15.25	61	0.93
April	£44,000.00	14.2	85	284	142	427	320	55%	176	25%	44	7	15.25	61	0.93
May	£44,000.00	14.2	85	284	142	427	320	55%	176	25%	44	7	15.25	61	0.93
June	£48,000.00	15.5	93	310	155	465	349	55%	192	25%	48	8	14.75	59	1.05

## SETTING REVENUE PROJECTIONS & TARGETS

#### **Inbound projections**

Much like the Outbound model, the Inbound model should be built from key input metrics:

- Proportion of total quota to be delivered by marketing
- Average deal size
- Conversion rates across pipeline and channels
- Split by channel

H2 MKTG Monthly Targets									
UK	Deals	MRR	ARR	Leads	MB's	MA's	SQO's		
Inbound / Paid									
SMB	5	\$7,287.00	\$87,444.00	87	27	23	18		
MM	6	\$10,323.00	\$123,876.00	103	32	27	21		
ENT	3	\$5,465.00	\$65,580.00	58	18	15	11		
Content									
SMB	3	\$3,754.00	\$45,048.00	330	33	22	14		
MM	3	\$5,318.42	\$63,821.04	330	33	22	14		
ENT	1.3	\$2,815.62	\$41,295.00	140	14	9	6		
TOTALS	21.3	\$34,963.04	\$427,064.04	1048	157	118	84		
US									
Inbound / Paid									
SMB	1	\$1,093.12	\$13,117.44	19	6	5	4		
MM/ENT	1	\$910.88	\$10,930.00	19	6	5	4		
Content									
SMB	1	\$563.12	\$6,757.00	120	12	8	5		
MM/ENT	1	\$469.20	\$5,630.40	120	12	8	5		
TOTALS	4	\$3,036.32	\$36,434.84	278	36	26	18		

MKTG CONT %	53%
INBOUND / PAID	66%
CONTENT %	34%
ACV SMB	\$1,409.00
ACV SMB	\$1,409.00 \$1,793.00

MKTG Funnel conversion							
	Inbound / Paid	Content					
lead:mb	31%	10%					
mb:ma	85%	66%					
ma:sqo	77%	65%					
ma:cw	21%	13%					
sqo:cw	28%	21%					

### **RESOURCES: HOW TO ARM YOUR TEAM WITH DATA**

#### Data

- o Contact Data: mobile/direct phone, emails
- Technographics: technology and services
- Firmographics: location, revenue, employee size
- Third Party Data: Identify which accounts have propensity to buy with Bombora
- Before you enter a new market, ensure you have a playbook and plan for how you will arm your sales
   & marketing teams with the data they need to begin prospecting and demand generation
- Ensure you know the legalities of outreaching in your new market region, each region is likely to have nuances to what is allowed and required to maintain compliance



### **RESOURCES: HOW TO ARM YOUR TEAM WITH CONTENT**

#### • Content to fuel the engine

- Persona guides: who are your personas and what problems do you help them solve
- Competitor battlecards and comparison documents
- Talk tracks and messaging houses for each persona
- Leave-behind resources for sales: product overviews, tactical 'how-to' guides, and localized educational content
- Case studies, reviews, use case bible's
- Pricing slides
- Sales decks tailored to the new market and specific positioning
- One pagers on key pain points identified in research phase



# If you are not first, you're last.

Bombora tells you which businesses are researching the products and services you and your competitors sell.

### INTENT DATA IS USED TO PRODUCE COMPANY SURGE® DATA

This data identifies when businesses are actively researching products or services signaling buying intent. It indicates when a business is consuming content on a topic significantly more than usual, according to its historic data consumption behavior and benchmarks.



#### BOMBORA'S COMPANY SURGE® AND COGNISM IN YOUR GO-TO-MARKET STACK

- Equip your team with interested accounts in specific geographies
- Prioritise your outbound outreach on those accounts that are in market. The reality is only a small % of your ICP will be in market at any one time and you need to ensure you are not missing out on these opportunities
- Knowing what accounts are in market is step 1 and step 2 is enabling your prospecting team with the contact details they need to outreach at speed and with accuracy within these accounts
- Utilise intent signals to increase engagement with relevant marketing campaigns and content and to produce higher quality leads for sales that are more likely to buy

### HIRING: RELY ON IN MARKET SPECIALISTS

#### Native specialists:

- It is vital that you have your in country specialists onboard when you start your GTM plan. They are vital at research stage and throughout.
- Native specialists help you gain a deeper understanding of the buyers you're targeting + help with making positioning and messaging more precise.
- Understand before you go about launching in a new market the costs associated in order to do this, as well as the employment and talent landscape.
- Nuances and expertise goes well beyond just speaking the language. Native specialists can
  inform the channel mix, the initial messaging and positioning, ensure you build assets fit for
  purpose (website etc etc).



### **BUILD EFFECTIVE SALES OUTREACH FOR YOUR NEW MARKET**

Leverage integrations with sales engagement softwares to streamline workflows



The prospect engagement sweet spot: 15-touches over 16 days\*

Multi-channel prospecting is most effective to engage audiences

- Phone calls
- Emails
- Social
- Direct Mail/Snail Mail/thank you notes
- Video Media
- Gifting platform
- Advanced ABM/Experiential

\*According to recent SalesLoft study



### **BUILD EFFECTIVE SALES OUTREACH FOR YOUR NEW MARKET**





### **RESONATE WITH YOUR PERSONAS IN A NEW AUDIENCE**

**Persona based sequences** can help to target a new group of prospects at scale, with messaging that connects with specific roles

#### What to include in an email...

- 1. Impact question
- 2. The reason I ask is because (persona) whose main priority is (persona priority) leverage our (component of your solution that aligns) to (result)
- 3. CTA (Is that something worth talking about in more detail? When are you free for a brief call to discuss this? )



### **RESONATE WITH YOUR PERSONAS IN A NEW AUDIENCE**

#### Example of persona mapping for sequence creation

SDR	AE	OPS	Marketing	Training	Misc.
VP of ales Development	VP of Sales	VP of Sales Operations	VP of Marketing	VP of Sales Enablement	Owner
Senior Director of Sales Development	Director of Sales	Director of Sales Operations	Director of Marketing	Director of Sales Training	Co-founder
Director of Business Development	Sales Manager	Director, Sales Operations	Demand Generation	Director, Sales Enablement	CEO
Inside Sales Manager	RVP Sales	coo	Marketing Director	Sales Enablement Manager	Sr. Vice President
SDR Team Lead	Regional Director of Sales	Sales Ops Manager	Marketing Manager	Sales Training Manager	Vice President
Regional Director of Business Development	Sr. Sales Manager	Sales Operations Manager	National Marketing Manager	Sales Trainer	Director of Strategy
Business Development Manager	Sales VP	Business Operations Manager	Content Strategist		General Manager
Business Development Director	Territory Manager	Sales Engineering Consultant			VP of Innovation
Business Development Rep	Sales Director	Data Operations			VP of HR
	Senior AE	Operations Analyst			VP Custom Success
	AE				сто



### **TACTICAL MARKETING EXECUTION & CHANNELS**

- Be prepared to invest in building demand in your new market and therefore foregoing some of the more traditional marketing tactics such as gated content.
- You need to think about how much you would be willing to pay to get your message in front of your ICP in a new market.
- Ensure you have your low hanging 'direct demand' fruit channels covered: retargeting across channels, Google Ads on high intent keywords and competitors.
- I would be wary of starting with a cold audience gated content campaign in a new market, from our experience this will only lead to high CPL's and low conversions.
- Allow room to test, try and optimize.

Ad Name 🗘	Status 🗘	Spent 🗘	Key Results 🗘	Cost Per Result 🗘
9 ads Creative ID: 130825986 - Sponsored Content - Video	-	\$3,278.74	-	-
Sales Managers - first matters! Find prospects who are in market. Here's the power of intent Creative name: 202107 DG EMEA - ENT/MM Awareness x Josh Braun Ad1 Campaign: 202107 DG EMEA - ENT/MM Sales Awareness Cam paign Creative ID: 130826156 · Sponsored Content · Video	 Active -	\$61.27	1,439 Views	\$0.04
Sales leaders - what defines your sales culture? Mark Kosoglow, VP of Sales at Outreach, shares how to support and enable your reps ∻ Creative name: 202107 DG EMEA - ENT Mark Ad1 Campaign: 202107 DG EMEA - ENT/MM Sales Awareness Cam paign Creative ID: 131635476 - Sponsored Content - Video	 Active -	\$255.04	8,340 Views	\$0.03





### **RED, AMBER, GREEN INDUSTRIES**

Factors to consider								
Renewed customers per company size	Renewed customers by industry	TAM Size (1 (smallest)– 10 (largest)	Ease of Acquisition 1 (most difficult) -10 (easiest)	ACV MRR				

Green	Computer + Network Security	Computer Software	Information Services	Internet	Marketing & Advertising	Professional Training & Coaching	Staffing & Recruiting
Amber	Events Services	Financial Services	Human Resources	Publishing	Information & Technology Services		
Red	Consumer Services	Design	Hospitality	Management & Consulting			

### PROVIDING FEEDBACK TO THE GTM TEAM

Establishing a feedback loop and cadence between marketing, sales and product to ensure key learning are actioned and regularly discussed.

To do this, you need to make individuals accountable for different parts of your strategy.

#### This will help you land on:

- A winning ICP that you target on the right channels
- Messaging that converts
- A product that better solves your ICP's pain point



### REPORTING



#### MARKETING: Top metrics to track

- Marketing Qualified Leads (MQLs)
- Conversations generated from marketing channels (MB's and MA's)
- Qualified conversations from marketing (SQO's)
- Closed-won deals
- Monthly recurring revenue (MRR)
- Conversion rates
- MQL velocity
- CPL (cost per lead) by channel
- CPA (cost per acquisition) by channel



#### SALES: Top metrics to track

- Lead velocity (outbound and inbound)
- Quota attainment (outbound and AE)
- Pipeline creation
- Conversion rates
- Average deal size
- Average sales cycle
- AE capacity
- Conversations generated (MB's and MA's)
- Qualified conversations (SQO's)





### **REAL WORLD EXPERIENCES - THINGS TO CONSIDER AND AVOID**



- Underinvesting on awareness within ICP early on
- Making channel assumptions based on primary market experience
- Underinvesting on translation expertise and operationalisation



- Focus on being employer native
- Focus on hiring employees with a start-up mentality



- Look to partners to offer your new market value right away
- Build out short, medium and long-term goals/projections with exec sponsorship
- If anything, over report and make data available to all stakeholders





## Any questions?

This webinar has been recorded. A link will be sent out later, along with a copy of the presentation slides.

