

REVENUE GROWTH ENGINE

HOW TO ALIGN SALES & MARKETING
TO ACCELERATE GROWTH

DARRELL AMY

Legal Disclaimer

Copyright © 2020 Darrell Amy. All rights reserved worldwide.

No part of this material may be used, reproduced, distributed or transmitted in any form and by any means whatsoever, including without limitation photocopying, recording or other electronic or mechanical methods or by any information storage and retrieval system, without the prior written permission from the author, except for brief excerpts in a review.

This book is intended to provide general information only. Neither the author nor publisher provides any legal or other professional advice. If you need professional advice, you should seek advice from the appropriate licensed professional. This book does not provide complete information on the subject matter covered. This book is not intended to address specific requirements, either for an individual or an organization. This book is intended to be used only as a general guide and not as a sole source of information on the subject matter. While the author has undertaken diligent efforts to ensure accuracy, there is no guarantee of accuracy or of no errors, omissions or typographical errors. Any slights of people or organizations are unintentional. The author and publisher shall have no liability or responsibility to any person or entity and hereby disclaim all liability, including without limitation, liability for consequential damages regarding any claim, loss or damage that may be incurred, or alleged to have been incurred, directly or indirectly, arising out of the information provided in this book.

ISBN: 978-1-7347743-0-6

Published by: Darrell Amy

Copyright © 2020 by Darrell Amy

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic, or mechanical, including photocopying, recording, or by any information storage and retrieval system.

Dedication

This book is dedicated to my wife, Leslie, who cheers me on and always believes in me.

Table of Contents

| | |
|--|-------------------------------------|
| Dedication | 3 |
| Acknowledgement | Error! Bookmark not defined. |
| Table of Contents | 4 |
| Preface | 5 |
| Why I am Passionate About Revenue Growth | 9 |
| My Big, Hairy, Audacious Goal: Help 10,000 GREAT Businesses Double Revenue | 9 |
| I Have Learned from Experience | 11 |
| Is Your Revenue Growth Engine Generating Exponential Results? | 12 |
| The Promise: Revenue Growth | 13 |
| Section 1: It All Starts Here | 14 |
| Introduction | 15 |
| How Does a Revenue Growth Engine Work? | 15 |
| Is Doubling Your Revenue in Less Than Three Years Possible? | 16 |
| Do You Want to Grow? | 19 |
| My Commitment to You | 19 |
| Your Commitment to Your Company | 20 |
| What's the Plan? | 21 |
| Important Points to Remember | 22 |
| Chapter 1: Building Your Revenue Growth Engine | 23 |
| What Is an Engine? | 23 |
| Not Running on All Cylinders | 23 |
| What Are the Components of a Growth Engine? | 25 |
| The Fuel That Ties It All Together: A Focused Message | 29 |
| Rating Your Revenue Growth Engine | 29 |
| What Now? | 30 |
| Important Points | 31 |
| Chapter 2: Craft Your Ideal Client Experience | 32 |
| Clients vs. Customers | 34 |
| Define Your Ideal Prospect | 34 |
| Craft Your Ideal Client Experience | 36 |
| Important Points | 45 |

Preface

Speaking at industry conferences has been a regular part of my career. However, this group was different. I was asked to speak to a mixed group of marketing professionals, sales managers, and business owners, some of whom were former clients of mine.

These people had invested in services ranging from website design to search engine optimization and inbound marketing. They left because they believed they had not received the proper return on investment. How was I going to start connecting with them?

The room also included marketing's worst enemy—sales managers who, if they are honest, do not really value marketing. One sales manager, who thankfully was not at the event, was so against marketing that he decided to bully his way to gutting the marketing budget so he could hire more sales reps.

The tension in the room was not only palpable, but one spark away from igniting.

It did not help that everyone was stirred up by Marcus Sheridan, author of *They Ask, You Answer*, who had spoken the evening before. Marcus is one of my favorite authors and the de facto cheerleader for the inbound marketing movement. However, the cheerleading for inbound marketing to meet the needs of today's digitally empowered buyer only put gasoline on the dumpster fire of debate between sales and marketing. The inbound marketing believers came in the next morning with a smile, while the sales detractors only unfolded their arms to drink their black coffee.

What would I say to a group like this? Some were naive, optimistic marketing people. Others were disenchanted, having invested in the latest inbound strategies, but not seen the dramatic level of results they had expected. The sales managers thought they knew it all and that marketing was mostly a waste of time. In the middle of all of this sat a handful of business owners.

In the weeks leading up to the conference, our team had done marketing and sales strategy reviews with both current and potential clients. They were making small investments in marketing and sales enablement, but were expecting more

growth than they were getting. Many of them had budgets for their website, social media, search engine optimization, and pay-per-click marketing. They were sending marketing emails and doing events, had sales teams that were supposed to prospect, had CRMs, and access to prospect data. With all of this activity, new client growth rates were in the single digits. They were also frustrated with the results of trying to sell additional services to existing clients.

These companies were disillusioned and disheartened, and it showed in their sporadic marketing and sales prospecting efforts. They certainly were not aligned.

There are two ways
to grow revenue.

1. You get more
clients.

2. You sell more
to your current
clients.

That is when the lightbulb moment happened!

I realized that the problem was not with inbound marketing, social media, pay-per-click advertising, or email open rates. It was not with sales prospecting and the debate over the death of the cold call in a world of social media.

The problem was bigger: there was no overall strategy. Marketing and sales tactics were not aligned. Most of all, they were not aiming at the primary goal: revenue growth.

At this moment, the idea of the Revenue Growth Engine emerged. Everything became clear when I remembered that sales and marketing have the same objective: grow revenue.

And there are two (and only two) ways to grow revenue.

1. You get more clients.
2. You sell more to your current clients.

This may sound like an oversimplification. However, if you step back and look at your business, this makes sense. Furthermore, there is a good chance you are focused on only one of the two sources of revenue growth.

There are many ways to measure success in marketing and sales. That is the problem! When you have too many things to measure, everything becomes muddy.

Zoom out from the marketing and sales metrics to the primary goal, revenue growth, and two simple critical measurements of success come into focus:

1. **Net-New Revenue.** How many clients do we have?
2. **Cross-Sell Revenue.** What is the revenue per client? (A simple calculation: total revenue/number of clients.)

What if you could align your marketing and sales efforts around these two goals and metrics? What would it mean to revenue growth if you could show modest increases year after year in the number of clients and the revenue per client?

That is when I got out the calculator. I realized that if a company made small improvements in each of these two areas, it could create a powerful and sustainable pace of growth.

With a steady growth of 10–15 percent in each of these two areas, a company could double revenue in three years or less!

All of the companies at the conference were growing. The problem was that they were only growing in one of the two areas. Like most companies, growth was focused around the net-new business. Few were seeing growth in revenue per client.

That is when the lights came on. I opened up a spreadsheet and started playing with numbers. If a company grew net-new business (number of customers) by 10 percent a year *and* cross-sell business (revenue per client) by 10 percent per year, they could double revenue in about three years!

Double revenue! Is this possible? Yes!

Best of all, this kind of exponential growth is possible without dramatic changes. After all, what got you to where you are today must be working at some level. You do not need to scrap it. Instead, you need simple course corrections to what you are currently doing.

Mike Michalowicz, author of *The Pumpkin Plan*, uses the analogy of a pilot. Consider a plane flying from New York to Los Angeles. The wind constantly blows it off course. If the pilot does not make corrections in flight, the plane might land in Canada or Mexico. However, as we all know, pilots make slight corrections as they go, resulting in hitting the runway in L.A.

The Revenue Growth Engine is a guide to make the course corrections you need to create exponential revenue growth.

With this epiphany, I was able to speak at the conference with confidence. Instead of talking about marketing or sales tactics, I began with the real goal: growing revenue. We explored what it would take to grow net-new business and how companies could cross-sell additional services to their clients more

Seeing revenue growth as the primary goal of sales and marketing brought everything into focus.

effectively. With the goal of revenue growth, the marketing and sales enablement tactics started making sense.

Following the conference, I started reframing the way we talked to our clients. We kicked off our first Revenue Growth Workshop, where we set revenue goals based on the number of clients and revenue per client. We analyzed every aspect of the company's marketing and sales enablement efforts, identifying gaps and low-hanging fruit. We established a plan that our clients could execute to fill in the gaps. Then we committed to measuring results, moving above the noisy marketing data to hold ourselves

accountable for the meaningful outcomes: the number of net-new business we added, and the revenue per client.

Seeing revenue growth as the primary goal of sales and marketing brought everything into focus.

I hope you have the same epiphany as you read this book. Whether you are a digital marketing guru, an old-school sales leader, or a company owner, I hope you will see the forest through the trees.

The goal is simple: revenue growth. With this goal front and center, you will create a marketing and sales enablement strategy that drives more revenue than you may think is possible.

Why I am Passionate About Revenue Growth

This book is dedicated to great businesses and their leaders that are passionate about growing their business, doing remarkable work, taking care of their people, and making an impact in the community.

When good businesses grow, they amplify the impact of their work, making the earth a better place. They create excellent jobs in a world where most are stuck working for companies they do not like. Enjoyment in work leads to happier, financially stable families who give back, providing the lifeblood for much-needed non-profit organizations.

Small businesses create most jobs and are concerned about their employees. Large companies lay off employees with about the same emotional energy as taking out the trash. These vibrant small businesses need to be given the tools to proliferate into robust and reliable medium-sized businesses.

My Big, Hairy, Audacious Goal: Help 10,000 GREAT Businesses Double Revenue

In *Built to Last*, Jim Collins talks about BHAGs: Big, Hairy, Audacious Goals! As I write this book, and create the systems and the team to support it, my BHAG is simple: I want to enable 10,000 already excellent businesses to double their revenue.

Why? Check out the impact. The Gartner Consulting Group describes a small business as having less than 100 employees or \$50 million in revenue. Let's assume the median small business has fifty employees and \$25 million in revenue and that they give 10 percent of their profits back to the community.

Based on these figures, here is what I am aiming to accomplish:

- Double the revenue of 10,000 businesses to create \$250 billion in new revenue.
- Increase employment in these businesses to develop 500,000 rewarding new jobs. (This will help reemploy the “human resources” that large companies get rid of.)
- Create \$12.5 billion in new annual revenue for non-profits.
- Improve communities around the world with happier families led by parents that enjoy their jobs and come home energized instead of angry.

Can this be done? I believe all of this is possible when businesses have an effective Revenue Growth Engine that is running on all cylinders. Can *you* do this? Yes! All it takes is the leadership and focus to make sure each cylinder of your Revenue Growth Engine performs at its potential.

Business is about more than making money. We can talk about the triple bottom line of return to shareholders, employees, and the community, but these returns can only happen when businesses are financially strong and growing!

This book is my gift to you. When you implement these ideas, you have the potential to multiply your revenue. This is a game-changer.

What do I ask in return?

1. Be Serious. Make building and fine-tuning your Revenue Growth Engine a core strategic priority in your company.

2. Be Open-Minded. We all have areas we excel in because we have done them for years. There may be parts of your strategy that seem small to you at first. Think of the engine in your car. If one of the cylinders stops firing on the way home today, will the others make up for it, or will you find yourself on the side of the road? That one sales or marketing tactic that you are skeptical or afraid of may be the thing holding you back.

3. Be Great. We need great companies with visionary leaders. Keep doing what you do. Grow as a leader, continue inspiring operational excellence, create a

great culture, and give back to your community. When you add a Revenue Growth Engine, incredible things will happen.

I hate to see great companies with visionary leaders that are not growing at the rate they could be. My goal is to change this.

Will this book get in the hands of some less-than-great companies? Probably. Without incredible leadership, dedication to the customer, and employee loyalty, however, most of these large businesses will be flashes in the pan. It is the exceptional businesses that will last.

I Have Learned from Experience

Over the past quarter of a century, I have worked with hundreds of businesses. Shortly after beginning my career as a technology sales rep, I was recruited to work as a dealer sales manager for a Japanese office technology manufacturer. In this role, I spent five years working with about thirty businesses ranging from \$2 million to \$30 million in revenue. My goal was to support their growth with a business strategy, sales training, and marketing ideas.

During that time, I became fascinated with software. I was particularly interested in document management software, which allowed businesses to capture, organize, and secure documents that were scanned using their digital copiers. While the software was fascinating, what caught my attention the most was the potential for the additional offering to drive revenue growth in a rapidly maturing industry with declining profit margins.

Driven by the desire and opportunity to help these small businesses succeed, I started a sales training and marketing company. Doors opened to help companies on three continents. Over the past sixteen years, I have trained thousands of salespeople, along with rolling out initiatives for several household name technology companies. I also became involved in digital marketing strategies and learning new skills, including website design, email, search engine optimization, social media, and most recently, inbound marketing.

With one foot in sales and another in marketing, I had a unique opportunity to see how all of this can work together. The ideas in this book are the result of seeing many successes and even more failures. They are born from the

frustration of watching companies execute well in one aspect of their Revenue Growth Engine while ignoring others.

I want to end your frustration. I want you to experience results from your marketing and sales enablement efforts. If you execute one sales or marketing tactic well, but you do not see any growth, you will be able to diagnose the problems, fix your Revenue Growth Engine, and get your company back to full growth speed.

Is Your Revenue Growth Engine Generating Exponential Results?

All companies have a Revenue Growth Engine. The problem is that part of the engine runs amazingly well and gets constant attention, preventative maintenance, and repair while the rest gets neglected. When an engine is not firing on all cylinders, the vehicle will not gain the velocity it should.

As I talk with business leaders about their marketing and sales efforts, I typically see that all companies have some strategies in motion, but they are not aligned. They are also missing huge pieces of their growth engine. Instead of firing on all cylinders to move the business revenue up and to the right, they are sputtering along. Not only are they not supporting each other, but they are also pulling in different directions!

The primary difference between companies that grow and companies that are stagnant is leadership involvement. Many business owners “outsource” their sales and marketing strategies to people in their company or outside companies.

Internally, this responsibility usually goes to either the sales managers or the marketing managers. Most sales managers are not familiar with current marketing or business strategies. Marketing managers are generally early in their careers. They were hired because they were both affordable and had some “social media savvy.” These people are great, but they typically do not understand the sales dynamic in business strategies. In all of this, the message of the company gets watered down at best or confused at worst.

As a business leader, you need to take ownership of your Revenue Growth Engine. Handing this off to others is no longer an option. You can hire employees and vendors to execute the strategy, but you need to oversee every

aspect of it. This means you need a high-level understanding of each cylinder and valve.

You need to be able to recognize when one cylinder is not firing. Then you need to lead your team to fix it. You do this in the financial and operations parts of your business. Now it is time to do this on the revenue side. Businesses can grow when they align their current sales and marketing activities toward a growth goal. When you do this, you create sustainable growth.

There are many great books about sales and marketing. The ideas presented in these books can help various aspects of your sales and marketing strategies. This book is intended to tie them all together. Even if you are a fan, as I am, of marketing and sales gurus like Donald Miller, Jeb Blount, Seth Godin, Tom Hopkins, Marcus Sheridan, and Larry Levine (my co-host of the *Selling From the Heart* podcast), you will find that this book provides a framework to tie all of your strategies together.

I am sure your business has cylinders that are going well. What you will get out of this book is a framework to see which ones perform well and which are not firing. If you would like to get a head start on assessing your business, download the Revenue Growth Engine Map at www.revenuegrowthengine.net/free-tool-kit. While you are there, make sure to sign up to get a consistent stream of ideas that will help you fine-tune your engine.

You can also follow the Revenue Growth Engine on Twitter at <https://twitter.com/revgrowthengine>.

The Promise: Revenue Growth

Whether your expansion is flat or growing, the promise is this: get your Revenue Growth Engine firing on all cylinders, and you can double your revenue. Even though it may take some time to get all the cylinders firing, that focus alone will start to move the needle.

It is possible to double your business' revenue. This is a bold statement, but in the Introduction, I will show you the simple math that will inspire you to rev your engine!

Section 1:

It All Starts Here

Introduction

I enjoy visiting great businesses. I absolutely love walking into an organization that is growing and staffed with enthusiastic employees that are serving happy clients. Potential employees and customers can sense the energy. Even suppliers feel enthusiastic. When businesses grow, they have extra cash to invest in their facilities and the perks they offer their employees. I feel inspired. Seeing it makes me happy.

At the same time, walking into an organization with stagnant growth is usually a bummer. Employees may be thankful and content, but it feels like something is off. The passion is missing. Customers are satisfied, but you certainly do not get the sense that they are raving fans. Potential employees will take a job at companies like this, but they do not seem to attract the real go-getters.

Without growth, these sleepy businesses have little to invest back into the company. Their offices are dated and even run down. Employees can barely snag a burnt cup of coffee in the break room, and the benefits are inadequate. I leave many of these businesses sad. There is no growth to fuel the energy.

Having visited over 1,000 small and medium-sized businesses in the past twenty-two years, I have met many wonderful business owners who are good people and who have great employees, sell leading products, deliver amazing customer service, and give back to their communities.

Why is it that some of these businesses thrive, bringing in revenue growth year after year, while others fall flat? You guessed it. The difference is the quality of the Revenue Growth Engine that drives their business.

How Does a Revenue Growth Engine Work?

An engine is a set of components that are organized in such a way as to create power and forward motion.

Consider an automobile. Lift the hood, and you will find an engine. Unless you have an electric car, that engine has cylinders that burn gasoline (petrol for my British friends). The explosion of gas in each cylinder pushes the pistons out, driving the engine.

For an engine to be successful, the pistons need to be lined up in sequential order. If they are not firing in order, you have a problem. The engine certainly will not run at peak performance. It may stall or not even run at all.

The other day I was in my son-in-law's garage. In his spare time, he builds race cars. As I stood before his souped-up Mustang with the hood up, I immediately assumed the posture of most men: pretending I knew what I was talking about. (Of course, my wife came out, took one look at me, let out a little laugh, and went back inside to allow me some man time with my son. She knows I know way more about business than about cars.)

Even though I do not know anything about how to tune the engine of a race car, I could immediately tell that something was not right when he started the car. As we both stared at the noisy engine, my son-in-law explained that one of the cylinders was not firing, and this needed to be addressed. If not, there would be no chance he could win a race.

Running an engine on only some of the cylinders damages the engine. The same is true for the Revenue Growth Engine in your business.

Here is the good news: if you can get all of the cylinders firing, you can rev up the Revenue Growth Engine and experience exponential growth.

Is Doubling Your Revenue in Less Than Three Years Possible?

In the introduction to the best seller, *Atomic Habits*, James Clear tells the story of the British cycling team. By 2003, they had such a poor track record that bike companies did not want the team riding their bikes for fear it would hurt their reputation.

Coming into this dismal situation, Dave Brailsford, the famed British cycling coach, was confident that he could make a difference. Why? He had a strategy that he referred to as "the aggregation of marginal gains." The philosophy is that if you make small margins of improvement in everything that you do, you will achieve big results.

Brailsford began breaking down bike race performance into small pieces. For example, he redesigned the bike seats, improved the tires, and even improved

the bike shorts. They looked for 1 percent improvement in all kinds of seemingly insignificant areas.

All of these small improvements accumulated. The results started coming, and in less than five years, the team won 60 percent of the medals in the 2008 Olympics.

When you drive modest growth in these two key metrics, new customer growth and selling more to existing customers, you can double revenue relatively quickly.

In our example, let's assume Company X has \$5 million in revenue. They have 1,000 clients. So, their annual revenue per client is \$5,000. If they want to double their business, they need to grow their client base by 12 percent and increase their average revenue per client by the same 12 percent each year.

| | Today | | Year 1 | | Year 2 | | Year 3 |
|---------------------------|---------------|------|---------------|------|---------------|------|----------------|
| Number of Clients | 1000 | +12% | 1120 | +12% | 1254 | +12% | 1404 |
| Revenue per Client | \$5,000 | +12% | \$6,552 | +12% | \$7,338 | +12% | \$8,218 |
| Total Revenue | \$5.0 million | | \$7.3 million | | \$9.2 million | | \$11.6 million |

Wow! By improving 12 percent (that is just 1 percent each month) in two key areas, you can double your business in less than three years!

What about your business? What kind of revenue growth could you see? Take a moment and do some simple math using the chart below.

| | Today | | Year 1 | | Year 2 | | Year 3 |
|---------------------------|-------|-----|--------|-----|--------|-----|--------|
| Number of Clients | | +_% | | +_% | | +_% | |
| Revenue per Client | | +_% | | +_% | | +_% | |
| Total Revenue | | | | | | | |

As a business owner, sales leader, or marketing executive, if this does not get you excited, I do not know what will! The potential for growth when you focus on bringing in more clients and growing your revenue per client is exciting!

With this excitement in mind, look back over the past three years. Have you seen this kind of growth? If so, great! The ideas in this book will help you enhance your results. If you have not seen this kind of growth, why not? What needs to change?

Most businesses
focus on only one
of the two growth
drivers.

Why does this type of growth not happen in most businesses? The answer is simple: most businesses focus on only one of the two growth drivers. They either focus on driving new customers, or they work hard on cross-selling their existing clients. Very rarely do both drivers function well at the same time.

Think about it. If your focus was on growing net-new business, you might achieve 12 percent or more growth per year. However, if your revenue per client stays flat, in the above example, you would have grown from \$5 million to \$7 million. The problem is that most companies that focus on net-new business alone end up discounting to get new customers, which means that the revenue per client slides backward. As a result, 12 percent growth might only yield \$6 million in revenue.

The same math works if you focus on growing revenue per client without bringing in new clients. Using the above example, if you grow your revenue per client by 12 percent through adding new products and services that you can cross-sell to your client base, but neglect to bring on new clients, you will grow from \$5 million to \$8 million. However, in the real world, when you are not growing your client base, you are always going to lose some to attrition. So, let's say \$7 million instead of the potential 8 million

Do You Want to Grow?

Is your business great? Do you have a meaningful mission? Do you have a staff that cares? Do you sell products or services that make your clients' lives better? Do you support charitable causes in your community? If so, you have a great business!

I am a Canadian boy that fell in love with a sweet southern girl. As a result, I live in the southern United States. What I love about this country is the promise of the American Dream. It says if you work hard enough, you can have anything you want in life.

The American Dream (or for my Canadian, British, and Australian friends, and others around the world, insert whatever type of dream you want) means something different to everyone. For some, it is financial freedom for your family as you pass down a great business to your children or grandchildren. For others, it is the ability to give to the causes you care most about. Your dream may be to cash out and start your next entrepreneurial venture. Or maybe you dream about retiring and handing off the business to be owned by your employees.

Whatever your definition of the American Dream is, it needs one thing: revenue growth. Without revenue, the dream is dead.

I want you to know this: no matter where you live, the concept of the American Dream is alive, and it is doing well. All it takes is time and expertise to build and fine-tune your Revenue Growth Engine. That is what I would like to coach you to do.

My Commitment to You

My commitment to you is to pour everything I have learned into this book. Over the past twenty-two years, I have seen many amazing businesses. I have talked with hundreds of visionary business owners and seen what works. I have also seen what does not. As an avid reader, I have benefited from the ideas of many authors.

As a salesperson, I have sat across the desk from small businesspeople, waiting quietly in the tension after asking the big closing question. I have also presented recommendations to large healthcare organizations and Fortune 500 companies.

Over the years in sales, I have had some career-changing sales wins and experienced soul-crushing losses. Having trained several thousand sales reps, I have also had a front-row seat to observe what works and what does not.

My career has also led me deep into the world of marketing. My undergraduate and MBA degrees focused on marketing. In 2004, I started a company to help medium-sized technology dealers market their business. We built websites and proposal templates with a focus on deploying a message that would help them win new business and cross-sell their clients into new software solutions.

My commitment to you is to put the best of what I have experienced in this book.

Over time, our marketing practice grew to include search engine optimization, blogging, and social media. We then took a deep dive into inbound marketing, helping companies implement strategies to move people through the awareness, consideration, and decision stages of the buying process.

Along the way, we made friends with several leading marketing automation companies. Similar to the highs and lows in my sales career, my marketing journey

has included some incredible success stories and some total bombs. In all of this, I learned about what works and what does not.

My commitment to you is to put the best of what I have experienced in this book. You will get both theory and practical application. The theory is not pie-in-the-sky stuff from the halls of a university or the pages of a textbook. It is a theory born from real-world experience. In each section, before I share the practical action steps, I want you to understand the “why” behind the action. Once you understand the “why”, then the “what” will make much more sense.

Your Commitment to Your Company

I have made a commitment to you. Now, I would like you to make a commitment back to me.

If you have a great company, you deserve to grow. You owe it to yourself, your family, your employees, your customers, and your suppliers. They deserve to work with a vibrant organization that has financial resources.

The way you get financial resources is to grow revenue. The way you grow revenue is by building and fine-tuning your Revenue Growth Engine.

This book is aimed at one thing: helping you grow!

What do I ask from you? Commit to act. If you do, I guarantee you will grow revenue.

The book is structured so that you can implement the four core growth strategies over a period of one year. I do not recommend that you try to do all of them at once. Instead, after you read through the book, I will have you go back and pick one of the four areas to work on first. Spend an entire ninety days working on this part of your growth engine. Then move to the next section.

Over the year, you will have implemented and improved each core growth function. In year two, I recommend that you go back and fine-tune each of these areas throughout the four quarters. Wouldn't it be amazing if your company developed a culture going forward where you focused on a core area of your growth engine each quarter? Imagine what your company could look like in three years.

If you do all of the things I recommend in this book and you do not grow, hunt me down online, and I will send you back the money you spent on this book along with enough money to buy your lunch for your trouble. However, I think we both know that when you take positive action and focus on growth, you will be rewarded.

What's the Plan?

This book provides an overview of the components of a high-performance Revenue Growth Engine. Each section contains action items. Throughout the book, you will also find links to the Revenue Growth Engine website, www.revenuegrowthengine.net, where you will discover many resources to help you on your way.

In Chapter One, you will learn more about the two ways to grow revenue and the two types of experiences you need to create to make this happen. You will also see the cumulative impact of a series of small choices executed over time. To have an effective Revenue Growth Engine, you need to be crystal clear on your ideal client.

Once you're clear on who you are selling to, we will roll up our sleeves and get to the four components of your Revenue Growth Engine: inbound marketing, outbound prospecting, client experience, and client communication. You will learn about the critical components in each of these areas. You will leave with a game plan to either add these components to your growth engine or fine-tune the components that you have in place.

For anything to have the staying power, it needs to become a part of your corporate culture. We will explore the attributes of a growth culture. You will get a leadership plan to help you develop and nurture a culture of growth in your company. Finally, we will end with an implementation strategy. All of this is for naught if you do not implement it. Throughout the book, you will be building your Revenue Growth Engine plan. To help, we have put together a template you can use to create your plan at www.revenuegrowthengine.net/free-tool-kit. Are you ready to grow? Let's go!

Important Points to Remember

1. The #1 goal of marketing and sales is revenue growth.
2. There are only two ways to grow revenue: add net-new clients and cross-sell more to your current clients.
3. The two core measurements for marketing and sales are:
 - a. Net-New: Total Number of Clients
 - b. Cross-Sell: Revenue Per Client
4. You can double your revenue in three years by making small incremental improvements in the four key building metrics.
5. Top-level management involvement is critical.

Chapter 1: Building Your Revenue Growth Engine

Imagine where you would be if you doubled your business every three years? Ten years from now, you would have a business that doubled three times! If your business is doing \$10 million in revenue now, it could be at \$80 million in a short space of time.

Think about what you could do with the increased income. See the jobs you could create. Visualize the impact you would have on your community and the world. Of course, I do not have to encourage you to think about how this would be a game-changer for you and your family.

Is this kind of growth possible? Yes! You just need to ensure your Revenue Growth Engine is running on all cylinders.

What Is an Engine?

Merriam-Webster defines the word engine as follows: “A machine for converting any of various forms of energy into mechanical force and motion.”

The engine in your car converts gasoline or electricity into a force that moves your vehicle forward. Your company’s Revenue Growth Engine converts marketing and sales energy into increased customers and purchases, which cause your revenue to grow.

Some engines perform better than others. A lawnmower has an engine; so does a BMW. The lawnmower engine has two cylinders. Even if those two cylinders are operating at peak performance, there is only so much that the engine can do.

A BMW 760i has twelve cylinders. When those cylinders operate at peak performance, the car has 601 horsepower. This “ultimate driving machine” will get you places fast.

Not Running on All Cylinders

Let’s say you took your BMW 760i and unplugged half of the spark plugs so that only six of the twelve cylinders were firing. How would the car run? I am no

mechanic, but I am guessing the car would not run well, if it ran at all. Imagine taking that car to the BMW dealership and complaining that you were not getting the horsepower promised on the brochure. How crazy would that be?

Lift the hood on most businesses and you will discover a Revenue Growth Engine with only a handful of cylinders running. The management team invests heavily in one or two cylinders and then feels frustrated that the growth engine is delivering less than optimal results.

Lift the hood on
most businesses
and you will
discover a Revenue
Growth Engine
with only a handful
of cylinders
running.

As the CEO of a digital marketing agency, I saw this repeatedly. We would find a sales-focused company that was running a great outbound prospecting cylinder. They would drive their reps to prospect, but never took the time to segment their market and identify target accounts. In the rush of prospecting, they also neglected to optimize their sales tools. Every rep used different presentations and proposals, and most of them were outdated. As a result, the prospecting funnel was never as efficient as it could be. This led to rep frustration and burnout.

There was one company we worked with that focused on growing net-new business. They wanted some leads, so they hired us to get them on Google. We told them that they needed to consider what happened once someone found their website. How would they convert those visitors to leads? Then, how would those leads get qualified and handed off to sales? It was like they wanted to invest in improving one cylinder, but the other two cylinders related to it were ignored.

After a month of working with us, this company ended up being frustrated with the results of the sales team and angry with the marketing team. They were only running two of the six cylinders for net-new business revenue growth.

They had recently invested in a new program to cross-sell to their clients. The intention was that their current clients would buy into this new service, and it

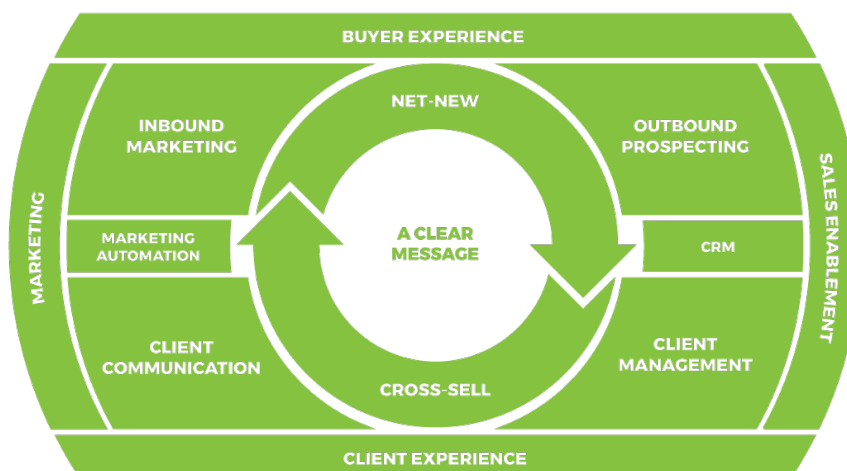
would help offset the declining profit margins in their existing products, which were quickly becoming commoditized.

Every Monday the sales manager would badger the sales team to talk to their current clients about this new service. However, the company did not have a periodic business review system in place. Reps had no plan to meet with current clients until they were ready for renewal. On top of that, the company had no clear onboarding process or ongoing communication strategy to let their clients know about the new services the company offered. If you surveyed the current client base, my guess is most of them did not even know their vendor offered these additional services. No wonder they could not get the results they wanted!

Here is the point. If you want an engine to grow your business, you need multiple cylinders. These cylinders need to be firing at peak performance.

What Are the Components of a Growth Engine?

Each part of the engine has an important function, so does a growth engine. A solid Revenue Growth Engine has four key core components:



| Get More Customers | Cross-Sell the Customer Base |
|---|---|
| <ul style="list-style-type: none"> • Inbound Marketing • Outbound Prospecting | <ul style="list-style-type: none"> • Client Management • Client Communication |

Two of the Revenue Growth Engine components are related to marketing: inbound marketing and client communication. The other two are related to sales enablement: outbound prospecting and client management. In this book, when we talk about sales enablement, we are talking about the systems, skills, and tools that the sales team uses to drive net-new business.

Let's take a high-level look at each of the four main components: inbound marketing and outbound prospecting, which form the buyer experience, and then client management and communication, which form the client experience. We will dive deeper into them in the chapters to come.

Get Net-New Clients

There are two kinds of potential buyers. Some have immediate needs and are actively looking for a solution to their problem. Others have latent needs. These are things that could be working better in their life or business, but they are not yet crucial.

Those with immediate needs tend to look online for solutions to their problems. For buyers with latent needs, salespeople are needed to prospect, build relationships, and bring the latent need to the surface.

Inbound Marketing

Corporate Executive Board research presented in *The Challenger Sale*¹ revealed that buyers, on average, are 57 percent of the way through the buying process before contacting a vendor or sales rep. That tells us there are many buyers looking for solutions to their problems online.

When the inbound marketing components of your Revenue Growth Engine are running well, three things happen. First, your company gets found online by potential buyers. Second, your website does a good job of converting visitors to leads. Third, you have a process in place to follow up on these leads in real-time. When these three components are in place and fine-tuned, you will capture leads from potential buyers.

¹ *The Challenger Sale*, https://en.wikipedia.org/wiki/The_Challenger_Sale.

Outbound Selling

While inbound marketing works well for buyers who are actively looking for your services, we know that most prospects are not looking online for help. They have real needs, but they are below the surface. To grow revenue, you need your sales reps to be exceptional at interrupting potential buyers and bringing these needs to the surface.

Outbound prospecting is not dead. Even if you have a steady stream of inbound leads, you should not neglect the outbound piece of your Revenue Growth Engine.

An effective outbound selling strategy has three components. First, you need data. Reps should not be calling on random potential leads. Instead, they should focus on high-potential clients. Second, you need a multi-touch prospecting strategy. Salesforce.com research showed that it takes 6–8 touches with a prospect to get an appointment.² Not all of these touches can be on the phone, or you might get a restraining order put on you! Finally, in today's world of buying teams, you need tools and tactics to reach each person that influences the buying decision.

Buyer Experience

Your inbound marketing and outbound selling efforts together create your buyer experience. What is it like to be a buyer? From their first interaction with your website or your salespeople, how does it feel? Would you use words like pushy, aggressive, or manipulative? Or, would you use words like friendly, helpful, and honest? As you fine-tune your inbound marketing and outbound sales efforts, pay special attention to the experience you create for your buyers.

Cross-Sell Current Clients

The second half of the Revenue Growth Engine is cross-selling. The goal is to sell more products, services, or solutions to your existing clients so that you can increase your average revenue per client. The challenge is that many companies do a poor job of letting clients know about additional products from which they could benefit.

² Fergal Glynn, "It takes 6 to 8 Touches to Generate a Viable Sales Lead. Here's Why," <https://www.salesforce.com/blog/2015/04/takes-6-8-touches-generate-viable-sales-lead-heres-why-gp.html>, (April 16, 2015).

There are two parts to the cross-selling motion. The first has to do with sales. We call this client management. The second is related to marketing: client communication. Together, these create your client experience.

Client Management

The way your sales team manages your client relationships determines how well you cross-sell. The first stage of client management is onboarding. Not only should the onboarding experience be memorable, but it should also set the stage for additional sales. Next are periodic business reviews. Depending on the size and potential of the client, you should meet with them on a regular schedule to review your performance, suggest improvements, and showcase additional products, services, and solutions you could bring to the table. The third component of a client management strategy is your renewal process.

Client Communication

How often do your clients hear from you? Ironically, most companies use email to spam non-clients while they neglect to communicate with the clients who have given them permission to communicate. Your clients should hear from you regularly. When they do, communication should always include additional ways you could help.

An effective communication strategy includes regular communication cadence. A good platform is some form of a client newsletter. The second component is the cross-selling messages. These are messages targeted at segments of your client base that are a great fit for specific products, services, or solutions. The third component of a cross-sell strategy is client events where targeted groups of clients are invited to experience additional ways your company could help them.

Create a Memorable Client Experience

Just like you need to create a great buyer experience for your prospects, you need to create a memorable client experience for your clients. This starts the moment they say “yes” to your offer and continues throughout their time with you.

After a customer buys something, the stage is already set for the next sale. If the client has a good experience with your company, there is a good chance they will be open to trusting you with more things. If they have a poor experience, or even

a boring one, there is a good chance that they will not trust you for future purchases.

The Fuel: A Focused Message

All engines need fuel. The fuel for your Revenue Growth Engine is a focused message. If your message is focused and resonates with your buyers' desired outcomes, you have good fuel. If your message is unfocused and your buyers do not "get it," you have bad fuel. Just as the engine in your automobile will not run well if it has bad gas, your Revenue Growth Engine will not perform well without the good fuel of a focused message.

Your message must be consistent through all of your sales and marketing communications. Before the sale, this includes your website, search engine

The fuel for your
Revenue Growth
Engine is a focused
message.

marketing, social media channels, and any advertising. During the buying process, the same clear message should flow through your sales strategies, like brochures, sales presentations, and proposals. Once someone becomes a client, your message should continue through your client communications and support interactions.

A focused message has two characteristics: clarity and resonance. Clarity means that buyers and clients know what you do. Resonance means that what you do is communicated in a way that strikes a chord inside them. Without these two ingredients, you simply get ignored.

Rating Your Revenue Growth Engine

Before we go further, let's pause for a moment and take an inventory. How is your Revenue Growth Engine doing?

Based on what you have learned so far, take a moment and rate the effectiveness of each of the components of your Revenue Growth Engine on a scale of 1–10.

| | Poor | | | | | Excellent | | | | |
|----------------------|-------------|---|---|---|---|------------------|---|---|---|----|
| A Focused Message | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Inbound Marketing | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Outbound Prospecting | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Client Management | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Client Communication | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

The area where you gave yourself the lowest score is the place where you could probably see the quickest returns. This is the low-hanging fruit for the growth of your organization. Get this area right, and you have a good shot at moving towards the growth that could double your revenue.

What Now?

Over the coming chapters, we will take a close look at each cylinder in your Revenue Growth Engine. As you proceed through each chapter, I encourage you to take notes on the specific areas that you could improve. The goal is to build a strategic plan to fine-tune your growth engine.

To help with this, I put together a Revenue Growth Engine resources page. On this page, you will find the Revenue Growth Engine checkup along with many other resources that will help you on your journey. You can find this on our website at www.revenuegrowthengine.net/free-tool-kit.

Are you ready to grow? Let's get to work!

Important Points

1. Most businesses' Revenue Growth Engine only has a handful of cylinders running.
2. Two of the Revenue Growth Engine components are related to net-new business: inbound marketing and outbound selling (sales). Together, these form your buyer experience.
3. Two of the Revenue Growth Engine components support cross-selling: client management (sales) and client communication (marketing). Together, these form your client experience.
4. The fuel for your Revenue Growth Engine is a focused message. If your message is clear and resonates with your buyers, then you have good fuel.

Chapter 2: Craft Your Ideal Client Experience

All things are not created equal. This statement is certainly true when it comes to your clients.

Recently, I was leading a company through a Revenue Growth Workshop. After discussing their growth goals, we began to talk about their favorite clients. Going around the conference table, each of the key leaders shared a specific client that they loved. For each client, I asked what they liked about the relationship.

As we wrote the names of these clients on the whiteboard along with their characteristics, several trends began emerging. These clients valued the relationship they had with the company, saw them as more than just a vendor, and were open to new ideas. These clients were slightly bigger than the average customer. Because of their size, they had some unique challenges, which the company could meet. These clients also had the potential to purchase additional products and services from the company.

Next, I asked about their average “bread and butter” customer. In stark contrast to the ideal client, most of these customers did not really value the relationship. It was not uncommon for them to solicit proposals from other vendors at each contract renewal. While most of them renewed, they used competitive quotes to erode profitability. Others left for competitors. Either way, the sales team worked hard to get lower and lower profits. After the sale, many of them were demanding. Some were outright unreasonable, causing frustration in the service department.

Next, I asked the team what the average purchase amount was from their average customer. In this case, the purchase was \$7,500, followed by \$2,500 in revenue for a service contract. Over ten years, if the customer renewed their contract three times, the company could expect \$30,000 in revenue. (However, many of these transactional companies changed vendors to get a better deal, so the real number was lower than \$30,000.)

In contrast, I asked about the average revenue from one of their ideal clients. The sale averaged \$75,000, with \$25,000 in trailing revenue. Over a ten-year period,

the company expected about \$100,000 from this client. Since many of these relationships were based on trust and value, the renewal rate was much higher.

Pareto's 80/20 rule was in full effect. The majority of the revenue was coming from a handful of ideal clients.

At this point, I trust you are having the same "a-ha" moment that this management team had. Their ideal clients were worth ten times an average customer. Not only were these clients more enjoyable to serve, but landing just one of them was equivalent to landing at least ten average customers.

However, it gets better. Most of the ideal clients had additional needs beyond the core product. This particular company had a new set of services that were a great

Ideal clients are
worth ten times an
average customer.

fit for these mid-sized companies. The average annual revenue from these new services is \$30,000 a year per client. Over ten years, that meant an additional \$300,000 in potential revenue!

With the potential to cross-sell additional services, these ideal clients were worth an average of \$600,000 over ten years! That is twenty times the value of an average

customer.

Now the team was fired up. If they could attract more ideal clients, they could hit their aggressive growth goals.

While the team agreed that they would still sell to average customers, the consensus was that they wanted to focus their sales and marketing efforts around the ideal client.

In his fascinating book, *The Pumpkin Plan*, Mike Michalowicz uses the analogy of a prize-winning pumpkin farmer. Farmers that want to grow big pumpkins focus their energy on the big pumpkins. When you do this, you create an environment in which your pumpkins can thrive. You get more ideal clients.

Average businesses end up focusing most of their energy on the 80 percent "bread and butter" customers. They reason that these are the ones who pay the bills. While that may be true right now, the key to the future of your business is

to identify the characteristics of your ideal client and attract more clients that match their profile.

Who are your favorite clients? What would it mean to your business if the majority of your clients looked like them?

Clients vs. Customers

In this book, I talk about clients instead of customers. I believe there is a big difference between a customer and a client. A customer sees you as a transactional vendor that sells them a product or service. A client sees you as a trusted partner.

On the loyalty scale, customers tend toward low loyalty, willing to switch vendors for a lower price. Clients recognize the value of not only your product or service, but also the other ways you add value. You are integrated into their business; thus, they tend to be much more loyal.

All clients are not created equally. Some clients are more valuable than others. They not only bring more revenue and profit; they also appreciate you. Building your business to serve these clients is smart. When you do this, you improve your chances of retaining them. You also set yourself up to attract more of them.

In order to add, cross-sell, and retain ideal clients, you need to identify your ideal prospect and then build an ideal client experience. Let's explore each of these.

Define Your Ideal Prospect

The first step is to define your ideal prospect. Ask yourself, "What do my favorite clients have in common?"

Look at your current client base. Sit down with some of your sales leaders and identify a handful of your favorite clients. These are the clients you wish every client was like.

Consider the following questions:

1. What do we like about working with this company?

- Are they easy to work with?

- Do they have a large and ongoing need for your products?
- Do they pay their bills on time?
- Do they look to you for multiple products and services?
- How much money have we made from these clients?

2. What do they like about working with us?

- How do they benefit from your products and services?
- Do they value our advice?
- What do they appreciate about your customer service?

3. What are their demographics?

- How many employees do they have?
- What industry are they in?
- Do they have specific traits that make them a good candidate, such as using certain ERP software?
- What types of people (for example, CEO, CFO, HR manager) do we typically work with in these companies?

Creating a profile of your ideal client focuses your outbound efforts on prospecting to the accounts that will build a solid future for your reps and your company.

Obviously, you want more of these ideal clients. Later in the book, in the outbound selling chapter, I will address how to create a target account program that identifies these ideal prospects, assigns them to a sales rep, and ensures they hear from your company. I will also show how you can create a client loyalty program to ensure the retention of these ideal clients.

Right now, I want you to identify your ideal client. Print these questions and put them on your desk. In fact, go ahead and make some copies and put them on everyone's desk.

Craft Your Ideal Client Experience

Once you have identified your ideal clients, you need to obsess over them. What do they want? How can you serve them better?

In 1998, Joseph Pine and James Gilmore prophetically declared in their *Harvard Business Review* article, “Welcome to the experience economy.”³ In the early part of the last century, the agrarian economy changed to a product economy. In the later part of the century, we transitioned to a services economy. Now, we live in an experience economy.

Let’s be honest; there probably is not a whole lot of difference between your products and those of your competitors. Even though you think you provide the best service in town, the reality is that most of your competitors provide great service as well.

How do you differentiate yourself? You do this through the experience you provide to your buyers and clients that sets you apart. In the context of revenue growth, you want to obsessively consider the experience your ideal clients desire.

There are two phases to the client experience: buyer experience and client experience. At each stage of this experience, you need to put yourself in their shoes and consider two things:

- What are they thinking?
- What questions do they have?

Let’s explore this for both the buyer and client experience.

Buyer Experience

Think about a recent purchase you have made. What steps did you go through?

Every buyer goes through a journey when they make a purchase: awareness, consideration, and decision.⁴

³ B. Joseph Pine II and James H. Gilmore. “Welcome to the Experience Economy.” *Harvard Business Review*. July 1, 1998.

⁴ While talking about the buyer’s journey is a vogue marketing concept these days, the concept of a buying process actually goes back almost 100 years to the functional psychologist John Dewey, who first introduced the stages of the buying process. Interestingly, the stages we use today are very similar.

1. **Awareness:** I am aware I have a problem. I need to define the problem. At this point, today's buyer hits the search engines and begins asking their group of trusted advisors.
2. **Consideration:** I am considering options to solve the problem.
3. **Decision:** I am ready to take action.

These steps happen for individual buyers as well as for business buying teams.

What might your ideal prospect be thinking at each stage of their journey? What questions might they have?

Let's pretend we are an HR manager of an ideal prospect. In our fictional scenario, some new laws have been passed that require companies to get employees to annually review and re-sign their employment agreements and employee handbooks.

Like any buyer, there are outcomes, concerns, and questions at each stage.

1. **Awareness:**
 - a. **Thoughts:** I want to be successful in my job. I want to make sure our company is compliant and does not get penalized.
 - b. **Questions:** Do these laws apply to us? If so, how do we need to respond? What are the penalties for not complying?
2. **Consideration:** Now that I know we are going to have to make some changes to comply with these new laws, I need to figure out what the options are.
 - a. **Thoughts:** I want to do the right thing for our company. I think about how other companies are tackling this problem.
 - b. **Questions:** What are the best options? How are other companies doing this? How much would that cost? How much time would this involve on our part? Who would need to be involved? Can we do this with our internal processes, or is there a better way to get this done? What would have the least impact on our organization?
3. **Decision:** I think we need to outsource this.

- a. **Thoughts:** I want to make a good decision about this. We have got a lot going on now, but I know this needs to get done.
- b. **Questions:** Who is the best partner to manage this for us? Are there guarantees? What is the process of engaging them? How long will it take to get done?

As you can see, the buyer has many questions in the process of acquiring your product or service. To create a great buyer experience, does it not make sense to anticipate and answer their questions?

Smart companies do not leave the buyer experience to chance. Instead, they write the story, and envision how they would like their prospects to experience the company. Let's continue our previous scenario about new employment laws.

1. **Awareness:** Sue, the HR manager for ABC Company, an ideal client with 200 employees headquartered in our area, reads about the new employee laws in the newsletter she gets from the state employee association. It reminds her of a voicemail she got last week from one of our company sales reps offering to come to talk with her about the challenge faced by the new laws. Wondering if this is a problem for other similar companies, she emails three of her HR colleagues at other companies. They are concerned as well. One of them forwards an email that they received from one of your sales reps that includes a link to a blog article on your website explaining how the rules may impact local companies.

Next, Sue hits Google to find out more about the extent of the problem and penalties. One of the top search results links to a blog article on your website. She bookmarks it to read later. Later that day, as she is checking her LinkedIn feed, she sees the article again. It had been shared by one of your sales reps.

Clicking on the article, she begins to read. Further down the article, she sees a link to a special report, "Five Steps to Comply with New Employment Regulations." It looks interesting, so she downloads it, and prints a copy to read later.

At that moment, your lead manager received a notification that Sue had downloaded the special report. Checking into the marketing automation

system, he was able to see that Sue had read the blog article and visited a few other pages on the site. He sent out an email offering to provide additional assistance, but did not hear back.

2. **Consideration:** Sue brings up the issue at the weekly executive meeting. The CFO already has this on his radar, as he received a call and an email on the topic from your rep. The CEO also saw one of your specialists speak on the issue at her Rotary Club meeting.

The team agrees that it is time to consider options. Sue reaches into her bag and pulls out a copy of your company's special report. Then, she forwards the email with the report to the rest of the management team.

Back at the office, your lead manager is notified that several different people from the company are coming to your website. He packages up the intel and forwards it on to the field sales rep to follow up.

Before making the call, your field sales rep reviews Sue's LinkedIn profile and Twitter feed. He learns that she is a chairperson for the state HR, along with one of your current clients. He sends an email to Sue, thanking her for downloading the report. He attaches a copy of a case study where you helped another local company solve the problem.

Sue was open to meeting with your sales rep. The following day, they had a good conversation about the special report and how other companies were solving the problem. He was able to answer several of her questions about the rough price range and how much time it would take to solve the problem.

After meeting with Sue, he sent her a thank you note. Knowing that the CFO, CEO, and IT manager were usually involved, he looked them up on LinkedIn and sent a connection request, along with a link to a blog article about the importance of solving this problem.

3. **Decision:** Now it was time to figure out how to solve the problem. After reading the special report, Sue was convinced that it would be smart to

hire someone to do this, rather than try to do it internally.

Over the past week, Sue reached out to a few other companies. Several were out-of-state and did not have local reps. The phone reps called. One local company sent a sales rep over to knock on her door thirty minutes after she went to their website to request information. He seemed laser focused on selling something, but he did not ask about her needs.

Meanwhile, Sue received a detailed recommendation from your company. It not only outlined the price, but also gave a detailed implementation play. Attached to the proposal was another case study, along with six references. Sue forwarded these documents to the rest of the executive team.

Sue invited the sales rep to present the recommendation to the executive team on their weekly Skype meeting. Before the meeting, the sales rep forwarded an email with a video of several key leaders answering common questions that most buyers have.

He presented the recommendations in a short, professional PowerPoint that included references and ended in an implementation plan. The executive team agreed it was a good idea and approved the order.

Sue, along with the rest of the executive team, felt great about the decision. They wished that all of their problems were that easy to solve.

Now, that is a good story! What would it look like if you gave that amount of attention to detail in crafting the experience you would like for your ideal buyers?

Will every client story be the same? No. But, if you can envision what you would like your ideal buyer experience to look like, you can build your Revenue Growth Engine with processes and messages to deliver this experience.

Client Experience

Once you land a client, what happens? From the time they say “yes,” throughout the life of the relationship, the experience your clients have with your company will determine the total revenue you get from their account. Provide a poor

experience and it could be “one and done,” as they move on to a competitor that promises something better. Craft a great experience and you improve your client retention while protecting your ideal clients from competitors. You also set the stage for cross-selling additional products or services, increasing your overall revenue for the account.

Client experience may be the best place to grow a competitive advantage. This is where you create raving fans.

I learned the value of client experience from my wife. As a newborn

photographer, she captures the joy of the first days of a baby’s life. What she produces is more than photographs. She creates heirloom art that her clients proudly display and cherish.

Client experience
may be the best
place to grow a
competitive
advantage. This is
where you create
raving fans.

On their own, the pictures speak for themselves. However, I have watched her layer an amazing client experience on top of her artistry. The genius is in creating a relaxing and memorable experience for the mom.

She begins setting up the experience during the booking process. By the time the family arrives for the appointment, they are excited. The atmosphere of her studio has been thought through to the smallest detail. When the photos are

ready, she could simply email them. Instead, she invites the family back for a gallery premiere that begins with a custom video of their newborn. When the photos are ready to deliver, she packages them in a way you can tell she cares about her business.

The experience is amazing. She has seen a good conversion rate in cross-selling the first-year photo package. She also has amazing client retention and gets many referrals.

Your client experience creates a competitive advantage. Fortunately for you, most of your competitors have not considered their client experience. As a result, they miss out on opportunities to cross-sell additional products and services. They also do not get the valuable referrals that they could be getting.

To craft an ideal client experience, consider the stages of becoming a client:

1. **Onboarding:** I just spent a lot of money. I also took the risk of changing how we do things. I wonder if I made a good decision.
2. **Management:** I need to know if the product or service is performing. Am I getting my expected return on investment?
3. **Renewal:** Depending on what you sell, it is time to renew or upgrade. Do I really want to continue working with this company? How easy (or hard) will it be to continue the relationship?

Much like the buyer experience, each step of the client experience includes moments that could hurt or enhance the relationship. As Warren Buffet says, it takes twenty years to build a reputation and only a moment to destroy it. Similarly, it takes a lot of work to win a net-new client, and a poor client experience can destroy it.

What do your ideal clients want? Similar to the buyer experience, as you craft your client experience, think about these two things:

1. What are they thinking?
2. What questions do they have?

Just as wise companies do not leave the buyer experience to chance, smart companies design their ideal client experience. Let's continue our previous scenario about new employment laws.

1. **Onboarding:** Sue and the executive team approved the deal. The sales rep sent her digital documents to sign, making the contracting process simple. As soon as the paperwork was received, the rep immediately sent back an email thanking her for the order and clearly explaining the process for onboarding.

The sales rep then put together a thank you card for Sue, along with a box of chocolates. At the same time, an email was sent to the owner's

administrative assistant reminding him to prepare a thank you letter from the owner to the CEO of the new client welcoming them onboard.

Before the user training, the rep sent Sue a welcome letter and agenda for all of the attendees. When the attendees arrived at the training, they found a branded coffee cup, pen, and a getting started guide at their desks. At the end of the training, they all received a personalized certificate.

Two weeks after the training, the sales rep stopped by the office with a dozen fresh donuts with the company sticker on top. They walked through the office to answer questions.

One month later, the rep met with Sue to ensure that all of the details of the rollout had gone smoothly. During this meeting, the rep explained the quarterly business review process and scheduled the first quarterly meeting.

2. **Management:** At the first quarterly business review, the sales rep used a branded PowerPoint presentation that included the company's business goals, the progress, and the results. Next, he introduced the Platinum Pro program, a client loyalty program with a set of perks that had been developed for the needs of the ideal client. Sue was delighted with the additional benefits.

One of the benefits of the program was a free annual HR security audit. Given the sensitive information in her department, Sue welcomed the third-party review. The rep emailed a copy of a special report, "Five Key Security Risks HR Departments Face." Sue sent this to her team, along with a note letting them know about the audit.

In the next quarterly business review, the team presented Sue with the results of the security audit in a professional binder. This began a new sales cycle for the company's security offering. The rep also asked Sue for a reference to another ideal prospect that he wanted to meet with. Sue was happy to help.

One year into the program, Sue enthusiastically agreed to be featured on a video case study. She also spoke at the company's annual open house, sharing how much she loved working with this company.

3. **Renewal:** Fast forward two years. Sue had now implemented three of the company's offerings. The finance department was also using the company's products. However, the contract was up for renewal.

The rep started sending Sue a series of emails, letting her know about the benefits of the latest version of the company's product. In the next quarterly business review, they discussed the benefits of upgrading to the next level of service.

Instead of making the renewal a chore, the company threw a thank you party for Sue's team, catering in lunch, and highlighting all of the benefits of the new product they would be receiving. After lunch, Sue approved the new agreement, happy with the value of the relationship.

What does your ideal client experience look like? How could you anticipate needs and answer questions along the way? What could that mean to your company?

As you can see, the more that your potential buyers and clients get touch points from you, the more likely they are to hire you and then continue to renew with you for year after year.

What is the overall experience that your prospects and clients have when dealing with you? Be honest. If you read this chapter and you are feeling a twinge of guilt, then it is time to review your processes and introduce new ones.

If this is something that you need help with, book a free consultation with one of my Certified Revenue Growth Engine Implementers at www.revenuegrowthengine.net/get-started. We work with companies big and small to design and implement plans that bring the complete buying experience to life!

Important Points

1. Your ideal clients are worth ten times the average customer.
2. A customer sees you as a transactional vendor that sells them a product or service. A client sees you as a trusted partner.
3. Creating a profile of your ideal client focuses your outbound efforts on prospecting to the accounts that will build a solid future for your reps and your company.
4. We live in an experience economy.
5. There are two phases to the client experience: buyer experience and client experience.

Thank you!

I appreciate you reading this sample of the Revenue Growth Engine book. You are on the list to be notified when the full book is released.

If you like what you're reading, I'd deeply appreciate a review on Amazon and shout out on social media.

For more ideas as well as updates on the book launch, please follow us on social at:

- www.twitter.com/revgrowthengine
- www.linkedin.com/company/revenue-growth-engine
- www.facebook.com/revenuegrowthengine

Thank you so much!

To your success,

Darrell Amy