



Relationships for Junior Sales Reps

B2B SMS Asia – 18/19 Dec 2019

I. About Me

II. The SR/SDR's Role

III. High-Quality Relationships

IV. Pre-Sales Growth Hacking

V. Some Tools & Tips



About Me



Kang Liang Koh

- Consulting Practice: growth.sg
- Fintech Startup: swapie.co
- Marketing/BD Generalist

Sub-Areas

- Lead acquisition & nurturing – strategy / automation
- Performance campaigns – LTV / CAC / funnel rates
- On/off-site content – community, syndication, etc.
- Onsite and conversion rate optimization
- Consumer offline – brand partnerships & digital activations
- Trend-jacking: keywords, sentiments, visuals
- Attribution structure set-up, track & no-track
- Sales: relationship building, growth, management
- Communications, PR, (personal) brand development

Experience



Past Campaigns



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Target Audience

- Sales/BD Reps
- Small-to-medium companies
- Lean sales/mkt team
- Solution providers
- <3 years work exp.

Assumptions

- Basic understanding of marketing concepts
- Highly hands-on work
- Not foreign to technical terms
- Briefly comprehend the list on the left



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The Sales Representative

Expenses

Customer service
Account management
Operations
Client solutioning
IT / Tech / Software
Product development
Human Resources
Branding / Comms / PR
Employer brand
Market expansion
Strategy / CEO's office
Marketing



Revenue

Sales
(Marketing?)



The Sales Representative

So, what exactly is his/her role?

Pretext

- Revenue = No. of customers * Product Price
- Lifetime Revenue = No. of customers * **No. of products** * Product Price
= **No. of customers** * **LTV**

Number of customers

- Good news: most controllable element of an SDR's role
- Bad news: most controllable visible element of an SDR's role boss

Acquisition Activity

Funnel & Flywheel
Convert & Delight
Hunt or Develop

Engagement Level

Board meetings / pitches
/ calls / chat support /
SaaS model

Scaling Engagement

1/day? 10/day? 100/day?
How to ensure quality?



The Sales Representative

So, what exactly is his/her role?

Number of products (lifetime # repeat purchases)

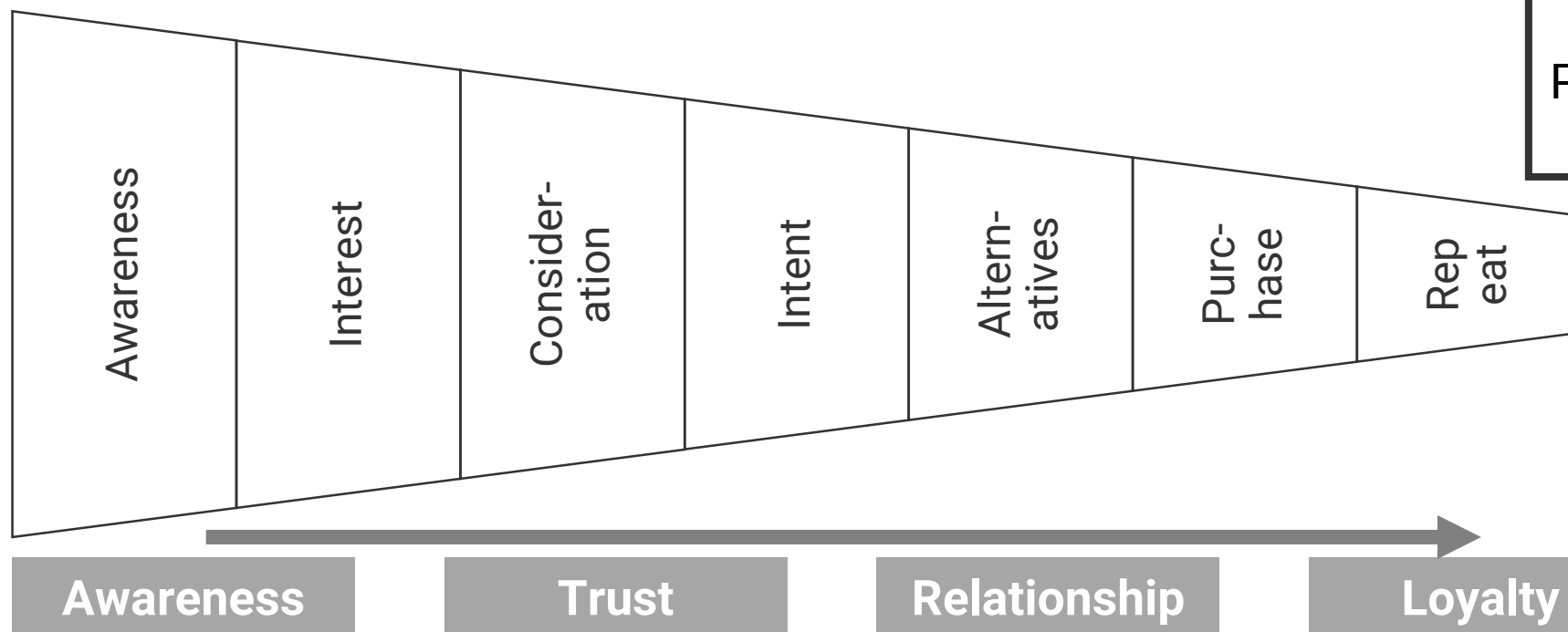
- Success / Account Team gave client a great experience!
- Revenue Team was able to facilitate cross/up-sell smoothly!

Journeying with Client

Funnel to friend
'Levelling up' r/ship

Trust & loyalty

Product or person more important?





The Sales Representative

Action Steps

- 01** Answer questions on # customers and # repeats
- 02** Execute activities based on the answers
- 03** Execute activities – how?



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Importance of Relationship Management

- Indifference/apathy loses **68%** of your customers
- Purchase volumes are **47%** larger for well-nurtured leads
- Intangible factors such as **trust & loyalty**

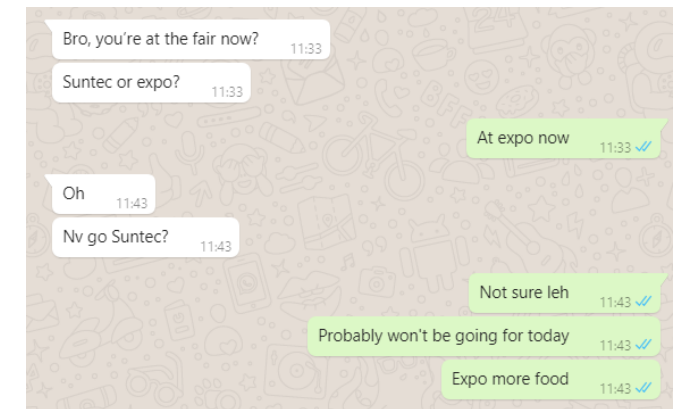
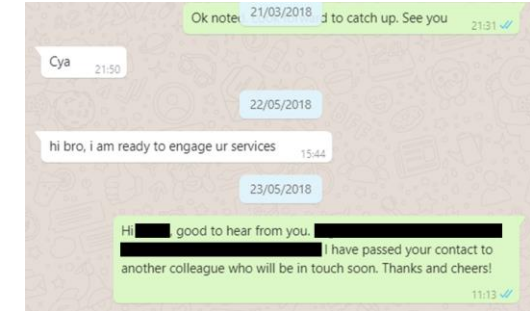
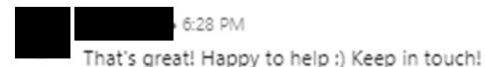
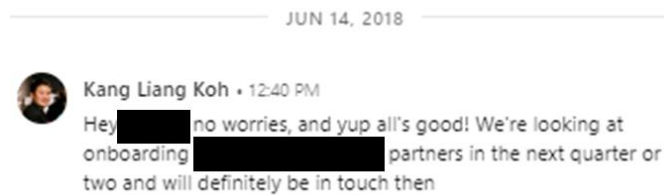
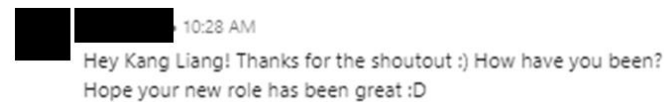
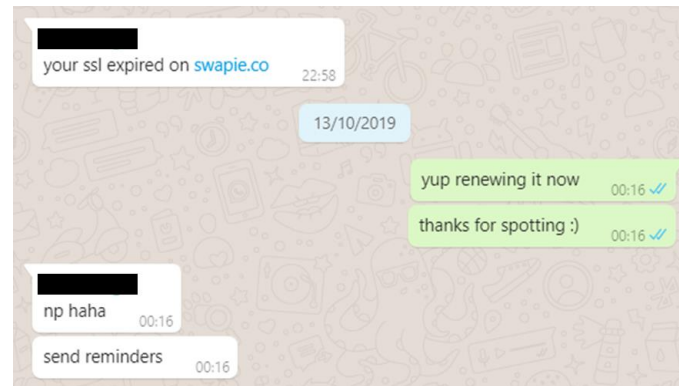
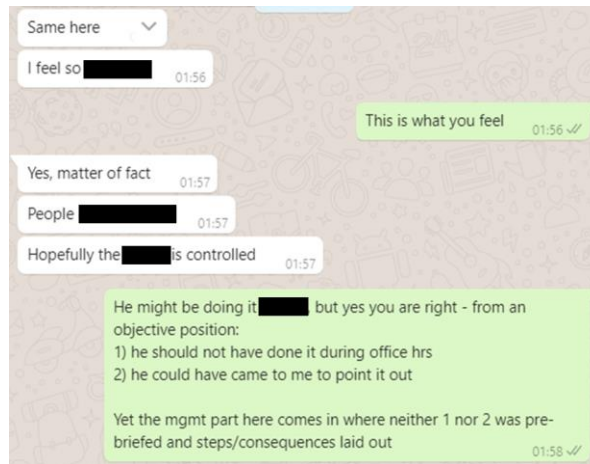
Common Frameworks

- Lead Nurturing
- User/Client Journey Mapping
- Engagement / Re-engagement



Sales Relationships

Build a base of friends, not clients



Relationship Components

Personal

Trust
Loyalty
Time
Commitment
Mutual significance
Presence
Respect
Values
Sacrifices
Delight
Tough times
Shared experiences
Love

Business

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→ Loving a Brand – BD rep as a brand



Sales Relationships

Brand Love Key

You as a Personal Brand

- Traditionally used at brand-to-consumer level
- Applicable to sales rep-to-single client level

1: Roots – who you truly are & what you have been

2-5: Brand Triangle: deep understanding of your 'users', what they want from 'you'

6-7: Benefits: what you can offer

8-9: Discriminators: how are you offering

10: Ambition: what you want to create





Sales Relationships

Brands that go 'above and beyond' customer expectations are most likely to win loyalty, according to new research that identifies six key drivers of brand love.



Action Steps

- 01** Be yourself. Be sincere and make time/effort.
- 02** Keep track, stay connected, stay present.
- 03** Every little action adds towards the end goal!



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Pre-Sales Strategies

The Pre-Sales

Typical Pre-Sales Campaigns

- Expensive
- Performance-driven
- Hit-and-miss, uncertain
- Lots of effort
- Budgeting concerns
- Follow-up actions
- Tie in with marketing plans
- Landing page 'playbook'

What's lacking?

- **Empathy**
- **Opportunity**
- **Faith/Belief**



Pre-Sales Strategies

Empathy & Opportunity

Premises

- Understanding personas
- External conditions & timing
- A little bit of blind faith

What to do on the Campaign

- De-prioritize the 'performance-driven' CTA
- Publish stuff people want to read (keyword research, etc.)
- Try to make them come back again (another piece of useful content)
- Identify free/low-cost channels to do this

Campaign Types?

- Trend-jacking
- Event-centric (micro-opportunities)
- Quickmail (micro-opportunities)



Circles Life



January 18, 2019



What Is #3dollarballer?

On 28 February, police had to intervene a cash vending machine at Hatfield Place. Why so? It was simply too popular as it was giving out \$50 for just \$3 that you insert! Wondered who was behind the most unbelievable vending machine of all time?

The great reveal came the following day, when local MVNO Circles Life claimed responsibility for the act, along with a new product launch. Can't believe you're getting free money? Knowing that Circles Life is behind this, seems like getting money from a vending machine isn't too impossible after all!



Read more:



<https://www.getkobe.com/portfolio/circles-life-2/>



Campaigns

Selling to SMEs

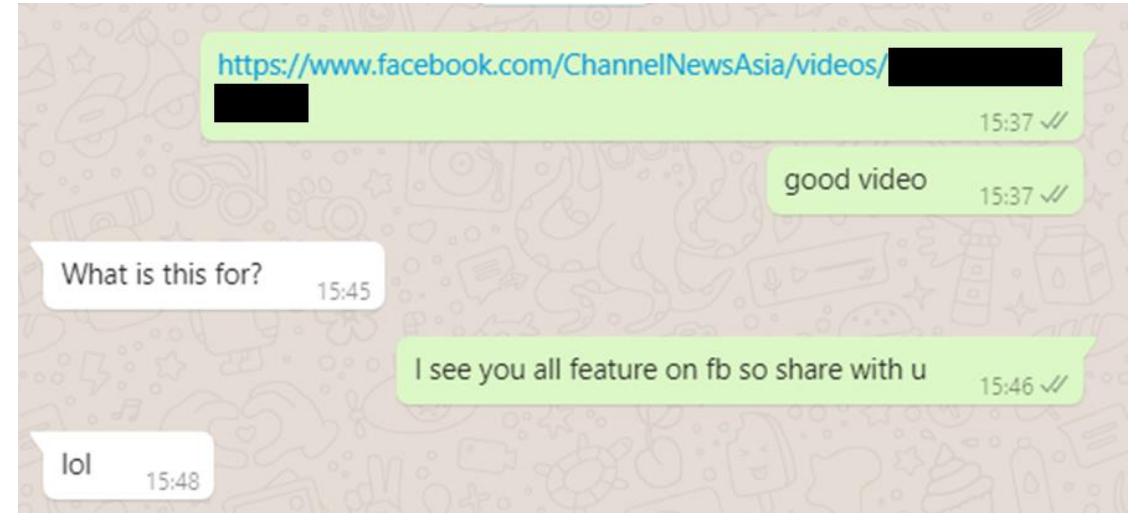
- Visiting during Chinese New Year / Mid-Autumn Festival
- Goodwill begets goodwill

Selling to American/European companies

- Sending small gift/card during Christmas
- Show alignment on causes for deeper trust (but don't bend over)

Micro-opportunities

- Dropping a note during media features without selling
- Doing a little more by participating in client's promotions (or pretending to)



https://www.newdelhitimes.com/wp-content/uploads/2017/02/UN_SDG_Logo.png

<https://cdn.smartrecruiters.com/blog/wp-content/uploads/2018/06/pexels-photo-1081223-740x445.jpeg>



Campaigns

From: Matthew [redacted] <matthew@[redacted]>
Subject: Hi Alex
Date: 28 January 2018 at 5:36:24 PM SGT
To: "Alex C." <alex@[redacted]>

Hi Alex, I understand that you're the [redacted]

We specialize in SEO and growth hacking strategies for management consulting companies. Our digital marketing services have proven to increase profits by improving organic traffic and conversion rates at businesses similar to [redacted]

Alex, I wanted to ask if you'd be in the office next week, as I was thinking about dropping you a quick call on Tuesday or Friday morning. Would that work?

Matthew [redacted]
[redacted]
[redacted]
[redacted]

Tangibles

- Lead nurturing & qualification
- Automated sequencing/follow-ups
- Best-practice templates, content, concise communication of USP

Intangibles

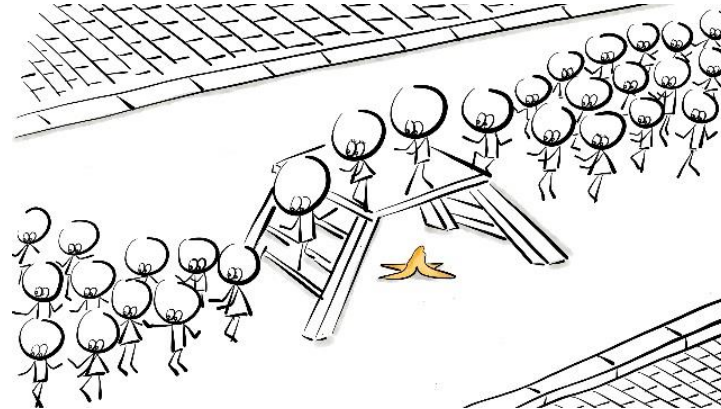
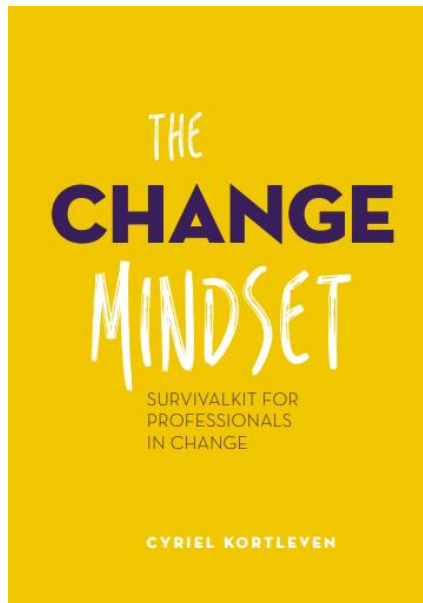
- People love feeling remembered / special! Add a little warmer greeting maybe?
- Pushes AM/SDR to follow-up on lost lead
→ Enter dropped-off leads into system too
- Confusion? Wrong AM servicing?
→ "Mechanization" = opportunities for personalization



Inertia to Launch?

- Take “ba-nano” actions by removing “bananas”
- Small iterative tests, doesn't matter if they fail
- <\$10, <1 hour, <1 week trial
- Measurable result not tagged to KPI outcome

Read more:



<https://www.managementboek.nl/code/inkijkexemplaar/9789082935004/the-change-mindset-engels-cyriel-kortleven.pdf>

Action Steps

- 01** Respond, be agile, and break preconceived thoughts.
- 02** Try new things, you'll never know.
- 03** No budget = no performance pressure, so just do it!



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Budget Optimization

Tools

01 Tracking/Automation

Hubspot CRM

Saleswhale / QuickMail / similar apps

Boomerang / Mail Merge / similar apps

All the email integrations you can find

02 Strategy

Value Proposition Canvas

Idea Generators – rules: idea killers get punished

03 Offline / Following-up

Business Card Organizers & notes

Calendars & reminders



Budget Optimization

...and Tips

- Be observant
 - Subscribe to industry publications: Marketing, Mumbrella, GSCC (add email filter)
- Be street-smart
 - There's no by-the-book answer to winning marketing campaigns
 - No one conceptualized a viral campaign by sitting in a room
- Do first, apologize later
 - Stay scrappy, quick, nimble, but lean and low-to-no sunk costs (think Google sheets, manual outreach, micro out-of-pocket budgets)
 - Who are you justifying yourself to? Client? Management?
- Do things that make you happy!



END

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**High-touch consultative
solution-building**
Strategy for defined scope(s) +
feasible & tractable execution plan

01

Business
Challenge

Face-time with
Snr Consultant

25%

**Continual internal
capability-building**
Maintenance of execution plan
+ process optimization

02

Placement & management
of internal contractor

75%

Get in Touch!



Zero reliance on
agency/vendors