B2B Revenue Growth:

Building a Best-in-Class SDR/BDR Program

Brian Bourke
Chief Growth Officer, Seko

Dave Moore
Operating VP, Accel-KKR

Dave Spencer
President, Syniti

Brian O'Neil
Founder & CEO
Sales Empowerment Group

Mark Tack
Project-based CMO, Marketing leader
for 6 PE/venture backed companies

SEG
ACCELERATING GROWTH

What's Inside?

- Executive Summary
- Building the Front End and Back End of a Best-in-Class BDR Program
- The Front End: Strategy & Marketing
- The Power at the Center: Your BDR Team
- The Back End: Data & Analytics
- Selecting the Right Growth Partner

Contributing Thought Leaders

This eBook is based on in-depth interviews with the subject-matter experts shown below. This paper pulls together their advice – what has worked for them and what hasn't – on how to accelerate revenue in 2021 and beyond. Their unique perspectives are embedded in every word captured in this paper.

Brian Bourke

Chief Growth Officer
Seko

Dave Moore

Operating VP
Accel-KKR

Dave Spencer

President
Syniti

Brian O'Neil

Founder & CEO
Sales Empowerment Group

Mark Tack

Project-based CMO, Marketing leader for 6 PE/venture backed companies

Executive Summary

SEG
ACCELERATING GROWTH

We don't have to tell you that COVID-19 has changed the world forever, including the world of B2B revenue acceleration. These are critical times in which we're all seeking fast solutions and answers to our upside-down sales cycles, strained resources, and shifting priorities.

Have you been considering a new growth partner to solve your current problems? In this eBook, we'll share why you should be working with a growth partner like SEG to create and implement your revenue acceleration strategy.

What is a BDR?

The concept of BDRs (literally: Business Development Representatives) is still pretty new. The role only started showing up around 5-6 years ago.

> **For a quick definition - Think of the BDR function as up-front prospecting and door opening paired with super intelligent Subject Matter Experts (SMEs) to solve problems, construct solutions, and close deals.**

And take it from us, implementing a best-in-class BDR program is way more difficult than you might initially think. It's like trying to remodel your kitchen by yourself (without the help of a crew from HGTV). Sure, it looks easy when you're watching Property Brothers, but taking the drywall into your own hands is an entirely different situation.

> **This is when you realize: the right partners are game changers.**

"Our entire business has dramatically changed due to COVID. Seventy percent of our pipeline sources are gone. Physical events and sales reps walking halls isn't happening for a long time or forever. In 2021 and beyond it's all about building our digital presence, driving relationships virtually, and converting that digital interest into pipeline. This is fundamentally a new world for us."

Dave Spencer

President
Syniti

Solution:

Building the Front End and Back End of a Best-in-Class BDR Program

We'll help you think differently about the problems you're having today. Help you see around corners. But, spoiler alert... if you think that solving your revenue problems starts with the BDR team, you are dead wrong. If you skip the critical up-front stages around corporate strategy and marketing, it's like having a basketball team without a playbook. Or even sneakers.

For starters, the way to grow your business in 2021 is to have a world-class Revenue Growth Engine that emphasizes the importance of creating pipeline. We all know the BDR program is at the center of the pipeline generation program, however, if you don't have a complete, big picture Growth Engine that pulls all the different parts together, everything falls off the rails. It's the symbiotic relationship between all of the different parts, cogs, wheels in the system that's so important. You have to have it all in place in order to deliver results in the short and long-term.

In this eBook, you'll have the opportunity to glean the best of the best advice and takeaways from three leading SMEs: Dave Spencer President of Syniti, Brian Bourke Chief Growth Officer (CRO) at SEKO, and Dave Moore Operating Vice President at Accel-KKR (former CRO at Businesssolver).

We'll explore the future of building pipeline for B2B companies. Our outlook: Rather than taking a myopic view that focuses on outsourcing the BDR function, let's focus on the broader Revenue Growth Engine required to predictably create pipeline. This eBook focuses on the higher-level strategies and outcomes that matter most to CEOs, CROs, CMOs, board members, and more.

If we were to give a one-sentence summary, it would be this...

> **...enabled BDRs will make you go faster, but in order to get the most out of a best-in-class BDR program, you must first do your legwork: building the front end and back end of your Revenue Growth Engine.**

So, that's a little bit on the "Why" and the "What." Now let's dive into the "How."

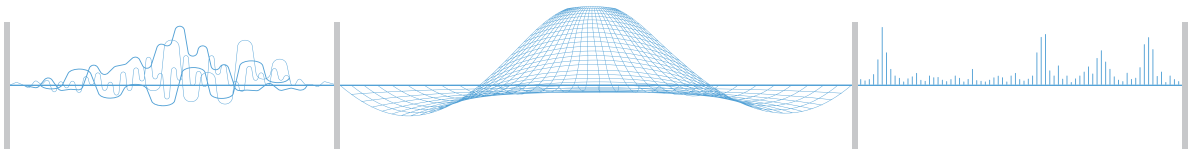
Building the Front End and Back End of a Best-in-Class BDR Program

Everyone in the world of B2B revenue acceleration is trying to achieve their revenue goals as quickly as possible by building a predictable pipeline.

And to build a predictable pipeline, you need a strong BDR team. But there are a few key stages that come first before you're ready to hit the recruiting trail and begin hiring new BDRs.

First thing's first, you have to build the front and back end of your Revenue Growth Engine.

Briefly, here are the steps/components you need to build out in order to deploy a kick ass 2021 Growth Engine:



The Front End

- Strategize: create a solid corporate and go-to-market strategy

The Power at the Center

- Build a strong BDR program to tuck underneath the Marketing Engine

The Back End

- Deploy data and analytics

"The BDR success is in the middle. But for that to happen you need a strong bookend. On the front end, you have to have the right strategy and the right marketing. On the back end you need the right data and measurement to make sure that what is going on in the middle is actually working. On the back end, the data and analytics – the Moneyball marketing – that you do to assess, improve, and iterate on the strategies you've created on the front end."

Brian Bourke

Chief Growth Officer
Seko

The Front End:

Strategy & Marketing

SEG
ACCELERATING GROWTH

Strategize: Create a solid corporate and go-to-market strategy

A lot of leaders think about the tactics of sales and marketing, but they don't do the planning to enable this. What's your go-to-market strategy? What markets do you want to play in? Why do you want to play in those markets? And which ones are you going to dominate?

You need to set your go-to-market strategy right from the get-go. Then, underneath this strategy sit 4 buckets:

Sales & Marketing

Product

Customer Success

Talent

> **Today, we'd like you to stop thinking about Sales, Marketing, and Product as separate teams. They're one team— your Revenue Team.**

To illustrate this point, take out your product roadmap. What are your corporate goals for 2021? Is your product roadmap tied to those goals? If not, why not? We often hear leaders say, "We don't know why our product team is making what they are making." This is because most of the time someone in sales is dictating the product roadmap. But, a good question to ask yourself is: If it's on the product roadmap what corporate objective is it tying back to? This is just one example. There are many more.

"It all starts with your Revenue Optimization Plan. Unless you do the proper planning up front, to know exactly who you're going after, you will be spinning your wheels. Most want to skip over that important up-front work and get right into the sales, but 9 times out of 10 that's a flawed strategy putting you on the express train to nowhere."

Dave Moore

Dave Moore, Operating Vice President at Accel-KKR
Former CRO at Businessolver.

We usually see misalignment around this when we talk to companies. Most of the time the sales leader puts a plan in place, and it may or may not involve marketing. But where is product? Where is operations? Where is finance? Your sales leader could be acquiring new customers, but what if finance is saying the gross margin is terrible?

> **Who should own this strategy, the CEO or the CRO? A good CRO will enable the CEO and sit and work with them and be more cross-functional. This is why you are seeing an emergence of CROs moving to the CEO level.**

If you don't get the go-to-market strategy right up front, the CEO can't hold product accountable. Or any other functional leader – marketing, sales, and so on. Then the CRO is placing bets that are out of alignment with the corporate strategy and the go-to-market strategy. So start at the top. Spend the time you need to get this right. Get the voice of the customer. Get external and internal feedback. Then you're off and running. If you're in a big company with multiple verticals, you'll need a go-to-market strategy for each segment: Enterprise, Midmarket, SMB, reseller, alternative distribution channels, and more.

As we said above, revenue enablement is more than just "sales." "Sales" is too siloed of a term and focus. Same with "Marketing" or "BDR." We prefer to group everything together under the umbrellas: Growth and Revenue.

Case and point, let's look at two common gripes we'll hear within an organization. The marketing team says, "The BDRs need to follow up on our leads." The BDRs reply, "Marketing needs to send over leads that are better and more qualified." When teams are separated like this, there can easily be division. Sales vs. Marketing.

But if both groups are united as one team, going after the same goal (grow the business, increase revenue) we can look at things differently. The leads are part of the front-end marketing system. If you don't have a great marketing system that supports a strong corporate strategy, your BDRs will be shooting in the dark. If you do, BDRs will set more qualified meetings.

In summary:

Step 1

Create the go-to-market strategy. Decide who you're going after.

Step 2

Build the marketing engine / front-end marketing system. Execute how you're reaching out to your desired audience.

Let's now take a deeper look into this "Marketing Engine" or "Growth Engine."

Build a Marketing Engine (to support your corporate and go-to-market strategy)

Marketing Engine 2.0, or The Growth Engine, paints a picture of all the parts and pieces required to achieve revenue acceleration.

From Strategy to Brand and Demand, leading into the Pipeline Engine, followed by the close alignment with Product and Sales all drives towards a visible Scoreboard that tells you a) your progress (what inning are we in?), the score (are we winning or losing?) and other key metrics (what's our on base percentage?).

> **Download our eBook, The Growth Engine: A Blueprint for Scaling Your Business to get all the details about the inner workings of the Growth Engine.**

To illustrate this point, take out your product roadmap. What are your corporate goals for 2021? Is your product roadmap tied to those goals? If not, why not? We often hear leaders say, "We don't know why our product team is making what they are making." This is because most of the time someone in sales is dictating the product roadmap. But, a good question to ask yourself is: If it's on the product roadmap what corporate objective is it tying back to? This is just one example. There are many more.

"The way to grow your business in 2021 is to have a world-class marketing engine that emphasizes the importance of creating pipeline at the heart of it. We all know the BDR program is at the center of the pipeline generation program, however, if you don't have a complete engine that pulls all the parts together everything falls off the rails. It's the symbiotic relationship between all the different parts, cogs, wheels in the system that's so important. You have to have it all in place in order to deliver results in the short-term and long-term."

Mark Tack

Project-based CMO, Marketing leader for 6 PE/venture backed companies

Growth Engine

Strategy

Corporate Strategy, Segments, Revenue Plan

Brand

Brand Creative
Positioning & Messaging
Social Media
Public Relations
Analyst Relations
Thought Leadership Content
Events

Demand

Inbound Campaigns
Outbound Campaigns
ABM
PPC & SEO
Messaging & Materials
Thought Leadership Content
Events

Pipeline

Marketing Ops

Marketing Automation
Lead Scoring & Routing
Technology

BDR / SDR Program

Playbook
Recruiting
Management

Data & Lists

Contact Data
Buyer Personas
ABM Targets

Customer Marketing

ABM
Account Expansion
Customer Programs

Partner Marketing

Joint Programs
Stories
Events

Opportunities

Revenue Growth

Product

Product Launch
Competitive and Market Analysis
Sales Enablement and Materials
Pricing and Packaging

Sales

Sales Stages and Journey
CRM System
Opportunity Management
Sales Rep Hiring, Training and Management

Scoreboard

Growth Value Chain
Strategic Metrics
Operational Metrics
Tactical Metrics

By Mark Tack

Project-based CMO, Marketing leader
for 6 PE/venture backed companies

The Power at the Center:

Your BDR Team

SEG
ACCELERATING GROWTH

Build a strong BDR program to tuck underneath the Marketing Engine

So you've built your Marketing Engine and you've honed your go-to-market strategy. Now what?

It's time to build the BDR program. This is the linchpin between Marketing and Sales that results in revenue acceleration.

> **We said it before, but it bears repeating: Enabled BDRs make you go faster.**

Why the emphasis on BDRs?

The reality is that the BDR movement is less than ten years old (with the book Predictable Revenue talking about this role specialization back in 2012). Today, more and more CROs and CMOs are being pressured by Boards and CEOs to get this function up-and-running and quickly, and they are expecting big results.

The biggest reason for the shift in hiring BDRs is the digitization of the buying process. So much research and insights can be found online that buyers aren't as reliant on salespeople as their only source of information. This means the value and need for sales calls and in-person meetings goes down, the opportunity cost for a buyer to take time with a sales rep has gone up.

"We've been doing BDR programs for 10 years, and now that the entire world is virtual and pretty much every salesperson is now trying to sell and build relationships in a remote setting. Most of the B2B sales universe has flipped its model. Now every salesperson is a BDR. We are sitting right in the middle of all of it and we feel fortunate to have helped over 100 companies build winning BDR programs over the last 10 years."

Brian O'Neil

Founder & CEO
Sales Empowerment Group

For all these reasons, prospecting, getting appointments is a hell of a lot harder than it used to be. And the return to cold calling is hard for a lot of seasoned salespeople to do anymore. It takes too much time and the time spent cold calling takes away time from closing deals. This creates a need for talented BDRs to breakthrough the challenges and create new business pipeline.

Second, the shift toward BDRs is a shift which has been accelerated, of course, by the pandemic. In-person, on-site sales is currently on hold.

Third, a big driver for this shift is the fact that many buyers' departments and budgets have shrunk. This was even pre-COVID, dating back to the financial crisis. We saw a lot of reductions and many of these headcounts didn't come back.

The software industry started this BDR movement with the idea of building high-growth, predictable revenue (think: Salesforce). A lot of industries are finally catching up. Will your industry be next? Have your competitors already started to hire BDRs?
If you're building a BDR team for the first time, here are a few things to keep in mind.

> **First, recognize that the "sales" model has shifted. (Remember, we would like you to begin thinking of Product-Sales-Marketing as one team, your Revenue Team).**

Here's what the shift looks like:

- Hiring of BDRs/SDRs are on the rise while the hiring of traditional enterprise sales rep with 20 years of experience is on the decline.
- Gone are the days of having high paid enterprise sales reps taking people out to golf and dinners; managing existing relationships vs. finding new customers.
- Instead, specialization is key. This means up-front prospecting and door opening (BDRs) paired with super intelligent SMEs to solve problems, construct solutions, and close deals.

Second, have realistic expectations when launching any new program. As we said earlier, setting up a BDR program is like remodeling your bathroom or kitchen. It looks easy when you watch the shows. You may have a budget and you can go buy all the materials yourself. Execution is where disaster strikes.

BDR programs can be scaled.

Another great advantage to BDRs? You can scale the program. Meaning: if people keep hitting their numbers and KPIs, and everything keeps going the way it's going (faster and faster revenue acceleration), then your BDR program can and should be scaled.

The Back End:

Data & Analytics

SEG
ACCELERATING GROWTH

Strong data is mission critical. It's a maxim we all know, but how many of us put it into play? How are you sourcing, organizing, and reading your data? Are you supplementing your first party data with quality third party data? If not, why not?

It's time to build the BDR program. This is the linchpin between Marketing and Sales that results in revenue acceleration.

Build your contact list

Remember… corporate and go-to-market strategy is the key to the front-end? With that thinking in mind, the next step is to build your contact database based on the segments and buyer personas you are targeting.

Use intent data from companies like Bombora to help you determine "where to fish." Prospective buyers are searching for your products and solutions right now. Use intent data to help your BDR team determine where they should be spending their time and energy.

Centralize with your CRM

The CRM (Salesforce, Hubspot, Zoho, etc.) is the foundation. It's core and arguably the most important piece to the entire engine. Additional data and tech services like Zoominfo for contact data are also mission critical.

Technology and tools beyond the foundational CRM are more important now than ever before for a high-performing BDR function. Utilizing sales engagement tools like SalesLoft or Outreach, using Zoom, etc. are all important aspects of growing a BDR team remotely.

Strength of management and leadership of the BDR program is critical. Keeping this team motivated and performing at a high-level when most are working from home creates new leadership needs and opportunities.

Practice Moneyball Marketing

But how can you manage and lead without a visible Scoreboard that shows you progress and performance? This is where "Moneyball Marketing" comes into play. The more data about the performance of your growth and pipeline efforts the better.

The measurement strategy and approach can be tactical – # of calls per day, # of emails per day, # confirmed meetings per day, etc… —and it can be strategic—size and quality of the pipeline, pipeline velocity, % likelihood to hit the revenue number for the quarter, year, etc.

Not only can Moneyball Marketing help you perform better, it can also help you elevate the visibility of your growth and pipeline program across the organization.

Selecting the Right Growth Partner

SEG
ACCELERATING GROWTH

Building your Growth Engine is arguably the most strategic, and the most important part of your overall business. Many go at this quest alone, flying solo. For those we commend you and we are rooting for you.

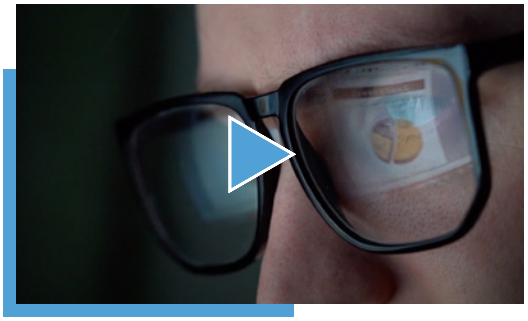
> **Other companies realize that the stakes are too high, and time is too limited, so they team up with a "Growth Partner" who can help them get a high-performing revenue acceleration engine up-and-running quickly and cost effectively.**

That's where Sales Empowerment Group (SEG) comes into play. For the past 10 years we have partnered with over 100 high-growth companies to do everything you've read in this eBook... and more. Rather than an us vs. them mindset, we do everything together! We serve as one, integrated team driving growth and accelerating revenue.

You can learn more about how we partner with B2B companies looking to take their growth to the next level by checking out our robust library of case studies on our website.

We also invite you to watch a brief video featuring over 15 happy SEG clients explaining their experiences. Given that the BDR team is at the core of the Growth Engine, you might also like to check out the video of our alumni talking about their experiences going through the SEG program. Check out these videos below:

Video testimonials



Alumni showcase

Sales Empowerment Group provides revenue acceleration services that help companies exceed their numbers through a unique BDR Farm System program. We work with private equity firms, fast growing startups, mid-size companies to Fortune 500. Our proven methodology, technology, and systematic approach allow us to determine the key areas for immediate revenue growth. We have the expertise, the talent (over 100 team members) and execution models to accelerate revenue for our clients. Visit our website to learn more: www.salesempowermentgroup.com

17 N State St #600 Chicago, IL 60602
T: 312-283-4653

salesempowermentgroup.com

SEG
ACCELERATING GROWTH