

The Predictable Revenue Guide To TRIPLING YOUR SALES

PART 3: Outbound Prospecting aka “Spears”



By Aaron Ross & Jason Lemkin

If You Missed Parts 1 or 2

This is Part 3 of the *Predictable Revenue Guide To Tripling Your Sales*. If you missed the prior parts...

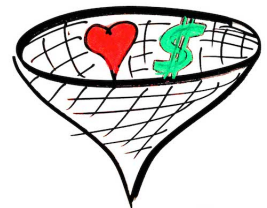
Part 1: “Seeds” & Customer Success

- An introduction + recap of the original *Predictable Revenue*
- The pros & cons of “Seeds” leads, and how to systematize their growth
- 6 keys to driving growth with Customer Success
- [Download Part 1](#)



Part 2: “Nets” & Marketing

- Our “Triple” 4-Step Marketing Framework
- Common Marketing Fails
- The most important growth metric in marketing
- [Download Part 2](#)



Chapter 3: “Spears” Lead Generation (Outbound Prospecting)



What You'll Learn In This Section

Outbound Prospecting is sexy again

- The pros & cons of “Spears” - outbound prospecting (Page 74)
- Three outbound prospecting case studies with details on activity funnels, goals & favorite apps (Pages 76, 84, 86)
- The mistakes 95% of salespeople make with cold emails (Page 80)
- Why, even if you have more inbound leads than you can handle, you may still want to do outbound prospecting (Page 81)
- How well can outsourcing prospecting work? (Pages 83 & 90)
- Why Outbound Fails (Page 94)
- For Hardcore outbound teams & managers (Page 97)



Lead Generation Type #3: “Spears”

Outbound prospecting was in the doghouse for years. Now it's hot (minus the brutal cold calling) – because it can supercharge sales growth

Inbound marketing is wonderful, but if you're dependent on it & waiting for the phone to ring, you don't have the ability to go out and have conversations with ideal prospects who aren't already calling you.

The original *Predictable Revenue* book outlined the “Cold Calling 2.0” outbound prospecting approach that helped Salesforce.com add an extra \$100 million in a few years (and by now, much more than that, more like \$1 billion in extra recurring revenue).

Likewise, Responsys used the same Predictable Revenue Cold Calling 2.0 prospecting system to drive sales 10x in 5 years, from \$20 million to \$200 million—until Oracle bought them for \$1.5 billion.

That's what outbound prospecting or business development gives you, with your people reaching out to specific targets, lists or kinds of companies...the ability to go out and make revenue-generating conversations happen in a predictable way, on your terms.

Pros: Generates predictable results once you have it up and running; a scalable way to grow leadgen; enables very targeted approach to ideal prospects at executive levels; fast is-it-working-or-not feedback cycle; a dedicated prospecting team creates a pool/farm team of future sales talent.

Cons: Not profitable for small deals or customers; much less effective for services companies than for product companies; hard for ‘old school’ sales cultures to avoid a “dials a day” or boiler-room approach; many execs still don't buying into the idea that salespeople shouldn't do the bulk of their own prospecting.

When Should You Make Outbound Your Top Priority?

Inbound and outbound – two great tastes that taste great together...but for some businesses, one tastes better than the other

Inbound & outbound totally complementary. Inbound gets you (hopefully) lots of leads, and some will be wonderful... but many inbound leads are too low on the totem pole - they have no influence. With outbound, you can go talk to who *you* want to talk to.

If you want to go big with outbound sales, it works especially well if...

#1) You have a product to sell (not services) that's expensive enough. At least \$10k in lifetime value (and \$20k+ is better).

Yes, Outbound can work with smaller deals, but not *profitably*.

#2) Your value proposition is very easy for a prospect to understand and say “yes/no” to: “We help train & certify your people in ____ over the web, rather than in person – can you do that today?” If your proposition or messaging is too jargony or not relevant and *confuses* prospects, you're in trouble. (This is also a key reason marketing services is harder.)

#3) You're different: You can't have 100 competitors selling similar stuff and expect to have easy success with outbound. There's too much noise (i.e. confusion), and prospects can't easily tell why you're better than other options.

#4) You're not trying to replace other people's stuff: If you're trying to call in and compete with Dropbox, to getting a company to rip them out and replace it with your service, is HARD. You have to have a damn good reason for them to do it; a reason that you're 10x better.

It's MUCH easier to look for opportunities where the buyer doesn't need to replace or trash an entrenched system that works “well enough”. Whether you call this whitespace, green fields, blue oceans or magenta flowers, look for that kind of market or way to position yourself.

Example: Acquia On The \$100M Track (1/2)



What does it take to become the fastest growing private software company in North America, as Deloitte named Acquia in 2013?

Acquia's sales leaders, including Tim Bertrand (VP WW Sales, pictured) decided that, to hit aggressive IPO-track / \$100 million goals, they couldn't depend solely on inbound leads, or on partners.

They discovered Predictable Revenue, and decided to build an outbound prospecting team to complement inbound leadgen.

\$100 Million is “When”, Not “If”

One year after launching the prospecting team, *and growing new business sales by 75%*, they've proven the outbound team will help them break \$100 million with more certainty & faster, by adding \$30M+ in revenue within a couple of years.

Outbound Results Year 1

- * Created an extra \$6 million in Sales Qualified Leads
- * Closed \$3 million in revenue
- * Grew the prospecting team from an initial 3 people to 25 reps across the USA and UK
- * The teams' adding an extra \$2m in pipeline *per ramped prospector per quarter*
- * Prospecting went from generating 0% to then 40% of all new business sales pipeline, almost doubling it

Prospectors' Activities Goals Each Month @ Acquia

Acquia expects each prospector to:

- * Send 300-500 cold outbound emails a month
- * Have 100 phone conversations of all types (including mapping calls & “are we a fit” calls)
- * Schedule 20 longer Demo / Discovery Calls with key prospect influencers & Acquia salespeople
- * Tally 15 Sales Qualified Leads passed to *and accepted* by salespeople



Example: Acquia On The \$100M Track (2/2)

Funnel Math: Pipeline & Revenue Expectations

With each prospector generating 15 Sales Qualified Leads (SQLs) a month, and an average outbound deal size of \$50,000 in Annual Recurring Revenue (ARR)...

Acquia expects each prospector to generate \$750k pipeline a month, and \$720,000+ in closed revenue per year.

Doing the math, and considering that many new hires on the team are still ramping, Acquia expects to add an incremental \$60 million in pipeline and 12-\$15 million in extra revenue in 2014, and to hit \$30 million in extra revenue within a year or two after.

Four Things That Made Acquia's Outbound Program Take Off

#1) The top management team, including CEO, was on board

#2). They 'just did it', avoiding analysis paralysis. It only took VP WW Sales Tim Bertrand 37 days from the time he read about Predictable Revenue to having executive buy-in, prospector job recs approved, & a signed consulting agreement with Predictable Revenue.

#3) Acquia initially hired three excellent dedicated prospectors – two in the US, one in the UK – and their only job was to prospect. Not close deals. Not handle inbound leads. But PROSPECT.

#4) They focused on bigger deals & opportunities: Acquia has a big average outbound deal size, and the way the math works out with prospectors, the bigger the deals you can find, the more total sales you'll generate.

Main Apps Used:

- * Salesforce.com
- * Yesware.com for email templates & tracking across the whole sales team (see the next page for details)
- * Cirrus Insight –integrates Salesforce.com & Gmail
- * SalesLoft for building clean target lists
- * InsideView for general list-building data & phone #'s

Acquia's Favorite Sales App: Yesware (1/2)

We interviewed Tom Murdock, manager of the US team of prospectors at Acquia, about their favorite sales app: [Yesware](#).

Yesware's an email add-on that helps salespeople do two critical things:

★ **Monitor Email Effectiveness** by tracking open rates (to identify subject lines that work) and reply rates (to identify email body content works), and...

★ **More Conversations:** Reps who called a prospect after the prospect opened an email, clicked a link, or opened an attachment connected with that prospect 34% of the time. Acquia improved reps' call connection rate by 29% with Yesware's insights.

Acquia's sales team first started using it with 3-4 people with free version, then rolled it out to all 20+ inside sales people, before completing a global purchase of almost a 100 licenses for every person across sales.

Tom's Tips:

#1) Prospectors use Yesware to measure different outbound email templates. Small subject line changes can make big impacts. *For example:*

- * A subject line that got a 10% open rate: "2014 Digital Initiatives at ABC Company?" (Why not: too vague).
- * A subject line that doubled (20%) their open rate: "Drupal at ABC Company?" (Why: it was specific).



#2) Closers use it to have more timely conversations, answering questions like: "has their lawyer or signatory opened the email with the contract yet?"

#3) The Renewals Team uses it to spot potential trouble early. A warning sign to a renewal rep can be detected early on by seeing whether or not customer contacts engage with emails (opening, re-opening, sharing).

Acquia's Favorite Sales App: Yesware (2/2)

Yesware has hundreds of thousands of active sales users, so they can measure some interesting things about email...

#4) Sales Management uses it to get smarter about the operation.

For example: *"How many emails on average does it take for a prospector to get a response?"*

Answer: either they a) respond after an average of 3 emails, or b) they never respond, and a prospector needs to change tactics.

#5) Salesforce.com Adoption/

Use: Acquia has Yesware automatically copying every email being sent & received into Salesforce.com, vastly reducing reps' admin work and making managers much happier with the system's data. 😊

5 Email Tips From Yesware

- **Sending to 2+ people increases your chance of opening**
"Is there someone you want me to copy on this?"
- **Send emails on Friday afternoon**
Weekend open rates are highest
- **Don't wait days for a reply**
After 24 hours, your email is all but done
- **Only 12% of emails get forwarded**
Knowing which do helps in targeting efforts
- **Email reading happens 24x7**
Schedule your sends for very early in the morning

Why No One's Responding To Your Cold Emails

Your new email mantra: ***“Simple to understand, easy to answer”***

We've seen hundreds of thousands (if not millions) of cold emails sent, from all kinds of companies, from tiny startups to \$20 billion+ behemoths. Whether you're writing “direct” (straight to a decision maker) or “referral” email, or anything else...

★ Your Emails Are Too Long:

Try ones that are 300-500 characters, or 2-4 sentences.

★ Your Emails Are Confusing :

Don't list more than 1 or 2 features / offers / benefits / ways you can help. Avoid jargon – how SIMPLE can you make your language? *Try for 3rd grade reading comprehension.*

★ Your Questions Are Hard To Answer:

If they don't know you, people aren't going to give you much mental energy. They won't bother answering “too open-ended” questions like “what are your key marketing challenges this year?” Why should they?

The easier you make questions to answer (“How many salespeople do you have?”), the more responses you'll get. So – when you're getting to know someone, *cold questions should be open, but not too open.*

★ Your Calls To Action Are Vague:

“Let me know if I can help.” (Yeesh, what does that mean?) *Don't beat around the bush.* Be clear & direct about what you're asking for. Instead of “I'd love your feedback,” ask “When's a good day this week for a 15min call to discuss...?”

★ Don't Be Afraid To Followup On Your Followups:

(Thanks Jessica Huang of SAP for that phrase!) Are you telling yourself, “Oh, I already emailed them” or “I don't want to bother them.” *Don't be afraid to send more emails* – more often they will thank you for the reminder.

What If You Already Have More Inbound Leads Than You Can Handle? (1/2)

Outbound & Inbound taste great together, like peanut butter & chocolate... even when you're overloaded with inbound leads

Just because you have a massive inbound lead operation...don't write off outbound prospecting.

Even Hubspot & Marketo, the companies that started the inbound movement, have big teams of outbound prospectors to speed up growth, increase market coverage, and to teach their sales teams vital skills.

When it makes sense for your business, adding outbound in as a complement can make your business grow faster & your sales team more capable & resilient.

[Vital] Avoid "Inbound Dependence" & Reactive Teams
Sales people who only get inbound leads become dependent on them.

When inbound leads slow down (through fewer total leads coming in or if the sales team grows faster than the lead volume), they feel helpless and don't know what to do.

When salespeople have been trained as prospectors, they develop a proactive mindset & skills needed to be entrepreneurial, to go make things happen instead of waiting around for something to happen for them.

Easier To Double
After you've figured out the messaging & steps, prospecting is a place where you can double your results by doubling the team.

Increase Deal Sizes By 3-10x
The average outbound deal should be 3-10x larger...because you can specifically target bigger opportunities and avoid small ones.

Increase Market Coverage
Say you have 10,000 companies in your target market. How long will it take before they all call you? With outbound, you can ensure filling in any gaps left by inbound.

What If You Already Have More Inbound Leads Than You Can Handle? (2/2)

Do companies really do 80% of their buying research before contacting you? Not for outbound!

Less Competition

There's a leadgen stat that gets thrown around a lot in the b2b space that goes something like *"80% of the buying cycle's already done by the time they reach out to you."* Usually to emphasize how important inbound marketing is, or social media use, etc.

That's true – *but only for inbound leads, not outbound-generated opportunities.* So while it's fantastic when someone calls you, they are also calling 5+ of your competitors at the same time.

Sometimes with outbound prospecting you'll run across an active project, but more often you're going in to help the prospect create a vision and plan for solving their pain.

More often than not, it will be much less competitive than if they start a project by researching the top 20 options in the space.

You'll still lose 70-80% of the time, but the lost deals will show "Lost - No Decision" rather than "Lost - Competitor" much more often than your inbound deals.



Small Team, Big Gravy

You don't have to invest a ton and hire a huge team, even a small number of outbound reps can contribute another 10% to sales.

And even a 10% increase in recurring/SaaS sales per year time has a huge impact on your profit & valuation over time because of compounding growth.

Example: How Tapstream Kickstarted Outbound w/Outside Help

Starting from scratch, alone, can feel daunting



At the end of 2013 Tapstream was a hot startup to watch in the mobile analytics space. They had grown their mobile user acquisition platform to 2,000 users in under 2 years and had just raised a seed investment round in order to grow sales.

While they were growing, many of their new users were coming from small independent app developers and they needed a way to reach out to top app developers.

They had experimented with the Predictable Revenue outbound system (aka Cold Calling 2.0) internally the summer before they raised money, but didn't have much success.

Their Outbound Problems

- 1) They didn't have a dedicated team member that could assume the prospecting role full time.
- 2) They struggled to consistently find accurate data on the people they wanted to reach.
- 3) They needed to increase low email response rates by simplifying their email messaging.

They Found Experts Outside

While Tapstream wanted to build a prospecting team inhouse, it wasn't making sense at that time. They found Carburetor (carb.io), who does outsourced *Predictable Revenue* prospecting.

[Disclosure – Carburetor's a service of Predictable Revenue.]

With Carburetor, Tapstream generated 84 appointments in the first 4 months, and after 7 had doubled the number of key customers.

Fast-growth companies should *usually* plan on building *internal* prospecting teams, but it can be easier to get there - launch, scale, or benchmark - with outside help.

Example: How GuideSpark Tripled To \$10M With Outbound (1/2)

In 2013 at GuideSpark they took a less-traveled path focusing exclusively on outbound, phone-based sales.

No free trials. No freemium.

Almost zero inbound leads. No customer advocacy program. No SEO, no SEM. Passable website. Non-existent Public Relations. Limited investment money.

Despite bucking the generally accepted 'norms' for SaaS startups they *grew fast* – tripling revenue.

CEO Keith Kitani's Tips

1. Hire a Great VP Sales: *We'll over this in the next Triple chapter, Part 4, on building scalable sales teams...*

2. Hire Fast. Hire Right: Growing outbound sales does require you to double your people to double sales, so you need to find the right hunters – competitive salespeople with *ambition*.

3. Bring The Noise: They created an open sales floor without high cubes or offices. It can be noisy, but they wanted their people to learn faster and push each other faster by hearing each other every single day. It helps ramp people fast.

4. Break The Rules: They had salespeople who did their own prospecting, breaking a cardinal *Predictable Revenue* rule – and figured out how to make it work, because it was a company priority, not a side practice.



5. Use Metrics & Keep It Transparent: Easily visible & understood metrics speak for themselves. Everyone knows what's expected and who's delivering. Novices know who to emulate, and veterans know who can help them develop even further.

Example: How GuideSpark Tripled To \$10M With Outbound (2/2)

6. Test + Iterate: In your exploratory (<\$1-2M revenue) stages you're still figuring things out. Stay nimble and flexible. Try different messages until you find one that works and then hammer it. GuideSpark tried many messages during their first year of outbound, finding several that worked, & kept sharing across the team what worked & didn't.

7. Avoid Travel Except When Critical: GuideSpark found they could close six-figure deals over the phone. While nothing beats face-to-face for building relationships, it is expensive in time and money so make sure you travel wisely.

Why Outbound Worked So Well For GuideSpark

★ **Fast Speed-To-Learning:** With outbound sales, you learn RIGHT AWAY if your messaging is resonating with prospects - like getting email responses (or not) or phone hang ups (or not)., and can change tactics that day or triple down on what's working.

★ **Focus:** Instead of chasing many different leadgen ideas, GuideSpark was laser-focused on one approach – and got very good at it.

★ **Cash Efficient.** Each salesperson was paid on performance – low performance = minimal expense. They were able to get very far without outside investment.

★ **Identifiable Prospects:** Their customers span every size and industry, but the buyer in each company spans only a few different titles. So they could know who to call in a huge sea of prospects.

What's Next For GuideSpark

For Act II, GuideSpark's now investing in marketing to build on what they know works. They believe in marketing and want to generate lots of inbound leads, they just found that starting with an outbound model was more efficient, measurable and "immediate" in getting off the ground, and has prepared them to be much, much smarter about their marketing when they do begin spending money on it.

Example: How WhatCounts Added An Extra 26% Sales Growth (1/3)

Are your sales dependent on a single rainmaker?

WhatCounts, a \$20 million business, specializes in helping marketers (esp. in media / retail / e-commerce / travel & financial services) send personalized messages to increase engagement rates.

After depending on their CEO/ founder for years for almost all their leads, in mid-2012 they decided to follow the Predictable Revenue framework. To drive growth, they began building an outbound Cold Calling 2.0 prospecting approach, spearheaded by sales director JJ Imbeaux.

Within months, growth sped up:

- * “Sales Qualified Leads” grew from 37 in 2012 to 109 in 2013 (+294%)

- * “Sales Qualified Leads” have been increasing by 30-70% quarter-over-quarter since beginning.

- * Outbound is now sourcing 43% of the revenue from new customer sales.

More importantly, they finally have control over their growth. JJ says “we can mathematically predict what a new sales hire will do at a basic level, and map out their next 6 months.”



What's Expected of a Prospecting Rep at WhatCounts

- * Read Predictable Revenue within first two weeks at company
- * 1000 outbound emails per month
- * 52 Initial appointments per month
- * 24 Discovery Calls with AEs with interested prospects
- * 6 Sales Qualified Leads / month
- * Average outbound deal size of \$27,000 Annual Recurring Revenue
- * If the deal size is under \$4500 per year, they pass it to their Small Business sales team.

Example: How WhatCounts Added An Extra 26% Sales Growth (2/3)

And about their superpower...

Superpower: “7 touches over 7 days”

JJ says this approach greatly increased prospects’ responses...

Day 1 – AM: Short and sweet email. PM: afternoon – voicemail
 Day 2 – Anytime: Call, don’t leave a voicemail
 Day 3 – AM: Call, no voicemail
 Day 3 – PM: Leave a voicemail
 Day 4 – Anytime: Send a funny email (re: farm animals in Latvia)
 Day 5 – Nothing
 Day 6 – Nothing
 Day 7 – Send a “break up email”

Note: the exact steps of this kind of series isn’t as important as having a plan for consistent followup!

WhatCounts’ Keys To Outbound Success

- * The CEO and executives read Predictable Revenue and all bought-in.
- * Hired inexperienced, hungry, competitive, and coachable reps that wanted to prove themselves and beat their own results quarter after quarter.
- * Had a team-wide, consistent plan & approach among everyone in sales in making Predictable Revenue required reading.
- * Identified and focused on a specific Ideal Customer Profile, rather than blindly trying to prospect any company willing to talk.

- * They found some great apps (see next page) and figured out how best to get value from them.
- * They have a well-defined path for prospectors to grow as Small & Medium Business Closers, then Mid-Market Closers and finally Major Accounts Closers.

Main Sales Apps Used:

- * Salesforce.com
- * SalesLoft: primary list-building tool data (see next page)
- * Insideview: for phone numbers
- * Rivalry: for friendly sales competition

Example: How WhatCounts Added An Extra 26% Sales Growth (3/3)

Avoid these painful lessons

A Painful Lesson Learned From A Six-Month Delay

WhatCounts lost six months with their first two prospecting hires, who had a lot of prospecting experience, but who were too set in their ways and didn't work out.

In hindsight, WhatCounts would have hired different people, who had less prospecting experience and were more ready to learn, were coachable and eager to prove themselves.

Be careful about hiring people with a lot of prospecting experience and who haven't moved up in sales.

Once in awhile there are people who love prospecting, but for most people it should be an interim job to do for a year or two while learning, before moving up or on.

[Click To View The Predictable Revenue "Hiring Guide"](#)

JJ's Advice To You – "It Takes Time"

JJ says "Plan for several months, not several weeks to get this going."

If you're starting from scratch, you have the hiring cycle, training, ramping, sales cycle times.



It takes 4-6 months to have consistent, quality leads coming from your outbound team, and another 6+ months to see *regular* new deals coming in, depending on your average sales cycle length.

You can speed things up by beginning with an internal transfer(s) rather than brand-new hires, & sometimes outsourcing is also a way to speed things up, such as with [Carb.io](#) or [LeadGenius](#).

WhatCounts Favorite App: SalesLoft

Data is always a pain in the butt to deal with in lead generation. JJ makes each prospector responsible for his or her own list: “Each of our reps build their own lists. They’re accountable, have an intimate knowledge of their territory, and can’t complain that way about the quality of the list.”

WhatCounts originally used Salesforce.com’s Data.com service (a respectable one) to get all their data. But they weren’t happy with the 30% bounce rate.

They tried out [SalesLoft](#)’s Prospector tool, which allows them to build a targeted list with contacts’ emails directly from LinkedIn (which has the most up-to-date data), & their email bounce rates dropped to single digits.

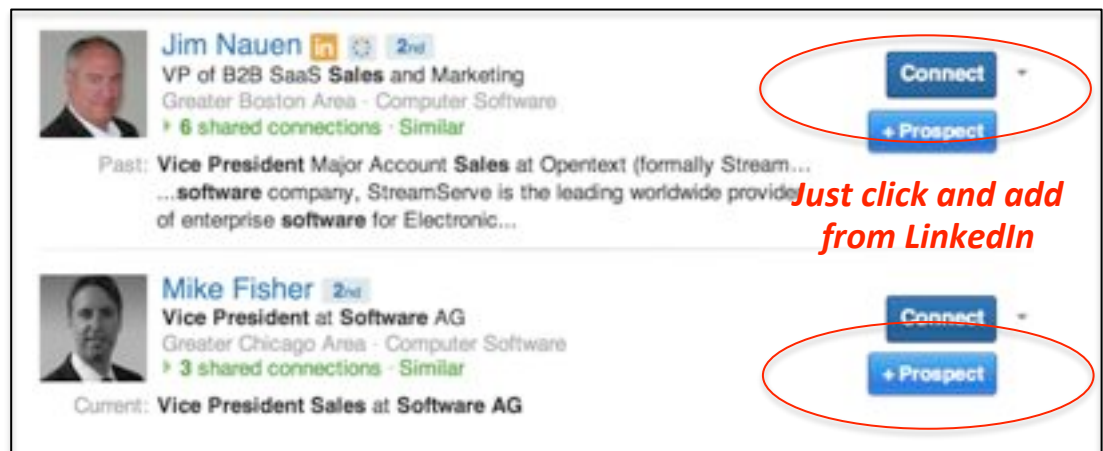
SalesLoft has become their primary prospecting contact-gathering tool, with InsideView as a complementary one used mostly for getting phone numbers.

They can use ‘google like’ search filters to find titles by regions or by industry verticals, building targeted lists for specific campaigns.

Then with a click they can pull the data into Salesforce.com.

It’s not a replacement (yet) for other data services like InsideView & Data.com, but a valuable complement to them.

SalesLoft has a lot of happy customers who love it – it’s a neat app and simple to start using.



How Well Can Outsourced Prospecting Work & Scale? (1/2)

Outsourcing anything – including prospecting – can be tricky, here are tips on getting it right

While the idea of outsourcing prospecting (or anything) can be enticing, it's also tricky.

Why? Companies commonly *abdicate* their prospecting rather than *delegate* it to an outside firm.

And even more important - half the time projects fail because the outsourcing company isn't picky enough about the customers they take on (including many who aren't a great fit), and the other half fail because the "buyer" has unrealistic expectations or doesn't know what to do with the leads they get.

Here's a case study about a fast-growing, hot Silicon Valley company we can't name. Let's call them ACME.

About "ACME"

ACME's ideal customers are companies being newly created, because it was much easier to sell them on their HR/Finance service than to replace competitors who were entrenched in established companies.

ACME found & hired outsourced prospecting company [LeadGenius](#), and found they could use them in two main ways:

a) To build & filter the lists of targets, identifying new companies as they were being formed in their target markets, using data from public corporation filings, Crunchbase, and AngelList (done by workers overseas) and...

b) To make first contact, sending prospecting emails and getting responses in coordinated campaigns to set up product demos (done by workers in the USA).

LeadGenius reaches out to 300 new people each week, gets 100 to reply and 30 eventually signing up for a demo. Then ACME's team takes over to qualify & close sales.

How Well Can Outsourced Prospecting Work & Scale? (2/2)

Outsourcing is not a magic pill or silver bullet – it still takes work

Keys To ACME's Outsourcing Success...

1) Fast (small) first success:

ACME started with a focused, tiny-scale project that let them evaluate LeadGenius before expanding, and got them some very fast results (<24 hours).

2) Trust Building: The two companies built up some momentum and trust over the first two months as ACME saw consistent results with campaigns going out, responses coming back, and demos getting set up. This made it easy for ACME to decide to invest bigger.

3) Never assuming “we’re done”:

LeadGenius and ACME continually worked together to understand the best way to use LeadGenius' people and services.

ACME stayed actively involved, never abdicating responsibility.

4) Leadership commitment:

ACME's head of marketing owned the project to ensure it stayed on track, even personally helping to manage both the project as well as those involved.

Remember – if you treat outbound prospecting as a cheap/low-level investment, you'll get cheap results.



5) Working together through bumps:

Even when outsourcing works right away, it's rarely a smooth ride (what is?), and LeadGenius helped smooth the first phases by giving ACME some control over swapping out workers and who was on the team.

Whether you build in-house or outsource, you will hit challenges. But there's always a solution!

A Cold Email That Got 16 New B2B Customers

with Heather R. Morgan of Salesfolk (1/2)

How to turn cold emails into conversations & clients

Heather R. Morgan runs a B2B cold emailing consultancy, and these are some of her tips...

What's the difference between the cold email template that no one opens and responds to and the one that generates leads from dozens of new customers?

Is it the subject line, the length, the way the copy was written, or the content (and the ideas in that content)? The answer is a combination of all of the above.

If you have a good targeted list and your response rate is less than 10% with personalized emails, then your emails could use some work.

Great Company, Crappy Emails

Earlier this year a B2B company came to me for help with their outbound emails. They offered an incredible service for SaaS companies, but weren't very successful with cold email: response rates were below 2%.

In about a month of working together I created a single email template that got them more than 16 new customers.

Why Their Emails Were Bad Before

#1) Too long: No one wants to read a mini e-book in an email.

#2) Tried to make too many points: They have an amazing product, but highlighting too many value props confused people.



#3) Too “Me Me Me”: Their emails talked way too much about why they were awesome, listing their company's features instead of putting it in terms of value for the customer.

#4) Too Hipster: They wanted to seem young and modern, but all their fancy marketing automation templates made their cold emails seem impersonal and spammy, even with custom inserts.

No one thinks they're getting a personal email if it's too pretty.

Remember: Keep It Simple.

A Cold Email That Got 16 New B2B Customers

with Heather R. Morgan of Salesfolk (2/2)

The example template

SUBJECT: 10x {!Company}'s traction in 10 minutes

Hello {!First},

I have an idea that I can explain in 10 minutes that can get {!Company} its next 100 best customers.

I recently used this idea to help our client {!SaaS Company/Competitor} almost triple their monthly run rate.

{!First}, let's schedule a quick 10 minute call so I can share the idea with you. When works best for you?

Results:

- 57% open rate
- 21% response rate
- End Outcome: 16 new customers

Why It Worked:

#1) Exciting subject line: The subject line is your gate-keeper, so 50% of cold email work should be spent crafting and testing different subject lines. You want to create an exciting (but credible and not spammy or salesy) subject that intrigues recipients.

#2) Enticing Offer: Give your prospects a reason to respond, and a simple Call To Action. Mentioning your past success with another client they've heard of makes this offer seem more realistic and obtainable.

#3) Personal Feel: The email has the same basic format & tone of an email you'd send to your mom or best friend. When you're too formal, you sound stiff and like a sales-person rather than a person-person.

#4) Social Proof: One of your biggest barriers to selling is risk. No one wants to be the first customer and work with someone without credibility or experience. Mentioning one of your customers and the results you delivered to them makes you less of a risk to start talking to.

Why Does Outbound Fail?

Don't become road kill on the road to building a killer outbound team

On the flipside of some key areas that make outbound successful, here are the reason it fails...

Outbound prospecting isn't a fit for every company - here are some reasons not to do it, or signs you need to change your approach:

★ **It's not a real management priority:** Management hires an intern to dabble, then forgets about it, or are just too busy to give it time. Or they won't pay for even some basic data or apps you need. (Funny how companies will spend \$5000 a month on paying someone, but not \$50 a month on an app that person needs.)

★ **Unrealistic expectations:** "Hey guys, it's been 30 days – where are our closed deals?" It takes 4-6 months to go from scratch to consistent pipeline generation – and longer for revenue. Stick it out!

★ **The CEO believes all prospecting needs to be done only by salespeople,** & doesn't believe in dedicated prospectors.

★ **You're in a commoditized or saturated market,** and everyone you call on already has something in place that's "good enough."

★ **You don't have any way to sell deals bigger than \$10k - \$20k+** (lifetime value).

★ **You sell custom or commoditized professional services.** ProServices are harder than products to market and sell. You vastly improve your odds by going super-narrow with a niche.

★ **It's Boiler Room 101 there:** Your outbound strategy involves telling the team every day to "make more calls, send more emails."

★ **You don't know your Ideal Outbound Customer Profile,** and are spraying anyone and everyone with a pulse. Any buyers you run into is mostly through dumb luck (even a stopped clock is right twice a day).

LinkedIn Prospecting – 3 Beginner Tips

with Josh Turner (1/2)

LinkedIn's popularity keeps growing – don't miss out on the basics

Almost anyone you're trying to get in touch with can now be found on LinkedIn. And there are consultants and companies who specialize only in generating leads from LinkedIn. Josh here is the CEO of LinkedSelling & has some tips...

#1) First – Make Sure YOU Are Findable On LinkedIn

Especially if you're in sales or an executive, make sure you have a profile that is reasonably up to date – it doesn't need to be fancy.

And ensure *your current work email* is attached to the account.

More and more people will check YOU out as well on LinkedIn (whether you're reaching out through LinkedIn or regular email), and frankly it'll look suspicious or questionable if they can't find you with your work email.

#2) Finding People With “Advanced People Search”

Even with a free account, LinkedIn's advanced people search gives you lots of useful information.

Let's say you're looking for owners of IT companies in the San Francisco area.

One challenge is that these people often call themselves different things. President, Owner, CEO, Founder...the list goes on and on.

Fortunately, LinkedIn makes this easy on us. Using a search for “President OR CEO OR Owner OR Founder” you'll get results for anybody that has one of those words in their title currently.

If this search creates too much noise, then you can upgrade to a Premium account to get extra filters, such as on Company Size (very important) and Seniority Level.

LinkedIn Prospecting – 3 Beginner Tips

with Josh Turner (2/2)

An example LinkedIn outreach approach and message

#3) A Sample First Message

You can prospect all day long, but if you don't have a process for actually reaching out and lining up calls/meetings with these prospects...what's the point?

In our experience, one of the best ways to approach prospects is to NOT initially talk about what you do. Don't lead with a salesy "pitch."

Think about it this way. For every 10 cold prospects that you hit up, how many are interested in your products/services? It's probably pretty low right?

Your response rate will go way up when you simply ask to connect, as opposed to pitching your services. Message them through a shared LinkedIn group BEFORE sending a connection request. Try this:

"Hey Bob! I came across your profile here in the [insert group name] group and was really impressed by what your company's doing. I'd love to connect here on LinkedIn if you'd be open to it!"

If that sounds good, let me know or feel free to send me a request here: <http://linkd.in/1p0htob>

Thanks very much! Josh"

After that, then send a connect invitation. Once they connect, follow up a few days later to see if they're open to a call or other request.

In Summary: Baby Steps

Don't blast people with cold pitches from the get go – take 2-3 baby steps:

- Message them through a shared group, then
- Send connection request, then
- Send your "prospecting" message

For The Hardcore (And Managers)

A collection of detailed outbound tips and tactics, especially for managers & execs such as on...

Management:

"How Lou Ciniglia of TheLadders Turns His Sales Team Around From Struggling To Self-Managing."

Improving Appointment Quality:

"Too Many Appointments Our Prospectors Set Up Are No-Show Or Not A Fit..."

Territories:

"Why Your Salespeople & Prospectors Need Territories!"

Estimating ROI or Selling Outbound To Executives:

"Aaron, I Want To Copy What You Did At Salesforce.com, How Do I Do That?"

More Metrics:

InsightSquared released an ebook (with our help) dedicated solely to *"Key Seeds, Nets & Spears Metrics."*



And More, At...

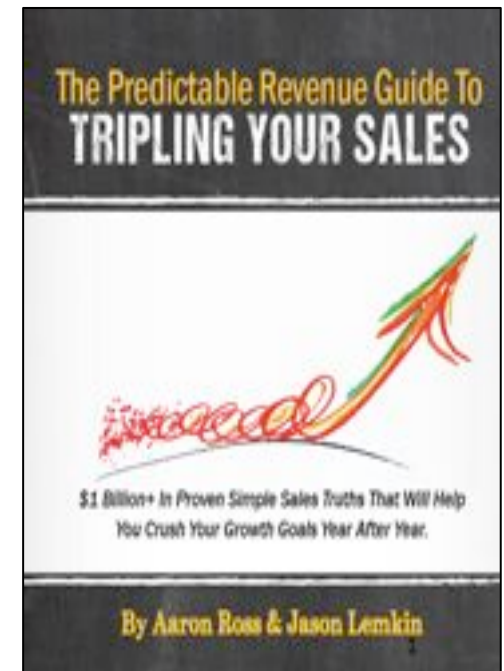
PredictableRevenue.com/Outbound

2015

Watch for it! This ebook is being expanded & published in 2015...

The expanded version of this ebook will be published (with Foundry Group Press / www.FGPress.com) in 2015. Extra outbound-related content will include topics such as...

- Many more specific **Outbound email writing tips**
- **Outbound Messaging**... simple ways to make your content and emails easier to understand and engaging with prospects
- More outbound **Case Studies & examples**
- What do you do if you're a **Professional Services** company?
- And more!



Stay Tuned For Part 4: “Build A Scalable Sales Team (+ Specialization)”

Thanks for reading Part 3. Watch for Part 4, about how to build a sales team that scales, including details on how to specialize your sales roles.

To automatically receive each free chapter as soon as we release them, and to get additional case studies and other private freebies, make sure you get on our mailing list [here](#).

This ebook series shares highlights from the forthcoming full book to be published, which will include even more case studies, more details, more apps, and more ideas.

