

# Sales Efficiency

## Quantifying and Qualifying Sales Stages



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## CHALLENGE

We have emerged through the looking glass and erupted into an upside down, volatile world. Wei Li, BlackRock global chief investment strategist, explained recently:

“We are in this new regime of higher macro volatility and higher market volatility and different to previous years...we have to be a lot more nimble.”

For company leaders, volatility necessitates an economic cushion for uncertainty and the agility to seize opportunities by working as client partners. Part of this solution, the sales process with its component sales stages, is the nexus of strategic vision and tactical execution.

Sales stages done right 1) connect internal resources with customers for faster, larger, and stickier sales and; 2) clearly communicate to all stakeholders the business’s direction. Practically speaking however, leaders must consider answers to questions such as these:

- How do you determine which opportunities to devote resources?
- Where do you get the largest conversions in your customer journey?
- How do you get customers through bottlenecks as they travel through a journey with your company?
- Do your teams know the bottlenecks and have plans to tackle them?
- Can you translate buyer intentions into reliable forecasts for your investors and board?

## APPROACH

### Maturing The Sales Process with Sales Stages

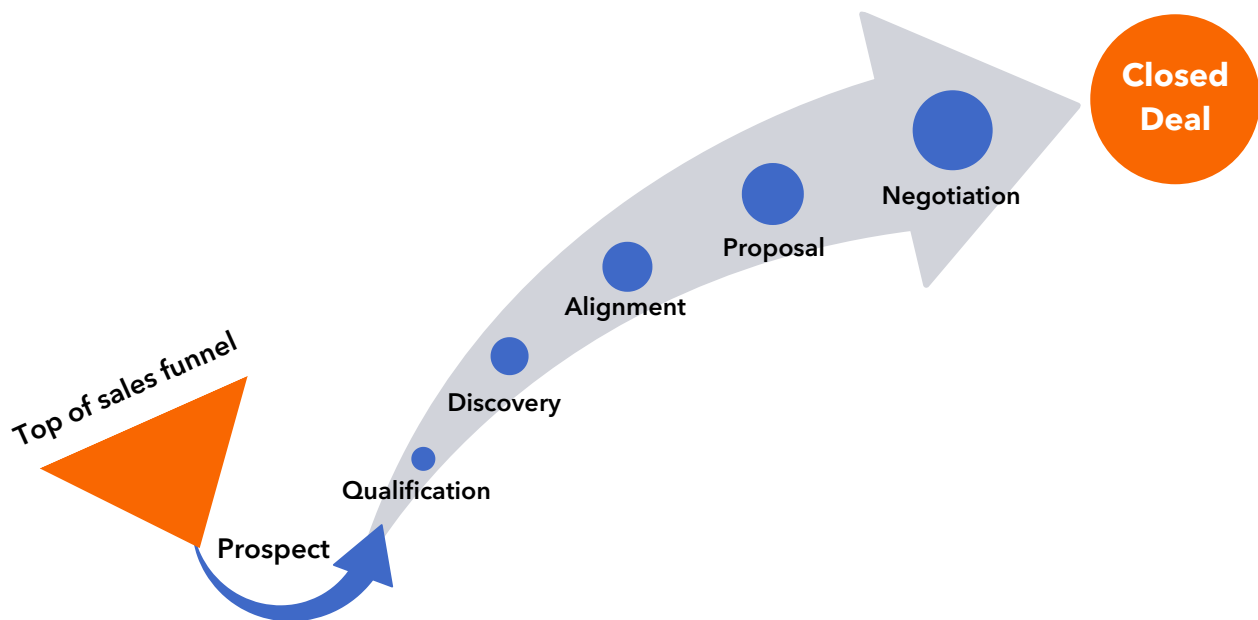
As customer traction picks up, an ad-hoc sales approach must necessarily transition to one that is systematic, structured, and repeatable. As a result, it is necessary to define, track, and measure the unique customer journey of your clients as they experience the evolution of your product(s) and company. Well-designed sales stages are the link between your firm's guiding beliefs on customers and growth and the embodiment of those beliefs in everyday actions. Measurable and well-defined sales stages define success for the entire organization by focusing on the customer's perspective first and then defining the exact steps to meet the customer's needs and beat competition.

### An Overview of a Sales Process

As you create a more systematic sales process, your unique sales stages are the component steps of this larger engagement with customers. They are the strokes - the collection of tactical steps - which paint the whole picture for your customers and colleagues to get every deal done.

Let's take a step back here. What exactly is a sales process? From a higher perspective, all sales processes embody the following features:

Features of a Sales Process



## Qualification

When a customer gets connected to sales, the first step is to filter for the customers whom you can truly help. Through data-driven discovery you can uncover your Ideal Customer Profile (ICP) and use this to match prospects who can truly benefit from your business. There are numerous approaches and formats to qualify customers depending on the peculiarities of your business and product. Once a customer is qualified, this is the time to first listen to your customers and then talk about how your solutions help customers who are like them.

## Discovery

If both you and the prospect see a mutual benefit in potentially working together, then it is time to learn a little more about each other. From the customer's side, this includes not just knowing about the product, solution, or service but also to better understand the steps for product delivery, ensuring product quality, and if necessary, acquainting the key stakeholders on both sides. For your firm, it is important to ascertain that the customer's problem is indeed the right one for your solution, resources, and expertise. It is also important to define the true scope of the solution.

## Alignment

Once all the information is collected and both sides have shared, it is important to take time to confirm, and reconfirm, that everyone is aligned. Sometimes, in a hurry to get the deal done, this step is skipped or glossed over. It is absolutely necessary that customers understand the solutions you will deliver and are not left to assume deliverables that are not possible or not included in the solution.

## Proposal

If all the other steps are executed well, this should be relatively fast because you were working to the final proposal the entire time and you have aligned on matching the right problem with an apropos solution. This is also the time to get further clarification on anything that might have been overlooked.

## Negotiation

The moment everyone has been waiting for - when the firm can recognize revenue, and when the customer can put a solution in place - is close. The final step, and the most critical, is all about best expressing fair economic value - weighing the value of what the customer is getting in consideration of the economic value you are creating - and delivery - how, when, and what exactly will be delivered. Details here are critical and can have significant long-term implications.

## Benefits of Sales Stages

As mentioned, the creation of a well-constructed sales process with clearly defined sales stages is paramount to the long-term success of an organization. It optimizes your sales pipeline, prioritizes leads, measures the success of team and individual sales efforts, and allows for coordination with product management on impactful features and product improvement. The net benefit of these endeavors includes an enhanced customer experience relative to industry peers, well-constructed company resource and strategic plans, expedited sales cycles, and larger deal sizes. Having a clearly defined sales cycle gives your reps a thorough roadmap and common reference points to coordinate both their efforts and those of other functional teams across the organization.

## SOLUTION

The Anduril approach offers workshops designed to construct a sales cycle for your business which aptly describes the journey for the buyer and for all those in the organization. The sales cycle provides the context to help sales reps bring the right materials, data, and resources to handle prospect's questions and concerns - and if done right, often before the prospect even thinks of them. Ultimately, this improved predictability directly feeds into successfully scaling your sales team to meet the demands of your growing business. We help account executives (AE), Sales Development Reps (SDRs), and Business Development Reps (BDRs) define the sales motions and cadences that graduate customers through all subsequent steps of the client journey.

## KEY OBJECTIVES BY ANDURIL SOLUTIONS FRAMEWORK

<b>STRATEGIZE</b>	<ul style="list-style-type: none"> <li>• Draw out and define the entire customer journey</li> <li>• Match the customer journey with the sales activities and other supporting company activities to determine the sales stages. Differentiate between sales stages using exit criteria</li> <li>• For SDRs/BDRs implement a BANT* or MEDDIC* approach to qualify leads and forecast breakpoints where qualified prospects may get stuck in the sales process</li> </ul>
<b>TARGET</b>	<ul style="list-style-type: none"> <li>• Quantify opportunity stage forecasting with data to correctly weight opportunities in each stage</li> <li>• Build a quick and easy lead scoring model for prospects to ensure everyone has a common definition of ideal prospects</li> </ul>
<b>REVEAL</b>	<ul style="list-style-type: none"> <li>• Pinpoint the chokepoints in the client journey where conversions are sub-optimal</li> <li>• What material(s) will enhance customer engagement, understanding, and satisfaction</li> </ul>

\*BANT stands for Budget, Authority, Need, Timing. MEDDIC stands for Metrics, Economic buyer, Decision criteria, Decision process, Identify pain, and Champion

### Anduril Deliverables

#### Sales X-Ray

As part of the holistic Anduril system, we X-ray your existing sales process/approach and highlight what is working, identify what is not working, and fill in the gaps.

#### Commercial Flow Package

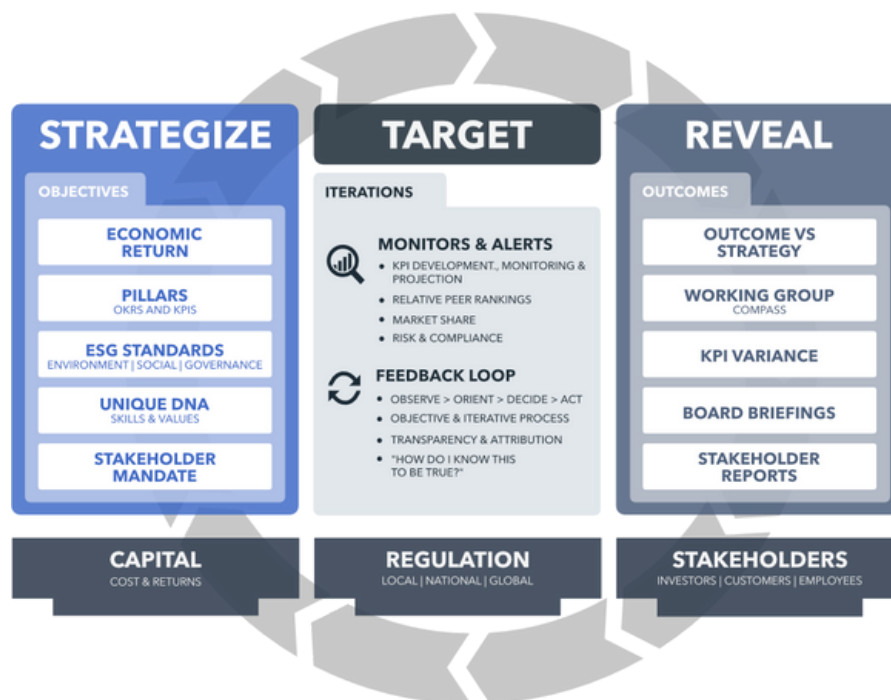
Communication is critical for orchestrating the sales process with all customer and company stakeholders. We will deliver a Commercial Flow package that highlights the entry and exit points through all sales stages, including suggested material and resources to ensure well-supported employees and fully satisfied customers.

## DATA-DRIVEN STRATEGY

Executive teams embarking on the journey must ensure that the systems, repositories, and databases that are housing the data are connected in the most effective way possible to allow for efficient usage and consumption across the entire organization. If this is not achieved, overall operational efficiency will be impacted and performance across the entire organization will drop.

In order for the organizational culture to move toward accepting a data-driven approach to strategy, executives must provide a strategy roadmap for the journey. A roadmap is an essential guide for an organization to be able to identify milestones and markers over time and it is essential to measure these markers over years and decades. The elements of a clear data-driven strategy include executive leadership leading the way on identifying the core elements of organizational strategy, setting targets, and revealing the outcomes related to strategy.

Below, we provide a succinct explanation of each of these elements and how they can be applied to any organization.



[Element descriptions on next page]

## ELEMENT DESCRIPTIONS

### STRATEGIZE

Developing a concrete understanding of material issues and a strategic roadmap is essential in the pursuit of winning. Elements of this roadmap include securing the mandate from key stakeholders, identifying advantages and opportunities, creating pillar goals and desired outcomes, and allocating resources to ensure that the work is not only endorsed, but also positioned throughout the organization for execution and success.

### TARGET

Hypothesis formation is essential in identifying key performance indicators. The formation process relies on asking and answering key questions such as:

- How will we know our assumed success to be true?
- How can we move beyond static assumptions applied to fixed models?
- How do we know that the business is aligned with stated principles?

KPI identification must consider investor expectations, business best practice measurements, and compliance related issues such as governance, shareholder rights, and auditing measures. Key data functions such as peer benchmarks, OKR progress, and quarterly anticipated KPIs are essential in providing building blocks for success.

### REVEAL

Linking key reporting metrics to stakeholders and testing the hypothesis through evaluating key assumptions through data assessment, allows for evaluating outcomes relative to intended strategy. Results of this process lead to confirming and reorienting KPIs to respond to the evolving needs of the organization. This circular assessment ensures that continuous organizational learning and evolution is occurring and the overall process is driving the organization toward optimal performance.



## ANDURIL SOLUTIONS

### ARE YOU LEVERAGING YOUR DATA?

Data, like water, is an abundant resource but it must be prepared and utilized for specific purposes. Our focus on modeling KPIs will equip your teams to execute with decisive data-driven decisions. We help you leverage your data into actionable insights and increase your probability of success through real-time Key Performance Indicators (KPIs).

### ANDURIL APPROACH

The Anduril team provides clients with expert personalized and customized services built on a foundation informed by multiple decades of experience in the industry. We understand data and we understand how organizations work. Let us walk beside you and your team as you pursue developing your data-driven strategy to assist you in getting over the hurdle so you can win in the market.

The Anduril platform offers a robust digital strategy engine with access to industry KPI data sets, customized data aggregation, data analysis tools, and data collection assignments for individuals and departments. It also serves as a repository for comprehensive reporting to internal and external stakeholder requests.

Our services put an end to indecision and will accelerate your journey toward a data-driven culture. We help our clients transform data into decisions by prioritizing business objectives and building a foundation for an effective data-driven culture. Our experienced team will help you build your dashboard and develop a robust suite of KPIs that you can trust and act upon.



# ANDURIL SERVICES

For full access to services and conversation with one of our experts, email us at [info@andurilpartners.ai](mailto:info@andurilpartners.ai) or visit our website at [andurilpartners.ai](http://andurilpartners.ai)

## KPI STRATEGY

Put an end to indecision by prioritizing your business objectives and building a foundation for an effective data-driven culture.

## TECH EVALUATION & DESIGN

We develop a solution that fits your organizational needs, resource allocation, and technology capabilities. We also evaluate data providers, existing vendors, and offer alternative solutions when there are opportunities for improvement.

## KPI WORKFLOW

Put your KPIs to work by integrating and implementing your KPIs into systems and decision-making flows.

### PROCESS DESIGN

Workflows are the backbone to data-driven decision-making. We create workflows that drive clarity, seamless information flow, and decision-routing; leading to accelerated and sound decision-making within your organization.

### IMPLEMENTATION

We stand-up test environments that run parallel to existing solutions then help your organization go live.

## KPI DESIGN

Develop a robust suite of KPIs and dashboards that you can trust and act upon.

## KPI DEVELOPMENT

An interactive process iteratively cycling through the three layers below until each KPI is validated and optimized:

- **Layer 1** - Hypothesis Formation: What fundamental questions will accurately achieve my business objectives?
- **Layer 2** - KPI Development: How should data be formulated to produce optimal KPIs? What can and cannot be measured?
- **Layer 3** Data Validation: Are KPIs reliably supported, and do they provide ground-truth perspective?

### DASHBOARD DESIGN

A canvas upon which KPIs and signals are placed to represent current state while providing monitors & alerts, and initiating workflow activities. We pair graphic design experts with industry practitioners to generate maximum value in dashboard design.

### SIGNAL DEVELOPMENT

Signals can be critically important in providing early warnings. As a complement to KPIs, they act as "scouts" that provide early indicators of changes that may impact KPIs.