Where is my next project coming from?

Sales Pipeline Management For Freelancers and Small Agencies

Hello!

I am Chris O'Donnell

I have spent way too much of my career as "the" salesperson for small companies

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Commercial Break

- Digital Strategist with Promet Source
- chrisod@prometsource.com

Yes, we are hiring.

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And You Are?

- Freelancer?
- Founder / Leader @ small agency?
- Technical or Creative background?

Marketing vs. Sales

Does it matter?

What's the difference?

Marketing
- Gets people to raise their hand for help.
  - 4 Ps of Marketing

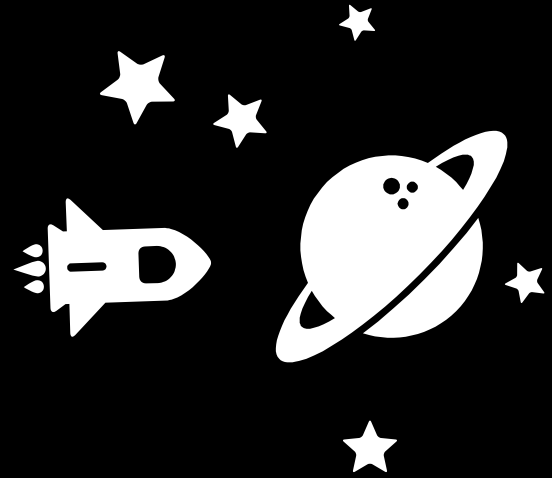**Sales**
- Does everything else

" *Sales is finding people you can help and offering to help them in exchange for something you value.*
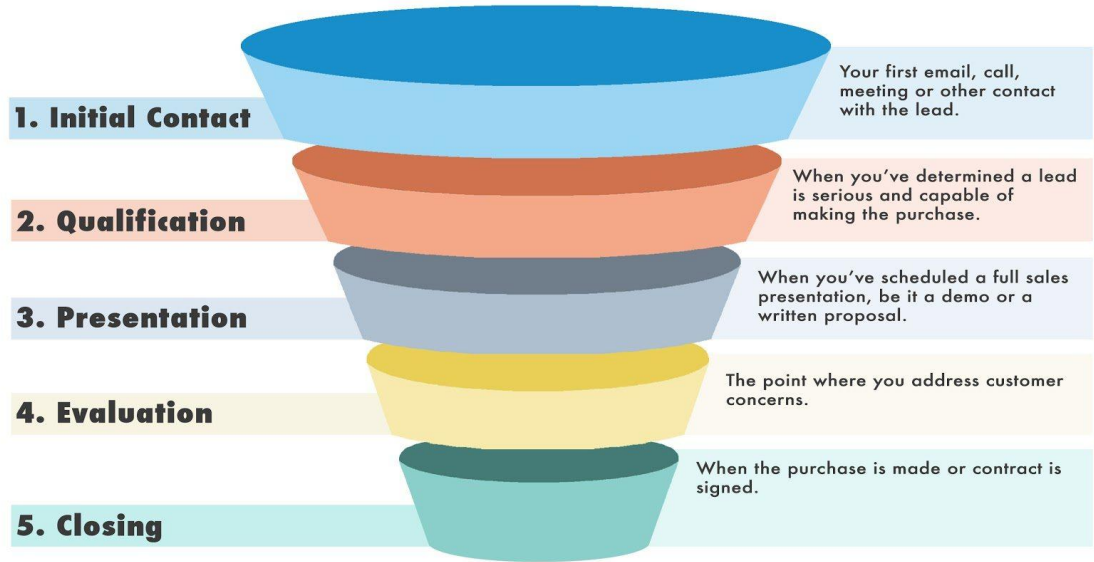
-Chris O'Donnell

Sales Funnel
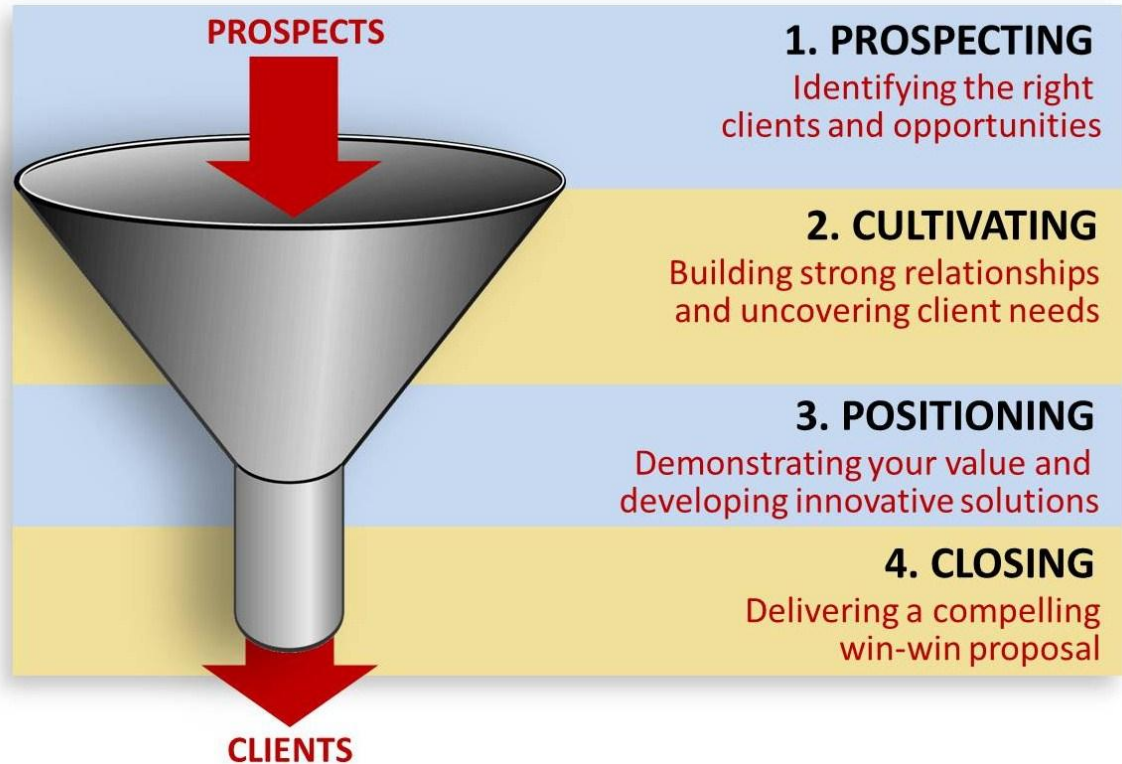
What is it and why do I care?

So many funnel models

General Sales Funnel: 5 Steps

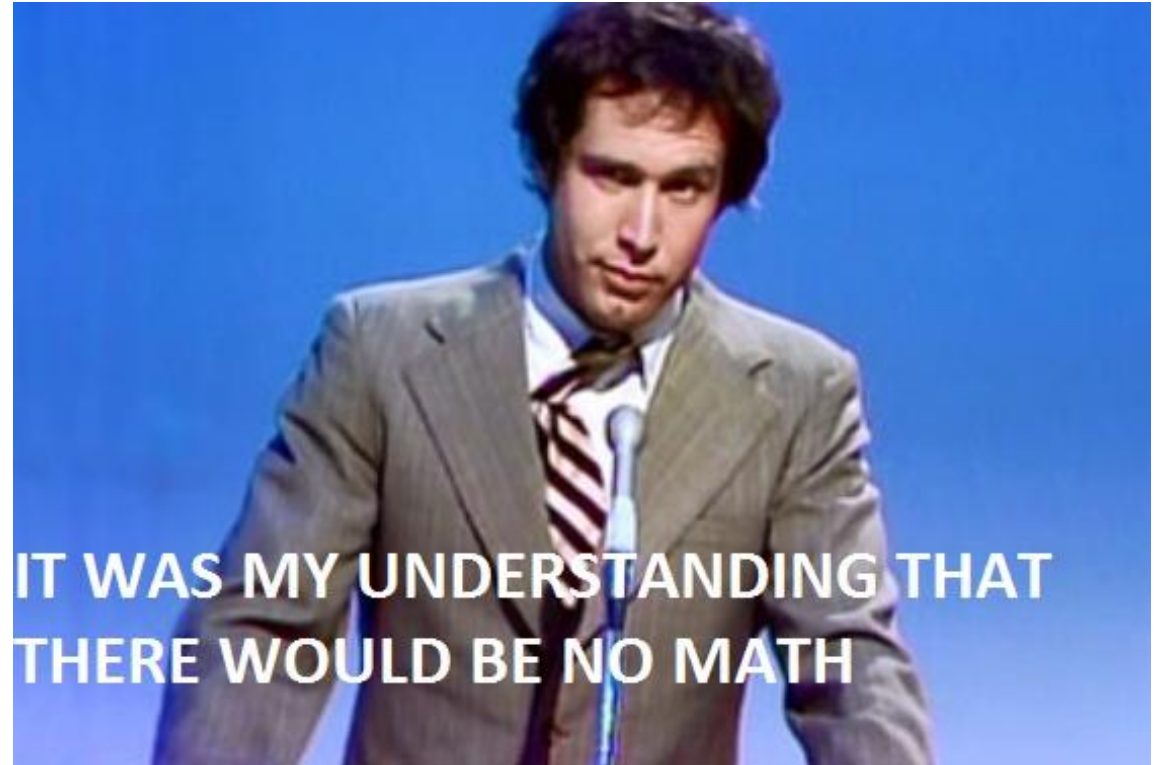Generalized sales funnel that can be applied to any small business.

1. Initial Contact — Your first email, call, meeting or other contact with the lead.

2. Qualification — When you've determined a lead is serious and capable of making the purchase.

3. Presentation — When you've scheduled a full sales presentation, be it a demo or a written proposal.

4. Evaluation — The point where you address customer concerns.

5. Closing — When the purchase is made or contract is signed.

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So many funnel models

PROSPECTS

1. PROSPECTING
Identifying the right clients and opportunities

2. CULTIVATING
Building strong relationships and uncovering client needs

3. POSITIONING
Demonstrating your value and developing innovative solutions

4. CLOSING
Delivering a compelling win-win proposal

CLIENTS

So many funnel models

It's actually a spreadsheet, and a spreadsheet usually means math

IT WAS MY UNDERSTANDING THAT THERE WOULD BE NO MATH

COD Pipeline

| Stage ↑			Opportunity Name	Type	Amount	Expected Revenue	Close Date	Probability (%)
Lead Identified			WXYZ-Redesign	New Business	$100,000	$5,000	12/31/2018	5%
Subtotal	Sum				$100,000	$5,000		
	Avg							
	Count	1						
Opportunity Qualified			GR Development	Existing Business - Repeat	$200,000	$10,000	2/28/2019	5%
Subtotal	Sum				$200,000	$10,000		
	Count	1						
RFI Submitted			Website Redesign				7/31/2018	0%
			County TX	New Business	$75,000	$0	12/31/2018	0%
Subtotal	Sum				$75,000	$0		
	Count	2						
Needs Analysis			AAA Properties-	New Business	$18,000	$900	10/30/2018	5%
			CW 2.0 AW	Existing Business - New	$25,000	$1,250	10/31/2018	5%
			CW 2.0	Existing Business - New	$200,000	$10,000	12/31/2018	5%
			WKRP Site Migration	New Business	$250,000	$12,500	9/30/2019	5%
Subtotal	Sum				$493,000	$24,650		
	Count		4					
Proposal Submitted			Non Profit WP site	Existing Business - New	$22,800	$2,280	10/14/2018	10%
			Site Builder remote staff aug	Existing Business - New	$35,000	$1,750	10/30/2018	5%
			Arch Workshop for Smith County	New Business	$49,000	$24,500	10/30/2018	50%
			Health Department Redesign		$212,120	$21,212	11/30/2018	10%
			Literary Review-	New Business	$25,780	$2,578	12/30/2018	10%
			Department of Government	New Business	$500,000	$50,000	12/30/2018	10%
			D6 to D8 Migration	Existing Business - Repeat	$20,000	$2,000	12/30/2018	10%
			Anytown D6 to D8 Migration	New Business	$134,000	$13,400	12/30/2018	10%
			D7 Redesign	New Business	$225,000	$22,500	12/31/2018	10%
			XYZ Media-	New Business	$325,000	$32,500	12/31/2018	10%
			D8 Retheme	New Business	$39,650	$3,965	12/31/2018	10%
Subtotal	Sum				$1,113,791	$146,093		

Planning

So, you want $500K in new sales next year...
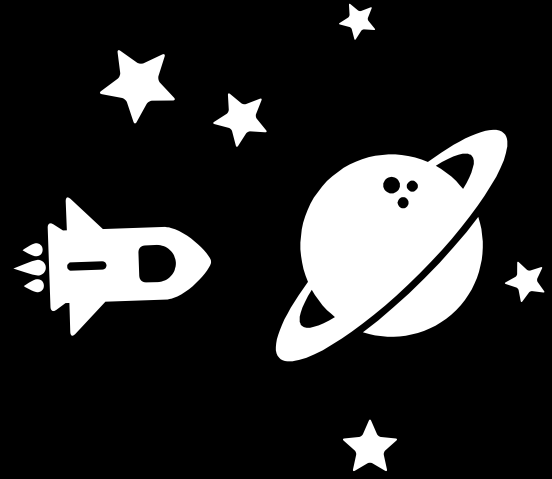
If you fail to plan, you plan to fail.
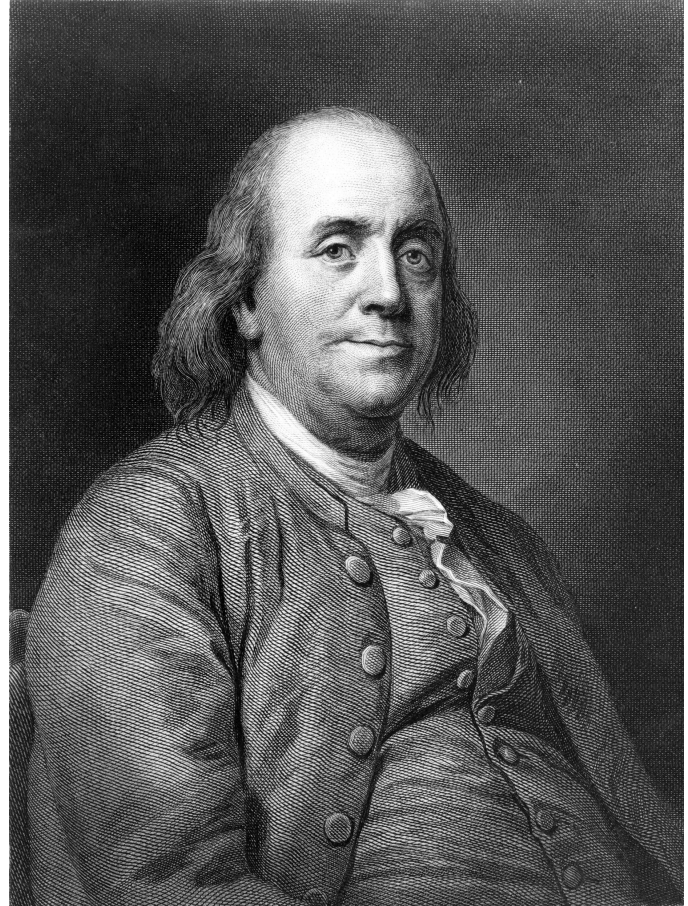
Someone's sitting in the shade today because someone planted a tree a long time ago

I have never worked a day in my life without selling. If I believe in something I sell it hard.

Sales Funnel Setup

- Determine stages - keep it simple
- Lead - 5%
- Opportunity - 10%
- Qualified Opportunity - 20%
- Pitched / Proposed - 25%
- Short List - 40%
- Verbal - 90%
- Wins -100%

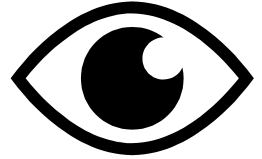| Stage	Probability	Quantity needed	$$$
Lead	5%	200	
Opportunity	10%	100	$5,000,000
Prospect (Qualified)	20%	50	$2,500,000
Pitched / Proposed	25%	40	$2,000,000
Short List	40%	25	$1,250,000
Verbal	90%	11	$550,000
Won	100%	10	$500,000
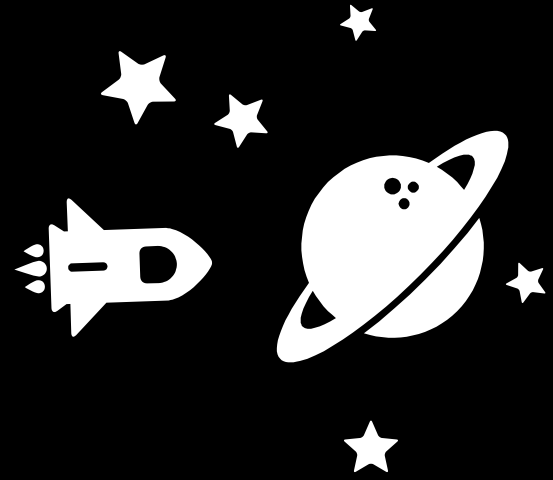
Tactics

Getting people to raise their hand for help. (Lead Gen or Prospecting)
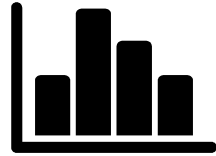
1-7-30-4-2-1

It's a mnemonic, not a math problem

Lead Gen Activities

1

Things you do daily

-Follow up on opportunities

- Social Media

- Review new RFPs

4

Things you do 4X a year

- Drupal Camps

- Publish new case study

7

Things you do weekly

- Publish blog post

- Promote older blog post

- Email newsletter

2

Things you do 2X a year

- Non Drupal specific conference

- Publish white paper

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Things you do monthly

- Attend Drupal meetup

- Attend other meetups
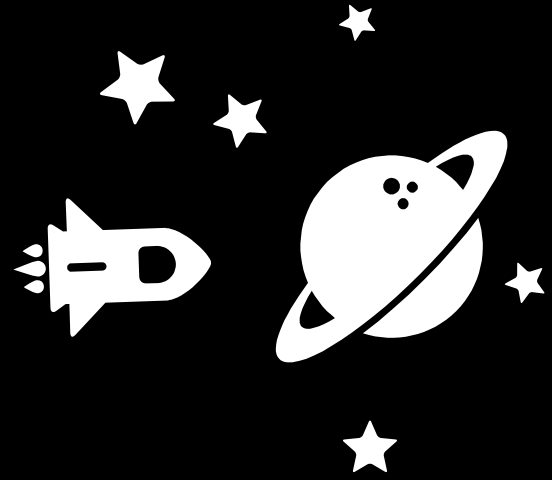
1

Things you do once a year

- DrupalCon

There is no right answer

- Lead Gen mix varies with market
- Do you what you are good at or like
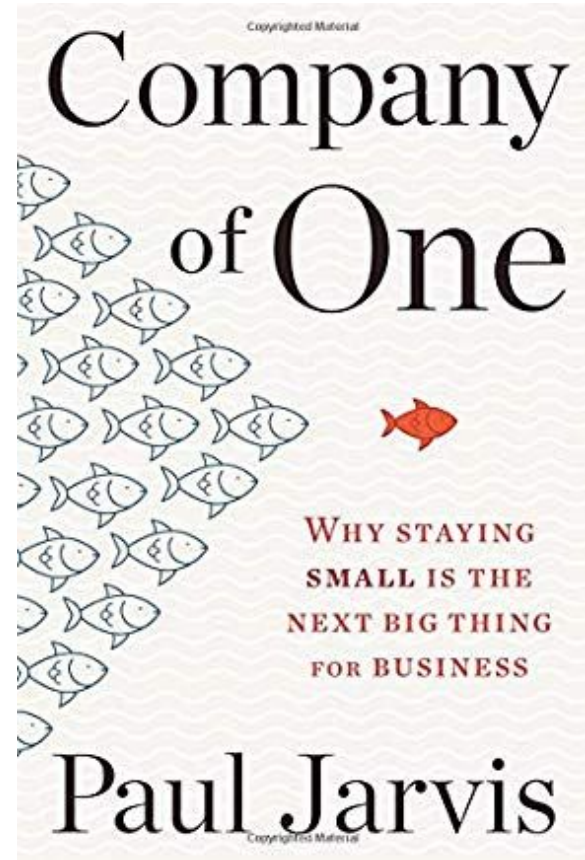- You can't do it all anyway - even if it is your full time job

Qualifying

Most of your opportunities will be worthless

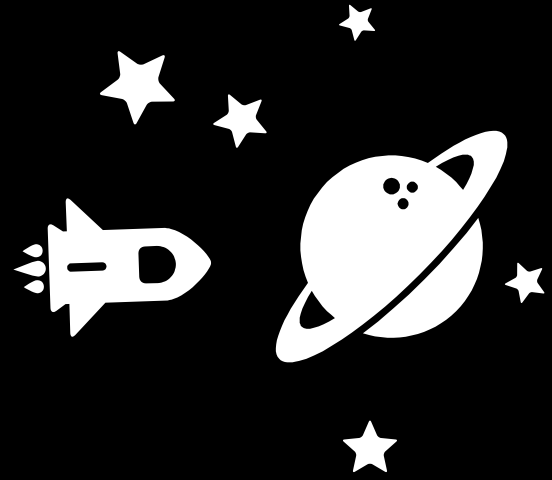Opportunities are just obligations wearing an appealing mask

There is an acronym for that

- **B**udget
- **A**uthority
- **N**eed
- **T**iming
- Technical and creative founders not good at this

Prospects

Working them through the sales funnel

This is not a Sales 101 seminar

- 1000s of sales books - all kind of saying the same thing
- Technical and creative founders generally ok at this part
- You are not selling Drupal
- You may never get a second meeting
- Live music always beats Powerpoint

A Few Sales Books I Like

- How To Win Friends and Influence People
- SPIN Selling by Neil Rackman
- The Challenger Sale - Matthew Dixon
- SNAP Selling - Jill Konrath
- To Sell Is Human - Daniel Pink

How To Win Friends...

"Of course, you are interested in what you want. But no one else is. The rest of us are just like you: we are interested in what we want." - Dale Carnegie

SPIN Selling

- Complex sales won by people asking certain kinds of questions.
- **S**ituation / **P**roblem / **I**mplication / **N**eed-Payoff
- Lose - Hold - Advance - Win

The Challenger Sale

- ■ "Relationship builders, hard workers, lone wolves, reactive problem solvers, and challengers"
- ■ Challengers most successful (40% top performers)
- ■ Educate first then challenge customer assumptions

SNAP Selling

- **S**imple
- Be i**N**valuable
- **A**ligned
- **P**rioritized
- Three decisions (Allow access / initiate change / do something)
- Only book in list that delivers a "system"

BONUS – Why Is Your Name Upside Down?

"Live Music Always Beats Powerpoint"

- David Oakley

A always
B be
C closing

A a...on
I i...
D D

What about RFPs?

- ■ 75% BANT Approved
- ■ Private sector - nope, unless govt. funded project
- ■ Government - maybe
  - ☐ Qualify for relevance
- ■ Be choosy - proposals are major time investment

So you want to be my latex salesman, err web design salesperson

Some thoughts on hiring a dedicated sales/marketing person

- We're not cheap
- Full stack sales rep vs/ lead generator
- If comp plan can't be explained in one slide it's too complicated
- Plan ahead - Drupal sales cycles aren't short
- Budget for 3-6 month ROI
- Total comp = 13-20% of revenue

Thanks!

Feedback to:

- @chrisod
- chris@odonnellweb.com