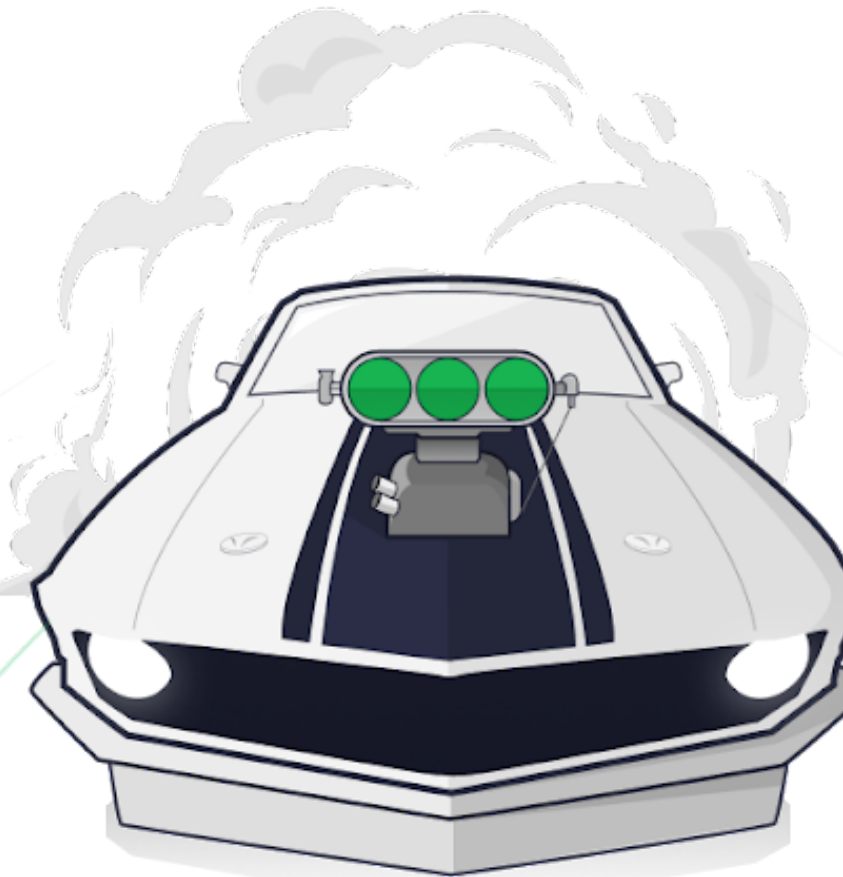**HubSpot + RP Present**

Growth Driven CRM

Matt + RevPartners

Background:
- West Point / LSE
- Former US Army Officer - Military Intelligence
- Former Head of RevOps (and former SFDC Fanatic)
- Cofounder @RevPartners
- Inbound Speaker
- 38 HubSpot Certs
- CRM + Sales Hub Leader

Background:
- CRM: 2x More CRM Implementations than other Elite Partners
- Most Certifications per Employee - 12:1 Ratio (500+)
- Fastest Tiering Partner
  - Platinum 3 Months
  - Diamond 5 Months
  - Elite 15 Months
- Accreditations: Advanced CRM Implementations

Bottom Line Upfront (BLUF)

The Big Ideas

- **Waterfall**: Waterfall project plans delay/prevent CRM impact
- **Adoption**: Everything you do must be about adoption. It is your true north.
- **MVP and Iterate:** Launch the basic version, gain adoption, and the iterative deploy feature updates.
- **RevOps**: Collecting, synthesizing, and disseminating is a science not an art. Follow the yellow brick road.

CRMs Help Drive Revenue

The CRM Promise

- **Leverage**: CRMs make business more profitable and more efficient
- **The Leverage Personified:**
  - $1 = $8.71: The average return on investment for CRM is $8.71 for every dollar spent. (source: Nucleus Research)
  - Effective Sales: Effective sales organizations are 81% more likely to be practicing consistent usage of a CRM or other system of record. (source: Aberdeen Group)
  - Efficient: CRM applications can help increase sales by up to 29%, sales productivity by up to 34% and sales forecast accuracy by 42%. (source: Salesforce)
  - Happier: Sales teams using CRM confirmed that job satisfaction increased by 17%. (source: LinkedIn)

What We Do

RevOps as a Service

We design, build, and execute **revenue operations** to support holistic go to market strategies for scaling B2B companies.

Agenda

- BLUF
- The CRM Problem
- Growth Driven CRM
- The MVP
- Q&A

CRMs Help Drive **Revenue**

Sometimes

CRMs Help Drive Revenue

50% of the Time

CRMs Help Drive **Revenue**

The CRM Reality

- **Unrealized**: ~50% of CRMs Implementations fail (less than 75% Adoption)
- **The Stats**:
    - Gartner Group's 2001 study found a 50% CRM failure rate
    - Forrester Research 2009 Study found a 45% CRM failure rate
    - Butler Group's 2002 analyst quoted a 70% failure rate
    - Merkle Group's 2013 study found a 63% failure rate
    - AMR Research's 2006 study found a 31% failure rate.

Why do CRMs Fail?

Top 5 Reasons CRM Implementations Fail

1. **Adoption**: Low User Adoption
2. **Fragile**: Heavy Customization
3. **Prioritization:** Scope Creep
4. **Support**: Lack of Training + Support
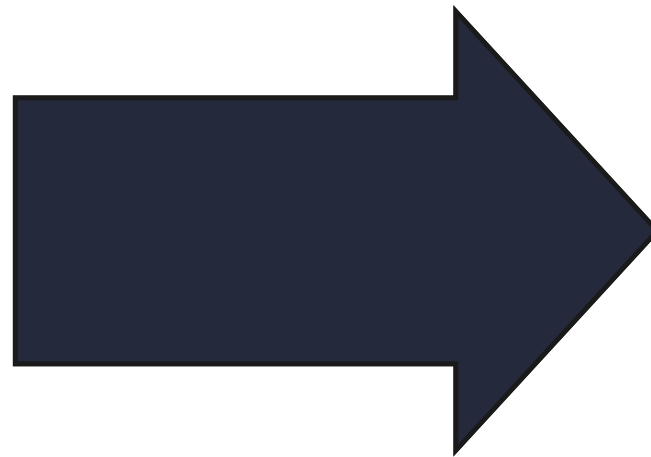5. **Data**: Lack of Integrations

Why do CRMs **Fail?**

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5. **Data**: Lack of Integrations
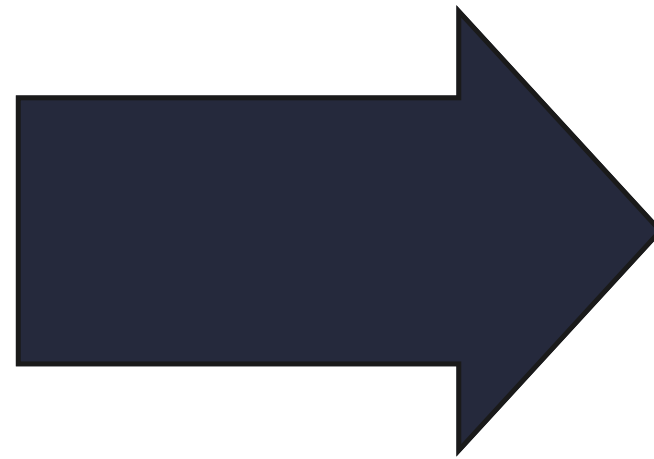
Project based CRM Implementations

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5. **Data**: Lack of Integrations

Project based CRM Implementations

+

No RevOps Foundations

The CRM Reboot **Cycle**

The CRM Reboot Cycle

CRM Reboot Phases

- **Phase 1:** Implementation (6-9 Months)
- **Phase 2:** Decreasing Usage (1.5->2 Years)
- **Phase 3:** Repeat Phase 1 & 2
  - Change CRMs
  - Migrate Process from Excel to CRM
  - Purchase New Stack
  - Integrate New Tool

Growth Driven CRM

Growth Driven CRM Principles

- **Adoption > Process > Tool:** Adoption of the CRM is the most important aspect of any implementation. If the users (specifically sales) do not use the CRM, the implementation fails. Period.
- **MVP then Iterate (Agile):** CRMs are not static. Define the core function that will never change. Then growth begets complexity and needs change; Scope changes. The ability to adapt to new requirements, new initiatives is fundamental.
- **Prioritize Training / Issues**: Asking someone to adopt a new tool or new process is asking them to be bad at their job. It requires an uncommon level of attention - answering user questions and fixing small errors immediately.
- **RevOps as Differentiator:** The ultimate goal of a CRM is to answer questions quickly. These questions rarely change and thus "best practices" emerged. There are very specific data models and process for collecting, synthesizing, and disseminating data that best facilitates answer questions based on your GTM.

The CRM Reboot Cycle

The Fragile CRM

The Cost of Project Based CRMs

- **Cost 1:** Spawn rouge excel spreadsheets (no way to merge process into CRM)
- **Cost 2**: Overtime adoption drops, not increase (new hires, lack of training, etc.)
- **Cost 3:** Data in the CRM is less and less accurate
- **Cost 4:** New questions, require different data that is not captured, another spreadsheet
- **Cost 5:** Shadow IT costs as departments solve for their need
- **Cost 6:** New "requirements" for integrations with more tools
- **Cost 7:** Culminates with a desire for "one source of truth."

Start the CRM Reboot Cycle

Growth Driven **CRM**

Adoption is KING: Adoption > Process > Tool:

- **Why Important?**
  - Process: The process doesn't exist if people aren't using the process.
  - Multiplicative Effect: A drop in adoption has a outsized downstream impact.
    - *Example - Bad Data:* 5% Decrease in user adoption, hasn't significant impact on reporting / ability to answer questions. Cause a report to be 100% useless -> b/c I can't trust what it is telling me.

- **Implication**:
  - Adoption over Function: Sacrifice function for ease of use and simple. MVP and iterate.
  - True North: The most important metric is adoption of the system.
    - *Example - Email*: Does anybody question the ROI of email?
  - Ongoing: Implementations never stop.....You must always be on guard. One excel has the power to destroy a 1M dollar investment.

Growth Driven **CRM**

Everything **you do must be done with** *Adoption* **as the goal**

Growth Driven CRM - Process

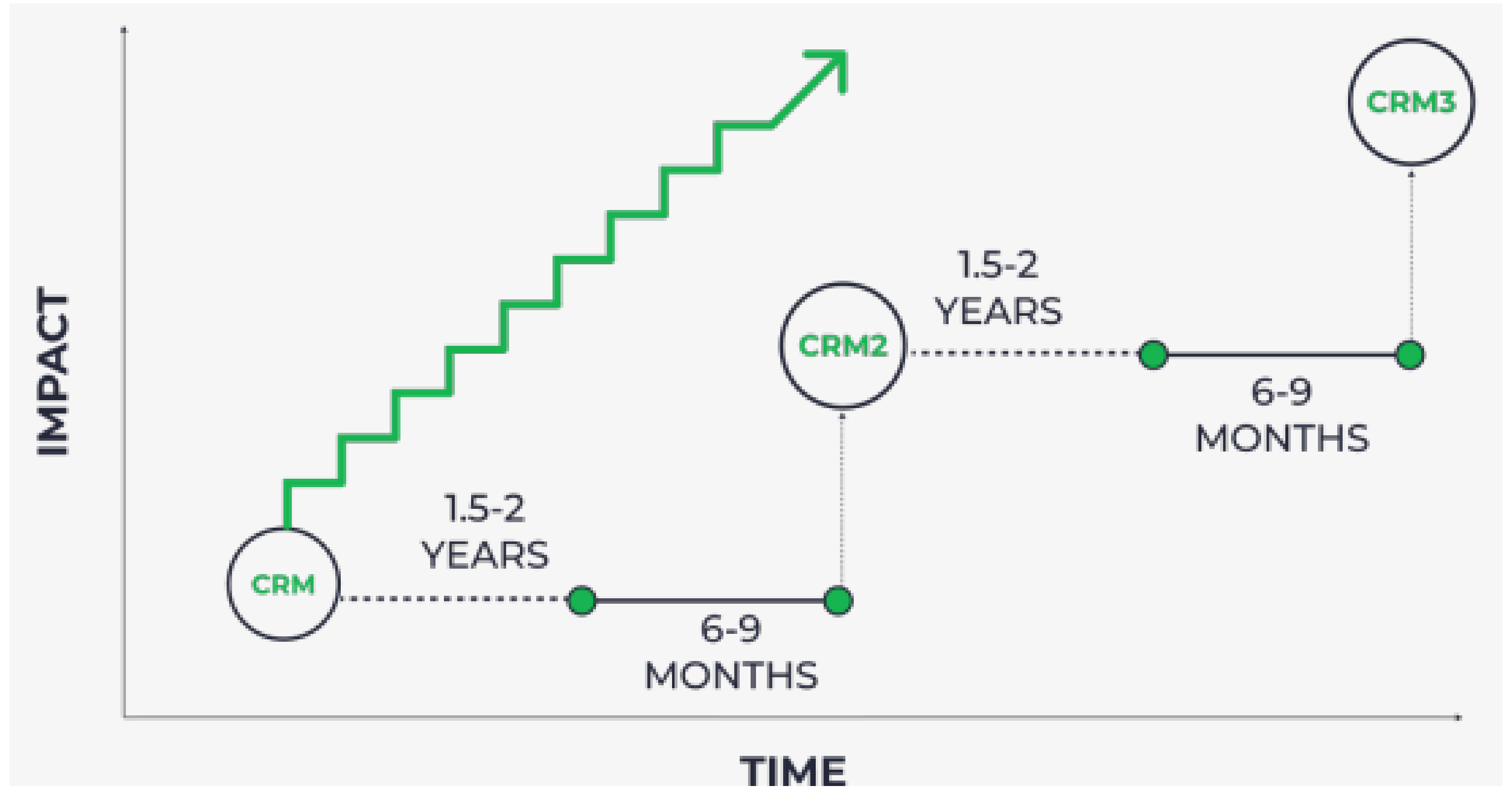| Step 1	Step 2	Step 3	Step 4
Define Data Model	Define MVP Reqs. and Features	Prioritize MVP +Features	Start Sprints

Issue Tracking

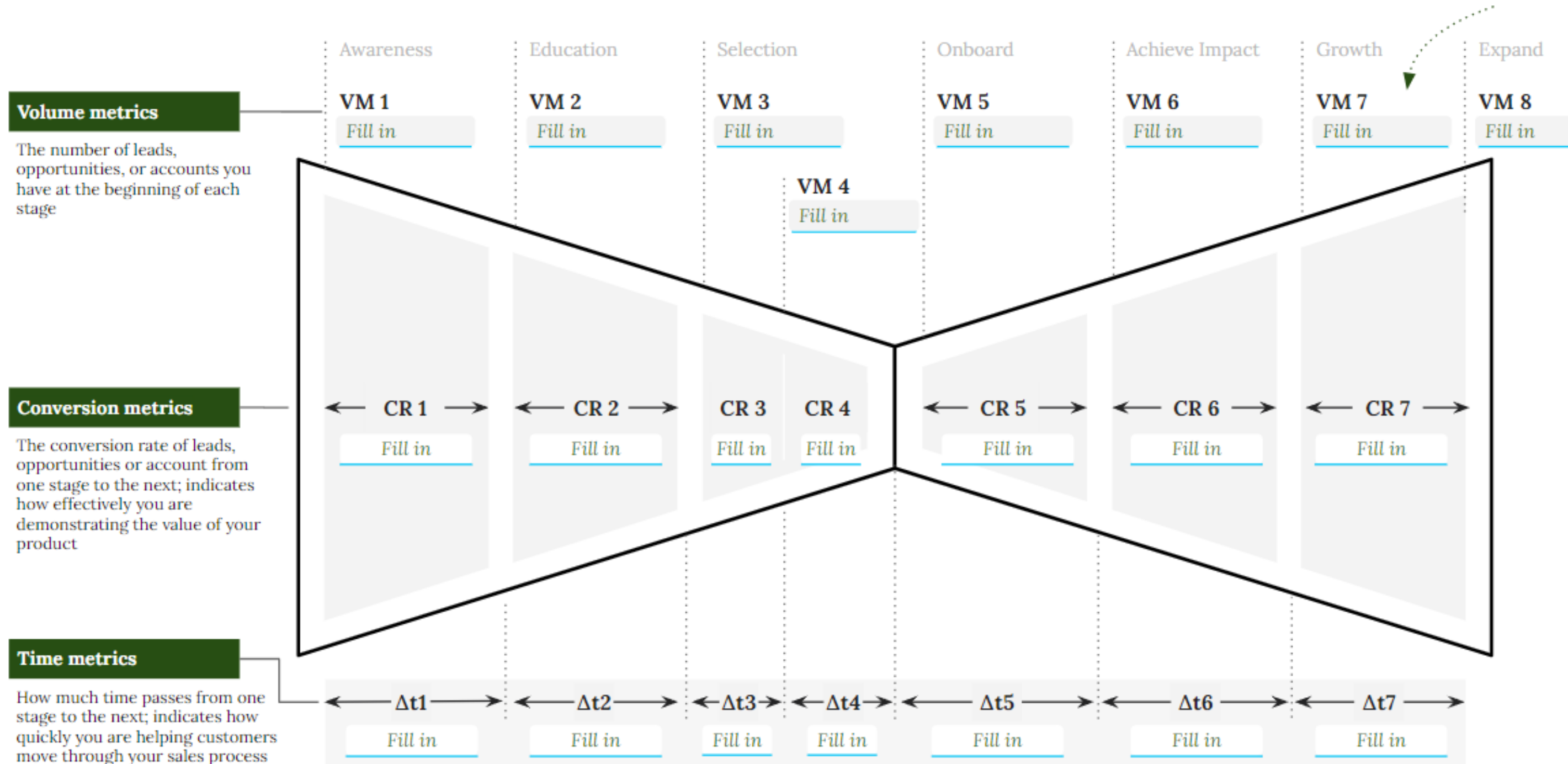**Documentation**

The Growth Driven CRM

Define Your Data Model

Your GTM = Data Model:

- **Why Important:** Defines what you collect, synthesize, and disseminate
  - <u>Collection:</u> Defines the Volume, Conversion, Time points we are collecting and behaviors to collect.
  - <u>Synthetization</u>: Customer lifecycles, lead scoring, forecasting, etc.
  - <u>Disseminate:</u> Defines the questions you must answer and thus report on.
- **Types of GTM Data Models**
  - <u>B2B</u>: One Time, Recurring, etc.
  - <u>B2B2C:</u> Pass through, Marketplace, etc.
  - <u>B2C:</u> Ecommerce, Services, etc.
- **Significance**: This is RevOps. The ability to answer questions about
  - <u>Hindsight</u>: What happened?
  - <u>Insight</u>: What is happening?
  - <u>Foresight</u>: What will happen?

Example: B2B Recurring

	Awareness	Education	Selection	Onboard	Achieve Impact	Growth	Expand

Volume metrics

The number of leads, opportunities, or accounts you have at the beginning of each stage

VM 1	VM 2	VM 3	VM 5	VM 6	VM 7	VM 8
Fill in	Fill in	Fill in	Fill in	Fill in	Fill in	Fill in

VM 4
Fill in

Conversion metrics

The conversion rate of leads, opportunities or account from one stage to the next; indicates how effectively you are demonstrating the value of your product

← CR 1 →	← CR 2 →	CR 3	CR 4	← CR 5 →	← CR 6 →	← CR 7 →
Fill in	Fill in	Fill in	Fill in	Fill in	Fill in	Fill in

Time metrics

How much time passes from one stage to the next; indicates how quickly you are helping customers move through your sales process

←— $\Delta t1$ —→	←— $\Delta t2$ —→	←$\Delta t3$→	←$\Delta t4$→	←— $\Delta t5$ —→	←— $\Delta t6$ —→	←— $\Delta t7$ —→
Fill in	Fill in	Fill in	Fill in	Fill in	Fill in	Fill in

Example: Hindsight/Insight
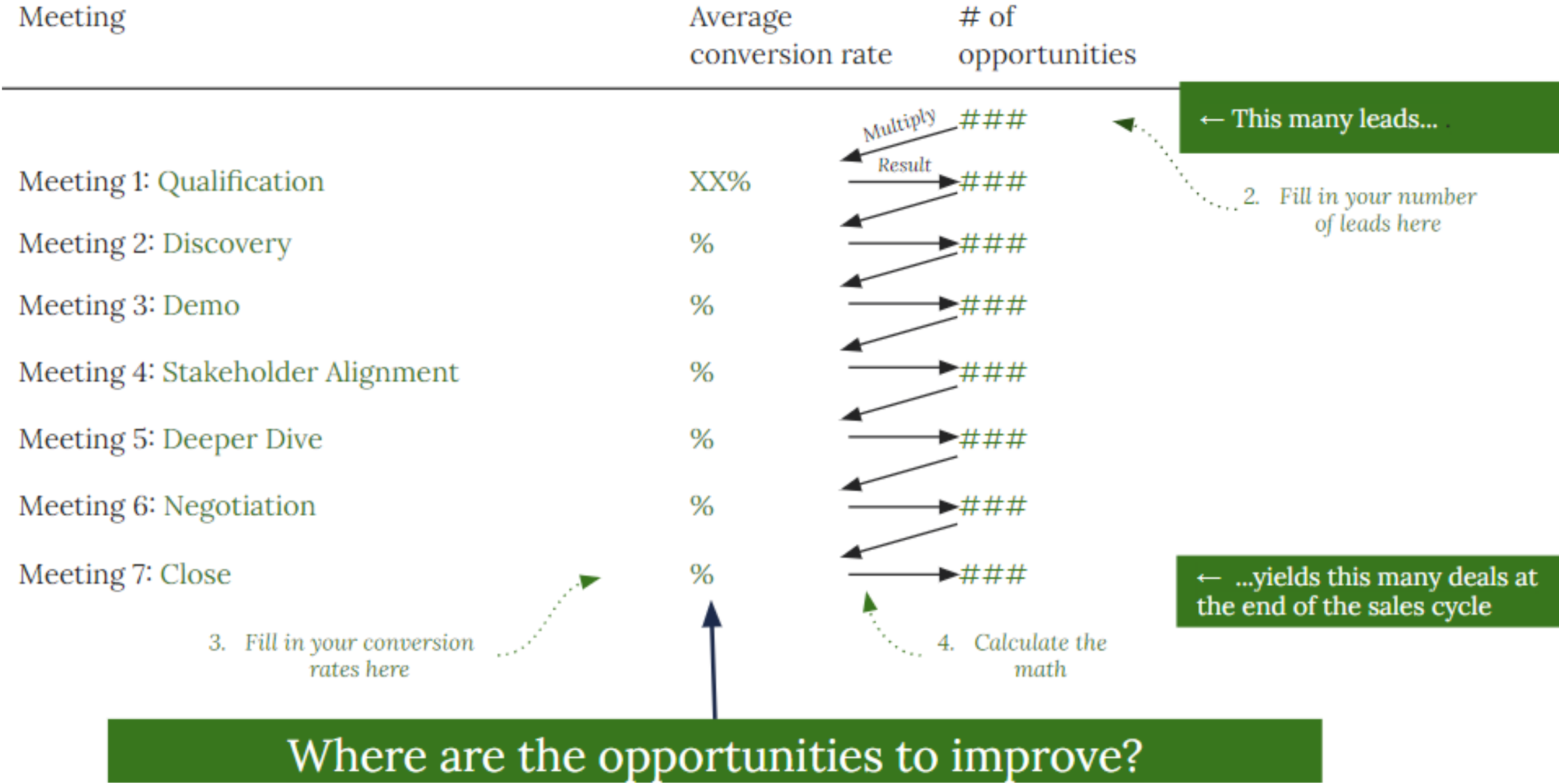
Meeting	Average conversion rate	# of opportunities
		Multiply ### ← This many leads...
Meeting 1: Qualification	XX%	*Result* ###
		2. Fill in your number of leads here
Meeting 2: Discovery	%	###
Meeting 3: Demo	%	###
Meeting 4: Stakeholder Alignment	%	###
Meeting 5: Deeper Dive	%	###
Meeting 6: Negotiation	%	###
Meeting 7: Close	%	### ← ...yields this many deals at the end of the sales cycle

3. Fill in your conversion rates here

4. Calculate the math

Where are the opportunities to improve?

Growth Driven **CRM - Process**

Step 1

Define Data Model
- Data Model
- Volume, Conversion, Time

Step 2

Define MVP Reqs. and Features

Step 3

Prioritize MVP +Features

Step 4

Start Sprints

Issue Tracking

Define the MVP and Features

The MVP: How To

- **Step 1 - Draw:** Draw the Future Sales Process (Miro, Lucid, Mural)
  - <u>Color Code</u>: Make red processes that don't exist.
  - <u>Have an opinion</u>: When you see something wrong with the correct process, proactively make recommendation (i.e. this will not create an accurate data model).
  - <u>Linear:</u> Make the journey linear.
  - <u>Ask Yes/No Questions</u>: Don't ask open ended questions
- **Step 2 - Failure if Statements**: Ask, this CRM fails if. Capture all statements
  - <u>Example</u>: This CRM fails if the sales teams cannot make updates via email
- **Step 3 - Reduce:** Categorize in (must have, nice to haves, in the future).
  - <u>Drawing</u>: Go through drawing and highlight the MOST important improvements
  - <u>Failure If Statements</u>: Go through these statements
- **Step 4 - Create MVP Statement:** Consolidate into a Must have document.
- S**tep 5 - Create Feature List:** Categorize addition "functions" into features documents

Growth Driven **CRM - Process**

Step 1

Define Data Model

- Data Model
- Volume, Conversion, Time

Step 2

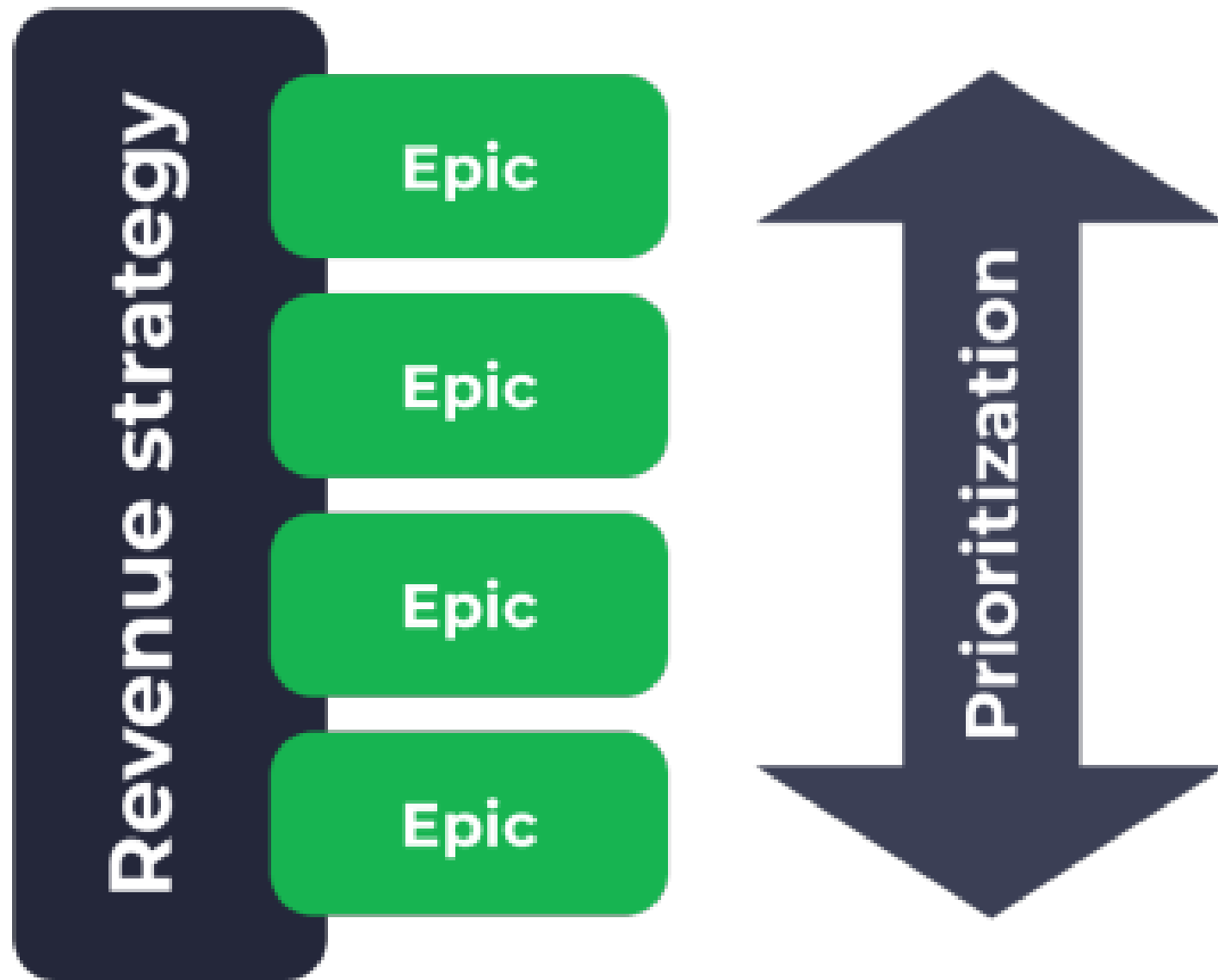### Define MVP Reqs. and Features

- MVP List
- Feature List

Step 3

Prioritize MVP +Features

Step 4

Start Sprints

Issue Tracking

Prioritize + Features

Revenue strategy

Epic

Epic

Epic

Epic

Prioritization

From Strategy to Execution

- Structure plan into Epics (objectives)
- Prioritize and create timeline
- Feature updates go as additional Epics to be prioritized once MVP is complete

Growth Driven CRM - Process

Step 1

Define Data Model

- Data Model
- Volume, Conversion, Time

Step 2

Define MVP Reqs. and Features

- MVP List
- Feature List

Step 3

Prioritize MVP +Features

- MVP Timeline
- Features in PM Tool

Step 4

Start Sprints

Issue Tracking

Week 0　　　　　Week 2　　　　　Week 4　　　　　Week 6　　　　　Week 8　　　　　Week 10　　　　　Week 12

Sales Technical
☰ 2 Weeks

Sales Stages
☰ 3 Weeks

Forecasting
☰ 1 Week

Sales Weekly Dashboard
☰ 2 Weeks

Advanced HubSpot Training
☰ 2 Weeks

Stabilization
☰ 2 Weeks

User Setup
☰ 1 Week

Basic HubSpot Training
☰ 1 Week

Customer Lifecycle
☰ 2 Weeks

1:1 Sales Dashboard
☰ 2 Weeks

HubSpot Certifications
☰ 2 Weeks

Data Mapping + Revenue Mapping
☰ 2 Weeks

Data Migration
☰ 3 Weeks

Start Sprints

- **Step 1:** Build out Epics with tasks
- **Step 2:** Each week tasks task from Sprints that will be complete this week (or two weeks)
- **Step 3:** Create and Establish Weekly Meetings

Growth Driven CRM

Start Sprints

Growth Driven CRM - Process

Step 1

Define Data Model

- Data Model
- Volume, Conversion, Time

Step 2

Define MVP Reqs. and Features

- MVP List
- Feature List

Step 3

Prioritize MVP +Features

- MVP Timeline
- Features in PM Tool

Step 4

Start Sprints

Issue Tracking

The Issue Tracker / Requests

- **Step 1:** Create collection Mechanisms
- **Step 2**: Establish Comms Channels
  - Email
  - Slack
  - PM Tools
- **Step 3:** Add to each Sprint

These should be prioritized always if issue is relate to recently deployed feature

Growth Driven CRM

The Most Desired Use Cases

Top-Requested CRM Software Features

Feature	Percentage
Contact management	94%
Track interactions	88%
Scheduling/reminders	85%
Pipeline/funnel monitoring	26%
Sales automation	22%
Central database	20%
Email marketing	20%
Customization	18%
Reporting/analytics	17%
Integration	16%
Lead generation	9%

N = 385

Software Advice.