



# Welcome!

Session 2:

## Sales Management

# BEFORE WE BEGIN

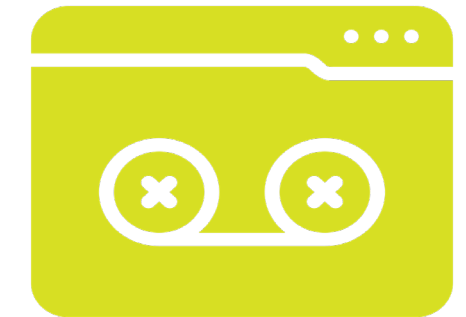


Closed captioning is available in the Zoom menu bar.



Post your questions in the Q&A pod.

Use Chat window for comments + to connect during the webinar!



A recording and slides will be shared.

# Our Host:



**Steve Henke**

**Founder & CEO, Harpeth Marketing**



# Sales Management Fundamentals

Structure, Hiring, Training & Compensation



# Structure: Sales Roles



Full-time Salesperson

Part-time Salesperson (a.k.a. Seller-Doer)

Full-time Account Manager

The Sales Leader

# Structure: Hiring for Sales



## Full-time salesperson:

- Hire for sales skills first
  - Intangible sales, especially
- Teach them research

# Structure: Hiring for Sales



## The Seller-Doer:

- Hire for research fit
- Interview for inclination & interest
- Promote from within?
- Be clear on expectations



# Structure: The Account Manager



- They wake up every day...
- Not just the work, but growth
- Think “broader & deeper”
- Hire for ‘farming’ expertise





# Structure: The Sales Leader

- Focused on revenue & client retention
- Builds & manages the team
- Drives planning, goal-setting, forecasting
- Coordinates w/Marketing

# Structure: Alignment?



- By industry, by methodology, etc.
- One 'rep' for each group
- Avoid the free-for-all



# Onboarding & Training: A New FT Sales Rep

- The MR Industry
- The industries you serve
- Research fundamentals
- Your services & products
- Internal processes
- Shadow the ops team
- Internal technology & CRM
- The competition
- Messaging



# Onboarding & Training: The Seller-Doer

Assuming they have research skills:

- Existing account-by-account review
  - Make introductions
- Internal processes
- Internal technology & CRM
- *On-going* selling skills training:
  - Role playing
  - Delivering a Capabilities PPT



# Compensation: Options



- Straight salary
- Commission only
- Salary + commission
- Salary + Bonus

# Compensation: Salary + Comm. Guidelines (1)



- Simple to understand & administer
- Tied to goals
- Paid monthly
- Paid on sales, not collections

# Compensation: Salary + Comm. Guidelines (2)

- No top end
- Add an 'elevator'
- Do not pay from dollar 1 (?)
- For SD or AM, factor in quality of work?







# Compensation: Salary + Bonuses



Not [necessarily] tied to amount sold:

- Breaking into a new market/industry
- First project with strategic target
- Team bonuses



# QUESTIONS OR COMMENTS?

Get in touch!

**Phone:** +1.615.721.5330

**Email:** [Steve@HarpethMarketing.com](mailto:Steve@HarpethMarketing.com)

**Website:** [HarpethMarketing.com](http://HarpethMarketing.com)

**Blog:** [GetTheCompetitiveAdvantage.com](http://GetTheCompetitiveAdvantage.com)

**Sales Training:** [SellerDoerWorkshop.com](http://SellerDoerWorkshop.com)



SALES SUCCESS IN MARKET RESEARCH: ESSENTIAL SKILLS, STRATEGY & INTEGRATION



**HARPETH**  
MARKETING  
Marketing for the Market Research Industry

# INSIGHTS ASSOCIATION

---

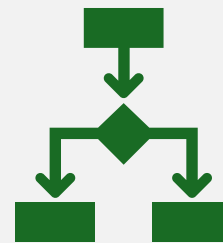
November 2024

# Account Planning

## *Formal Definition*



A roadmap with details about a new prospect or existing customer



information about their decision-making process



the overall strategy to win them over, retain and grow them.

# Account Planning – *Informal Definition*

---

1

Getting sh\*t done

2

Doing the things you say you will do



# How to get started

---



IDENTIFY YOUR KEY ACCOUNTS



RESEARCH THEM



DEVELOP CUSTOMIZED STRATEGIES  
THAT BECOME YOUR ACCOUNT PLAN

Who are  
your target  
clients?

---

They are assigned to you

---

You select them willy—nilly

---

Focus on the Verticals you  
currently service (or know the  
most about)

# Target Clients

---

Same industry as clients you know best

---

Know someone (anyone) at company who will help with warm introduction

---

Create list of top 5 -10 company/prospects

---

Research them

---

Create Goals, Pipeline & Account Plans

# Goal Setting, Pipeline & Account Planning Overview

---



# What are the key components to goal setting?

---

Do you have any long-term goals?

If yes, what are they?

---

Do they provide a plan for what you need to execute everyday?

Use your long-term goals as a guide for your short-term daily executions for success

---

What do I need moving forward to stay on-track?

Simplify and stick with it! You cannot hit 'Homeruns' everyday, so 'Singles or Doubles' can save the day!

# Why are long-term goals important for your success?

---

Helps keep your 'Eye On The Prize' in the short-term (weekly)

---

Helps with your 'Day to Day' strategies to keep you on track for achieving your goals

---

What 'Attitudes & Behaviors' do I need to adjust to stay focused on my goals?

---

Continuous growth and movement during your journey is crucial to stay focused from Jan to Dec

---

Focusing on the short-term makes it harder to predict if you're going in the right directions to achieve your goal

# How can I achieve my goal?

**You have an annual goal of \$3M, but how can you make it actionable?**

- **52-weeks in a year (\$57.7k a week), and 13-weeks in a quarter (\$750k per quarter) – seasonal spending %s vary but just an example**
  - Roughly 20-23 days a month to sell \$10k-\$15k per day
- **What do I need to do on a daily basis to achieve this goal?**
  - How much revenue do my 'Established Clients' generate weekly?
  - How much do I think my 'New Clients' will grow on a monthly basis?
  - How many emails, phone calls and meetings do I need to achieve my weekly, monthly and quarterly goals?
  - How many revenue opportunities do I need in my pipeline to achieve my weekly, monthly and quarterly goals?

# The importance of building your pipeline?

**With an annual goal of \$3M, how big does my pipeline need to be overall?**

- **52-weeks in a year (\$57.7k a week), and 13-weeks in a quarter (\$750k per quarter)**
  - Roughly 20-23 days a month to sell \$10k-\$15k per day
- **How big does your pipeline need to be on a monthly, quarterly and annual basis?**
  - What is your current conversion rate for sales? 10%, 20%, 30%, etc.
  - If you have a 30% conversion rate, and your quarterly goal is \$750k...
    - You'll need a \$2.5M pipeline of sales opportunities to achieve your quarterly goal
- **What different activities do I need to achieve to build my pipeline for success?**
  - Emails / Phone calls
  - Meetings (Virtual / F2F)
  - Marketing Support
  - Referrals



# SALES STAGE DEFINITIONS

## PROSPECTING



### Prospecting (Pre-Opportunity)

Prospecting involves any activities used to identify potential customers. A prospect is someone we've never worked with; they can work for a company we have never worked with (in that case, this would be considered net new); or a prospect can work for a company we have worked with in the past. Prospecting includes but is not limited to research, prioritization, outreach preparation, cold calling, cold emails. Log activity at the Lead level during prospecting.

### Stage 1: Discovery 5% [Opportunity Creation]

At this stage, we want to uncover if a prospect is qualified to buy our products or services, and what level of desire they possess to reach their business outcomes.

### Stage 2: Demo/Meeting 10%

After we have qualified an opportunity in Stage 1, and thus deemed the opportunity worth pursuing, we are now ready to introduce the prospect to our solutions and bring in subject matter experts for consultation. At this stage, we want to evaluate if there is a business case to develop a proposal.

### Stage 3: Proposal/Bid 40%

At this stage, we are summarizing how our solutions can meet the prospect's needs in the form of a proposal.

### Stage 4: Negotiation/Review 60%

Discuss expanding or contracting the scope of work, adjust pricing, manage expectations, and come to an agreement.

### Stage 5: Closed 100%

**Won:** The project has been awarded to us, and we now have a signed SOW OR received confirmation in writing that the prospect would like to move forward. We are preparing to hand the opportunity over to the appropriate internal team.

**Lost:** The project was not awarded to us. The opportunity must be closed, and we should plan to re-engage with the prospect at a later date.

# PIPELINE REPORT

CLIENT NAME	PROJECT NAME	VALUE	SALES STAGE	Sales %	EXPECTED VALUE
Mark's Research	Baseball New Product	45,000	Proposal/Bid	40%	18,000
Sally's Insights	Sailing Research	100,000	Discovery	5%	5,000
Brian's Innovation Co	New Salty Snack	55,500	Negotiating	60%	33,300
<b>TOTALS</b>		<b>200,500</b>			<b>56,300</b>

## ACCOUNT PLANNING TEMPLATE

Date Updated:	10/8/24
Date last reviewed with Manger/Leadership Team	6/14/24
Client Name:	NYC FULL SERVICE RESEARCH AGENCY
Main Client Contact (Name & Title):	Aaron Boone - General Manager
Company Relationship Manager:	David Shanker
Current Year Spending:	50,000
Prior Year Spending:	35,700
Current Year # Projects:	2
Prior Year # Projects:	2
<b>Client Strategy</b>	
1/ Invest in AI	
2/ lower operational costs - maybe off shore	
3/ increase stagnant sales	
4/	
5/	

NYC FULL SERVICE RESEARCH AGENCY ACCOUNT LEVEL ACTION PLAN							
<b>Goal #1 XXXXX</b>							
<b>Actions</b>			<b>Responsible</b>	<b>Priority (H, M, L)</b>	<b>Timing</b>	<b>Notes</b>	
1							
2							
3							
4							
<b>Goal #2 XXXXX</b>							
<b>Actions</b>			<b>Responsible</b>	<b>Priority (H, M, L)</b>	<b>Timing</b>	<b>Notes</b>	
1							
2							
3							
4							
<b>Goal #3 INCREASE STAGNENT SALES</b>							
<b>Actions</b>			<b>Responsible</b>	<b>Priority (H, M, L)</b>	<b>Timing</b>	<b>Notes</b>	
1 Call Bob (CTO who I used to work with) for intro to CRO			me	H	10/15/24		
2 Meet with CRO			me	H	10/30/24		
3 CEO to CEO connection			John	H	11/1/24	Our CEO to call their CEO	
4 Network the industry to learn perception			me	M	11/15/24		



Name	Title	Status (user, prospect)	Relationship (Red, Yellow, Green)	Owner	Comments
Mike Lupica	VP Insights	User	GREEN	me	Continue quarterly meetings
John B	SVP Marketing	Prospect	YELLOW	?	I need to meet him and need intro
Sally S	CMO	Prospect	RED	me	had bad experience with us at prior company
Jimmy J	CRO	User	GREEN	me	I know Jimmy but need to know him better

# How do I meet these new people?

---

- Identify targets at prospective client
- Use LinkedIn to find Connections (1<sup>st</sup>, 2<sup>nd</sup>)
- Leverage your extended network
- What industry events does your prospective client attend and/or do presentations
- e-mail
  - A good rule of thumb for most cold outreach is 10-2-1
- Phone calls
- FedEx letters
- NO LinkedIn Messages
- NO text messages unless your relationship is already there





I am about to meet  
them – now what?

## Must know how to articulate your value proposition

### BAD

We are a full service research agency in NY  
with offices across the US

### GOOD

I focus on the Hospitality Industry and help my  
clients make better, more informed decisions  
to help them fuel growth

# First Meeting

Know your client's objectives

Start to build rapport

Learn what your client values

Build your credibility

The objective of your 1<sup>st</sup> meeting should be a 2<sup>nd</sup> meeting

Sales process can take 1 hour or 5 meetings – do not rush it



USE YOUR  
ACCOUNT PLAN TO  
DRIVE PROGRESS

---

# Q&A – Open Discussion

Thank you for your time today...



# Qualitative Research: Pricing Considerations



## **Notes Re. IA's Anti-Trust Policy**

Certain topics are not proper subjects for discussion at Insights Association events and forums. One such area deals with competition law.

While it is appropriate to discuss common problems and areas of interest, it must be kept in mind that the members are competitors and any action taken to eliminate, restrict, or govern competition among members is a violation of the antitrust laws. Therefore, we must avoid any situation from which collusion, price-fixing or other anti-competitive activity can be reasonably inferred.

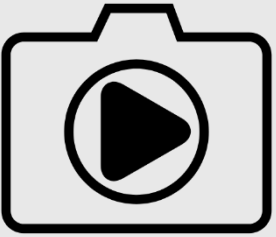
# Out-of-pocket costs for qual can be extensive, and vary by methodology



## PARTICIPANT COSTS

ALMOST ALL PROJECTS

- Recruiting (CPI)
- Incentives
- Incentive fulfillment
- Recruiter project management



## TECHNOLOGY COSTS

MANY PROJECTS

- Video/audio recording
- Research platforms
- Transcripts
- Video editing
- Analysis platforms



## EVENT COSTS

IN-PERSON PROJECTS

- Facility rental
- Parking
- Copies
- Respondent meals
- Client meals
- Shipping
- Office supplies
- Travel

# So how do you arrive at a final price?



Time-based vs. value-based pricing



To mark up or not to mark up?



Cost of capital



# Protecting the bottom line is critical

## Invoicing Upfront

How will you handle when recruiters and other partners want 50% or more before the research is conducted?

## Cancellations and delays

Because qual is a live event with real people, delays can have significant cost implications; how can you protect yourself and your team?

## +/- X%?

Should you add in a fudge factor, in case things don't go as planned?





# What's the *intangible* profit from qual?

## From clients to friends

Spending days at a time with clients in the back room of a focus group facility, in airports, and at the fancy, fun dinner afterwards is a great way to build relationships. Factor that in when pricing a study that includes quant and qual.





# QUESTIONS OR COMMENTS?

Get in touch!

+1 646 528 5710

[abby@newleaferesearch.com](mailto:abby@newleaferesearch.com)

[www.newleaferesearch.com](http://www.newleaferesearch.com)

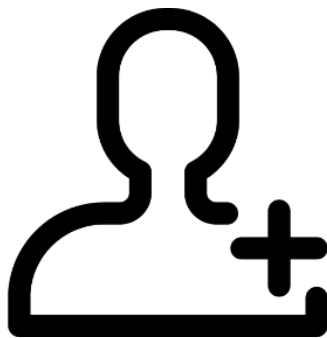






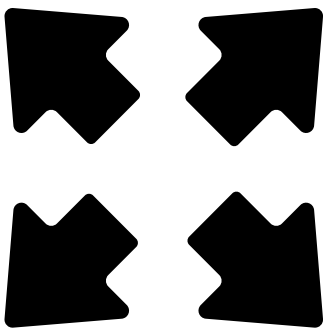
# Quantitative Research: Pricing Considerations

# Considerations for pricing quant work



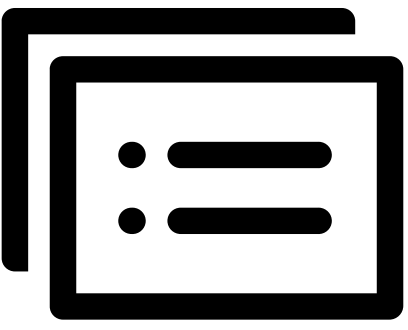
## PARTICIPANTS

- Recruiting (CPI)
- B2C vs. B2B
- US only vs. Global (Translations)
- Sample Sizes
- Length of Survey (LOI)
- Incidence Rate (IR)
  
- Data cleaning & fieldwork management



## METHODOLOGY

- Market Sizing (\$)
- Basic Quant (\$)
- Concept Testing (\$)
- Basic Pricing Research (\$)
  
- MaxDiff (\$\$)
- Key Drivers (\$\$)
- Path 2 Purchase (\$\$)
  
- Conjoint (\$\$\$)
- Segmentation (\$\$\$)



## DELIVERABLE

- Data Tables
- Open End Coding
- Topline and/or Full Report
- Report expectations
- Presentations – in-person or virtual and how many
- Tool (i.e., simulator, typing tool)
  
- Expedited fee?



# So how do you arrive at a final price?



Time-based vs. value-based pricing



Retainer vs. Project Based



Mark up? Discount?



# Protecting the bottom line is critical

## Invoicing

50% up front, 50% upon completion  
Net payment terms

## Cancellations and delays

Don't start until there is a PO  
Line item to make it clear which pieces have been delivered  
Time Stamp for completion

## +/- X%?

Add in a contingency, in case things don't go as planned – but  
make the client aware when scope changes



# Top 5 Do's and Don'ts

## Do...

Line item → transparency

*but you don't have to line item everything*

Offer at least 2 pricing options

*This can be as simple as small vs. larger sample sizes*

*Or even gabor granger vs. conjoint*

Communicate the value / Articulate the potential insights

*Sample slides of output or simulator tool*

*Success stories / case studies of similar projects*

Communicate your value / expertise

*Why choose us? Fast, SME, Industry expert, etc.*

Align your price with the scope / outcomes

*Concepting phase → cheap and less rigorous;*

*GTM strategy → expensive & air tight*



## Don't...

Underprice just to win

*Set your own max discount and don't ever increase it, otherwise you're undervaluing your own work and eroding profitability; that discounted price will be expected next time*

Overpromise & Under-Deliver

*Meet with your analytics team and make sure it's feasible both methodologically & based on timeline*

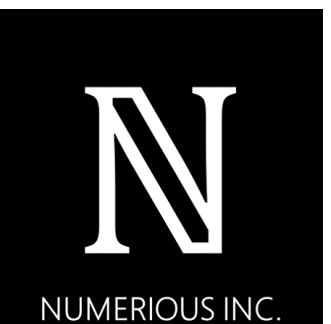
Make Assumptions

*Always ask the client – Do you have a budget in mind for this research? When do you need results by? Are you looking for something quick and dirty or thorough and robust?*

Forget OOPs

*What's your IR? LOI? Are there subgroups that would mean a larger sample size? Translations? Open-end coding? Anything need to be outsourced?*

Try and oversell, focus on the business problem



# Lessons from a Founder

## Listen

Prioritize Understanding: Fully grasp the client's needs before offering solutions

Problem-Driven Solutions: Approach with “problem → solution” rather than simply order-taking

Redirect to Core Needs: If the client requests specific methods (e.g., “I want a conjoint”), ask why and what questions they need to answer

Leverage Buzzwords: Identify key terms to suggest relevant methodologies effectively

Knowledge is Key: If unfamiliar with methods, encourage you to watch webinars/learn

## Ask

Timing and Budget: Always clarify early.

Proposal Format: Ask if they need a detailed PPT proposal or a quick Word doc for efficiency

Sourcing: Is this single-sourced or are you competing with multiple bids. If so, what are the characteristics that you're looking for when choosing a vendor?

## Win

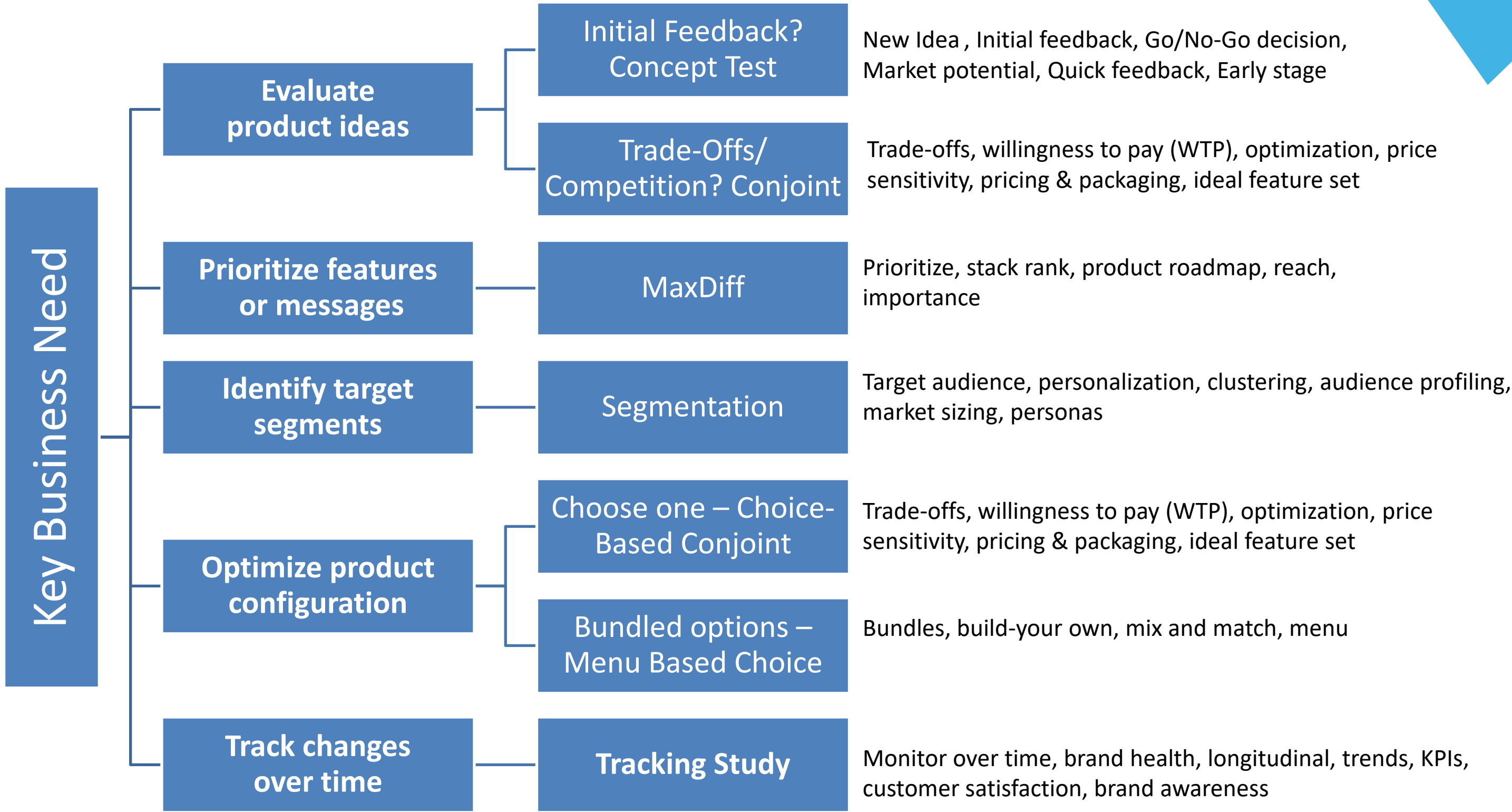
Offer Tiered Options: Present low, medium, and high options to showcase varied methodologies and sampling strategies

Transparent Costing: Provide line-item breakdowns to show where costs may fluctuate

Optional Add-Ons: Suggest additional items (e.g., simulators, add-on analyses) as optional rather than included, to avoid appearing inflexible or costly

Discount Strategies: Consider offering discounts for multi-country studies and first-time clients to incentivize

# Methodology Flow Chart



# Methodology Cheat Sheet

<i>Assuming B2C</i>	Basic Quant	MaxDiff	Conjoint	Segmentation
<b>Price</b>	Low	Medium	High	High
<b>Timeline</b>	3-5 weeks	3-6 weeks	8-10 weeks	8-12 weeks
<b>Typical B2C Sample Size</b>	N=150-300	N=150-300	N=500-1,000	N=1,000-2,000
<b>Quant Needs</b>	Minimal	Low	Work with SME	Work with SME
<b>Reason for Use</b>	Evaluate new product or service ideas to gauge potential success	Stack rank of features	Willingness to pay, price sensitivity	Identify distinct customer groups
<b>Ideal for</b>	Quick feedback; go/no-go decisions	Roadmap prioritization	Pricing and Packaging strategy	Creating targeted marketing and personalization
<b>Add-Ons</b>	Weighting, Market Sizing	TURF, Simulations	Simulator Tool, Optimization Searches	Typing Tool, Qual






# QUESTIONS OR COMMENTS?

Get in touch!

 [megan@numerious.com](mailto:megan@numerious.com) **in** 

 [www.numerious.com](http://www.numerious.com) **in** 





# Successful Sales & Marketing Collaboration November 2024



# Let's Start by Considering...

01. How many on today's call have separate marketing & sales departments or groups? Have both under one leader?

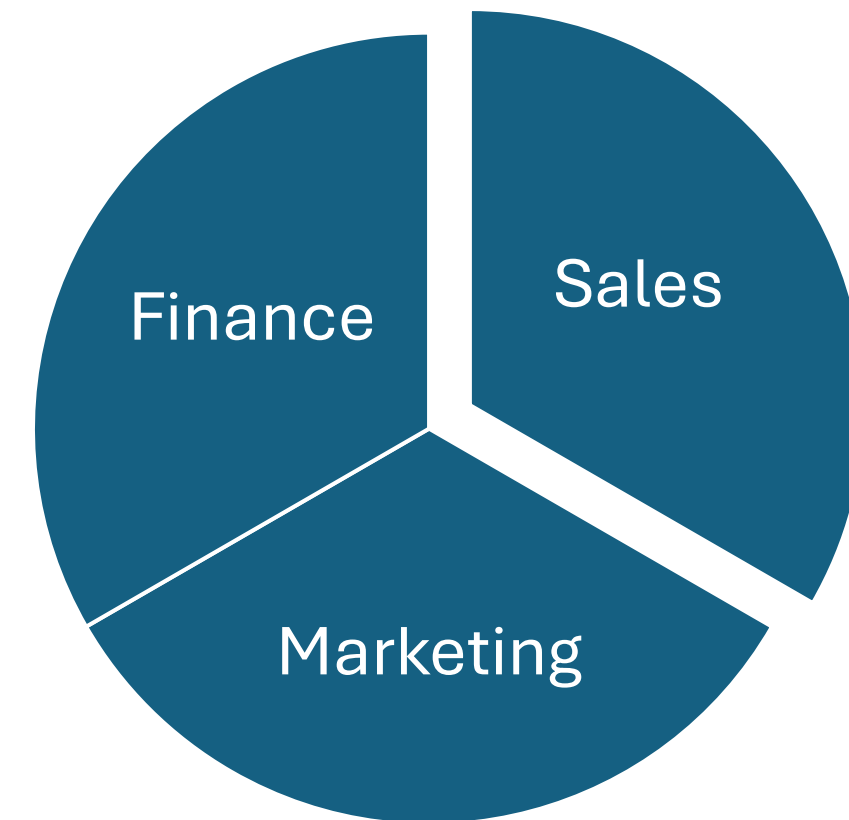
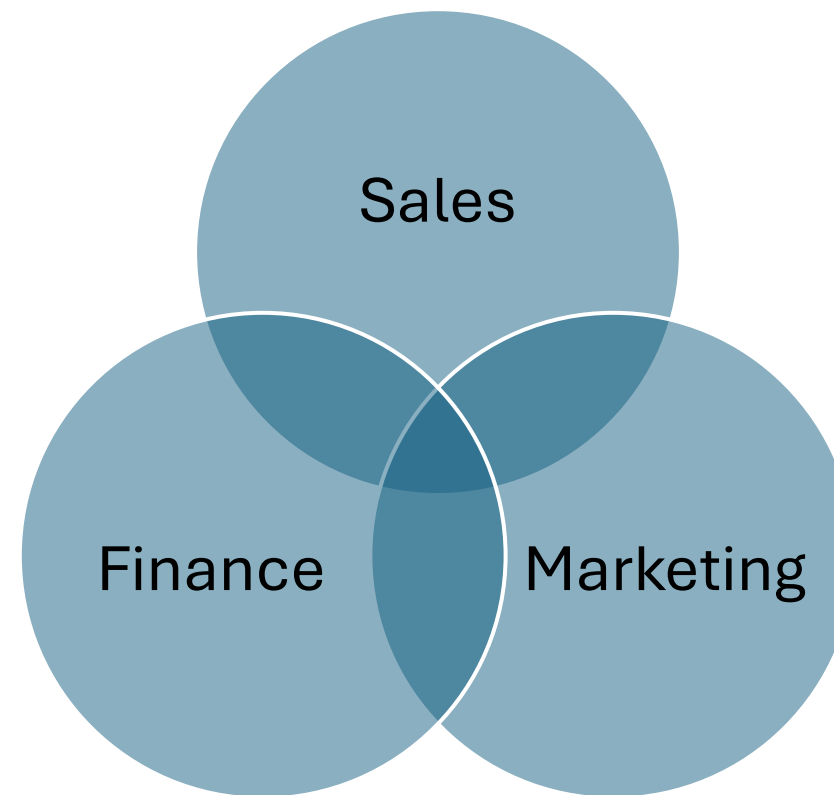
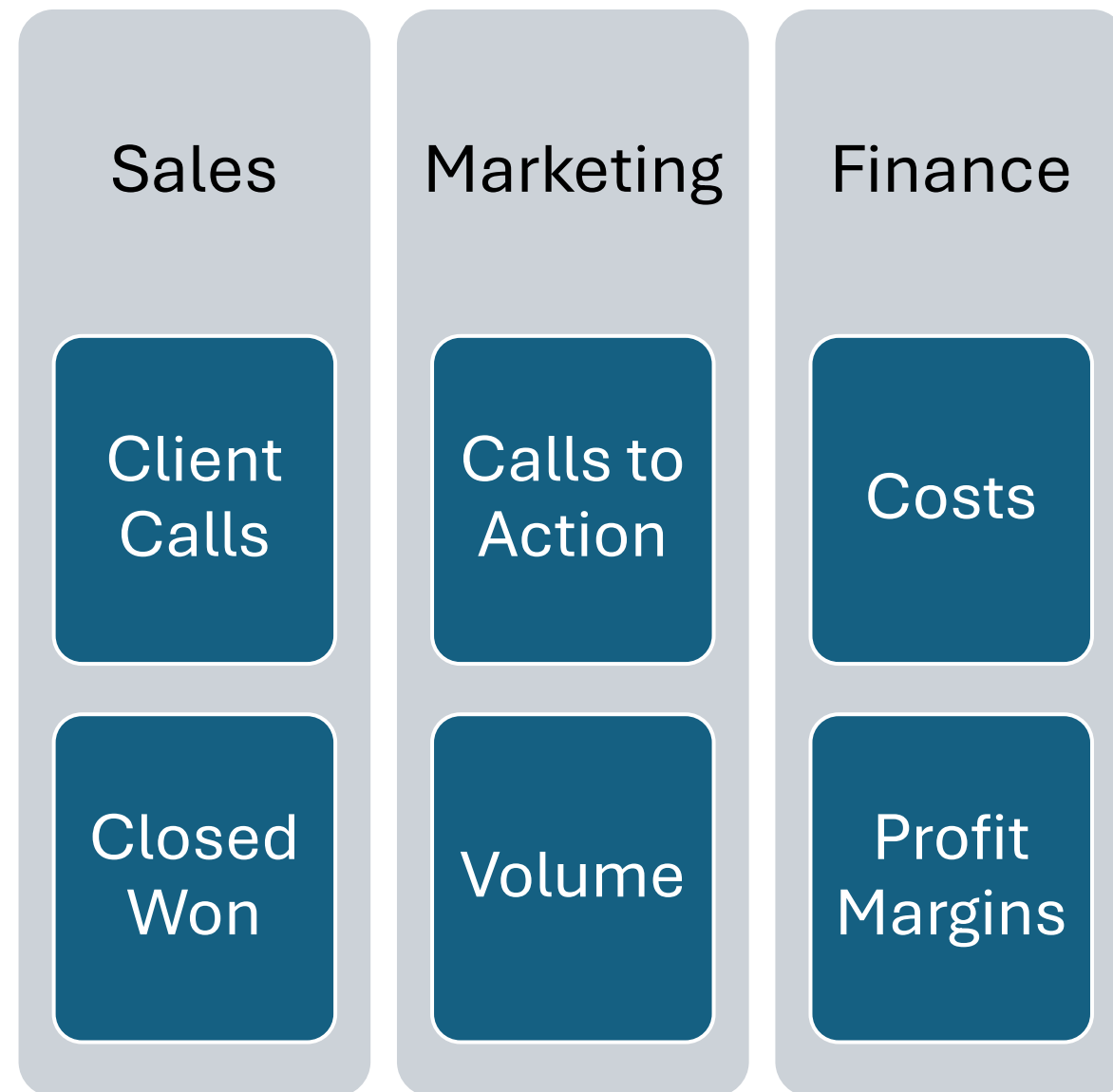
02. How many outsource "marketing" to an agency or fractional consultant? Some? All?

03. How many would say sales & marketing collaborate successfully most or much of time? Not so much?

04. What is the number one challenge heading into 2025 for both sales and marketing at your agency?

LEAD GENERATION

# The Keys: Better Alignment, Better Collaboration





# Mindsets and/or Myths Today to Test



01. Sales vs. Operational Culture

02. All Buyers Buy The Same Way

03. Agreement on “Qualified” Leads

04. “If we only had better content...”

05. CRM Ownership Rules & Protocols

06: Automation & Technology: We Know How

07. Who Settles Disputes?



# What Are The Struggles?

01. Blurred Lines of Responsibility

02. Misaligned Goals & Metrics

03. Poor Collaboration & Handoff

04. Intelligence Sharing & Shaping

05. Recognition & Who Gets Credit



# 6 Effective Ways to Collaborate



01. Consistent Alignment on Goals & Outcomes

02. Co-create Buyer Personas, Events, Editorial Calendars

03. Joint Account Planning

04. Intelligence & Data Sharing

05. Improved Technology Alignment

06. New Ways to Celebrate & Recognize





# Conclusions/Tips for Success

- Everyone “understand” the clients pain points, needs and wants
- Collaboration requires pursuing a higher business purpose
  - What does “winning” look like for a TEAM versus a Unit?
- Reward collaboration and incentivize it
- Collect and act on client feedback about the client/prospect journey
- Agree on a fast ways to settle internal disputes
- Rehearse and practice client conversations



# QUESTIONS OR COMMENTS?

Get in touch & stay in touch via email! LOL

+202-236-4522



[petershafer@rssladvisory.com](mailto:petershafer@rssladvisory.com)



[www.rssladvisory.com](http://www.rssladvisory.com)