



SALES TEAM ACCELERATOR TOOL KIT

betts  recruiting

IS THIS KIT RIGHT FOR YOU AND YOUR COMPANY?

The new Betts Recruiting “Sales Team Accelerator Tool Kit” has been constructed and designed to assist companies who have received venture capital to grow their sales teams quickly and efficiently.

WHAT IS THE SALES TEAM ACCELERATOR TOOL KIT?

The Accelerator Tool Kit is comprised of four modules:

1. Situational Analysis
2. Objective Orientation
3. Game Plan Construction
4. Execution Plan

With these proven processes, Betts Recruiting has shown average hires that start generating revenue within their first three months, as well as an interview to hire ratio of 3 to 1.

Please note that the numbers and scenarios in this kit are only examples. If you would like a fully customized analysis and consultation for your company, please visit www.bettsrecruiting.com or email our team at Accelerate@bettsrecruiting.com.



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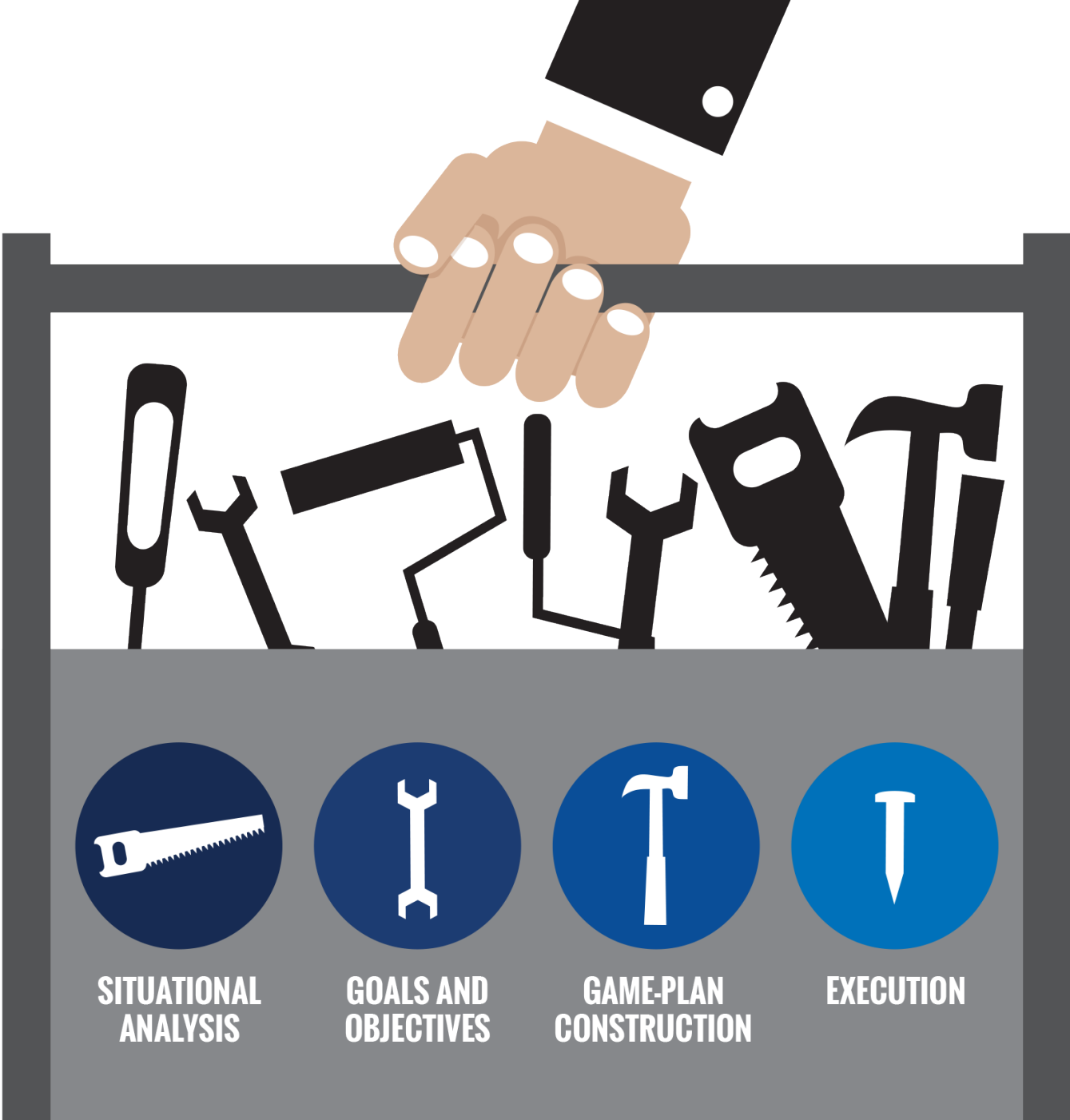


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**SITUATIONAL
ANALYSIS**



**GOALS AND
OBJECTIVES**



**GAME-PLAN
CONSTRUCTION**



EXECUTION

TALENT CAN BE AN ASSET OR A LIABILITY

"Raising funds today is the easy part. It's putting those funds to work that is hard. Talent will be one of your biggest investments and can be your biggest asset or liability. That choice is up to you. It's tempting to fill positions quickly to relieve anxiety but that is a mistake. The quality of your talent is proportional to your likelihood of success so don't take any chances here. Spend the time to hire right and if you don't have the right expertise, look to others for help. But no matter what, do not underestimate the value of hiring right..."

Ashish Raina

Director of Talent at Index Ventures



SITUATIONAL ANALYSIS

CURRENT SALES TEAM OVERVIEW

CURRENT SALES TEAM TRAJECTORY

SWOT ANALYSIS

MARKET ANALYSIS



SITUATIONAL ANALYSIS

MARKET ANALYSIS

SWOT ANALYSIS

CURRENT SALES TEAM TRAJECTORY

CURRENT SALES TEAM OVERVIEW

CURRENT SALES TEAM OVERVIEW

In this introductory section of the Accelerator Tool Kit we'll be exploring how your company is currently assembled.

It's important to fully understand the current state of your company in order to scale organically into an effective sales department.

QUESTIONS TO ASK YOURSELF:

- Does your company currently have a sales arm?
- How does your sales team roll up into the rest of the company?

Knowing the answers to these questions will help you later on in this kit when we discuss who to hire and when.

ORGANIZATIONAL CHART DESIGN

Depending on your product and customer you're marketing to, there are several ways to organize your teams, including:

1. Functionally Based
2. Market Based
3. Product Based
4. Geographically Based
5. Process Based
6. Matrix Based

SITUATIONAL ANALYSIS

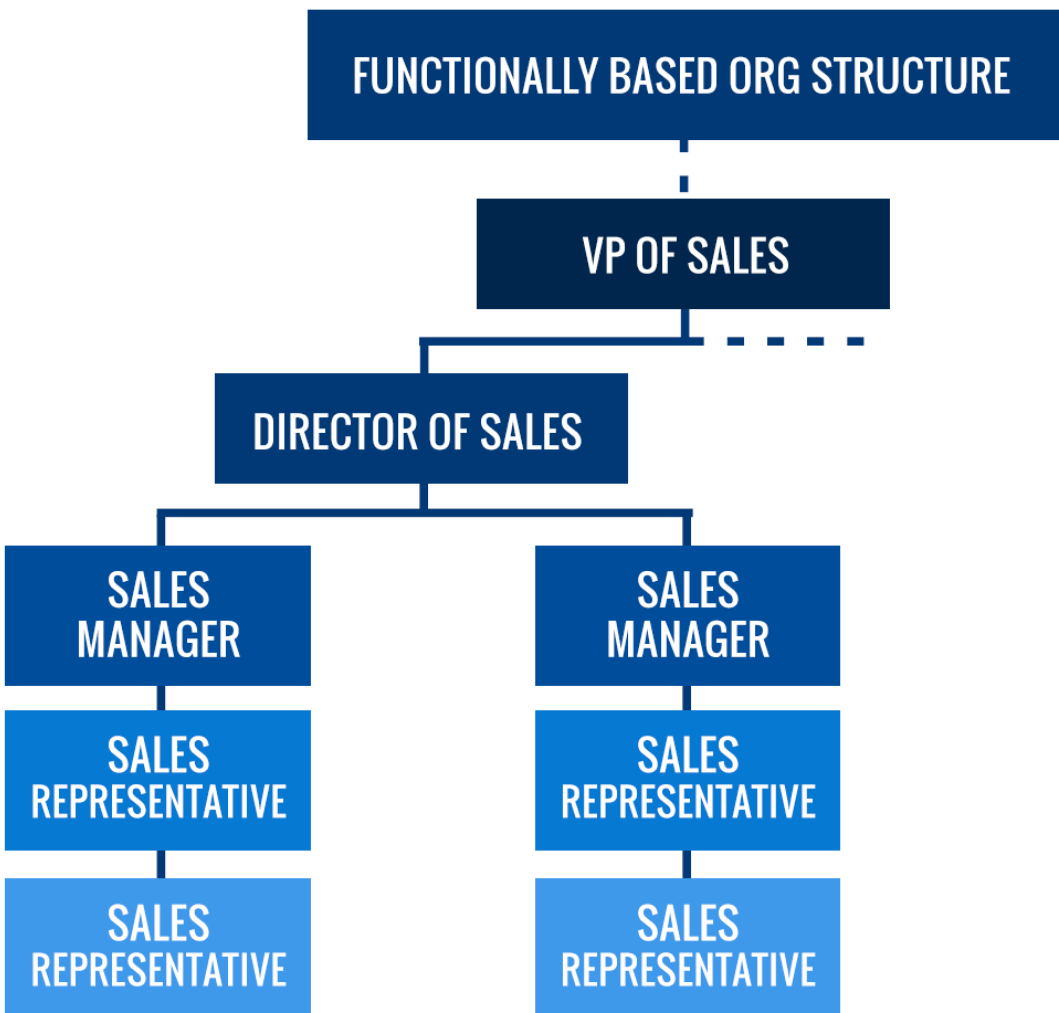
MARKET ANALYSIS

SWOT ANALYSIS

CURRENT SALES TEAM TRAJECTORY

CURRENT SALES TEAM OVERVIEW

For the purposes of this kit, we'll be assuming that you'll be using the standard functionally based organizational chart (example chart below). When first building your sales team, it's typically recommended that you begin with a functional team. Once you've grown to the point that your sales team can be divided into smaller, more focused teams, then you can begin to explore different team structures.



SITUATIONAL ANALYSIS

MARKET ANALYSIS

SWOT ANALYSIS

CURRENT SALES TEAM TRAJECTORY

CURRENT SALES TEAM OVERVIEW

CURRENT SALES TEAM TRAJECTORY

It's important to have clear goals when building out a new sales team.

Take a few minutes to critically answer the two questions below. This will provide you with a north star as you start going through the process of building a new sales team.

For example, *“5 sales representatives with quotas of \$500,000, will give us \$2.5M a year in sales. Our goal is to reach \$5M in sales.”*

What is your sales team's current trajectory?

What are the goals of the new team you'd like to hire?

SITUATIONAL ANALYSIS

MARKET ANALYSIS

SWOT ANALYSIS

CURRENT SALES TEAM TRAJECTORY

CURRENT SALES TEAM OVERVIEW

SWOT ANALYSIS

Conducting a company wide SWOT (Strength, Weakness, Opportunities, Threats) analysis should be done every time your company sets new goals, objectives, or makes critical pivots.

Having a fresh SWOT analysis will allow you to have the insights and ammunition you need when interviewing and winning new sales talent, as well as strategizing with recruiting firms.

If you don't have a current SWOT analysis, take a few moments to complete the SWOT analysis grid on the next page.

SITUATIONAL ANALYSIS

MARKET ANALYSIS

SWOT ANALYSIS

CURRENT SALES TEAM TRAJECTORY

CURRENT SALES TEAM OVERVIEW

	HELPFUL	HARMFUL
INTERNAL ORIGIN	STRENGTHS	WEAKNESSES
EXTERNAL ORIGIN	OPPORTUNITIES	THREATS

Now that you have an updated SWOT analysis and view of where you fit in the market, lets take a look at your company verses your competitors.

SITUATIONAL ANALYSIS

MARKET ANALYSIS

SWOT ANALYSIS

CURRENT SALES TEAM TRAJECTORY

CURRENT SALES TEAM OVERVIEW

MARKET ANALYSIS

HOW ARE YOUR COMPETITORS SCALING THEIR TEAMS?

As a business owner it can sometimes feel like you're operating within a silo. You need to ask yourself tough questions in order to build a successful and scalable business.

- Are you building your team too fast?
- Are you hiring the right roles in the right order?
- Are you paying competitive salaries?
- Do you have experience hiring in that location (US vs Europe)?
- Are you cultivating a healthy company culture?

These are just a few of the many questions you get answers to by working with Betts Recruiting.

You'll also be able to leverage our experience in scaling sales teams with some of the fastest growing, and most innovative companies in the world including Grovo, NewVoiceMedia, Zenreach, Meraki, and Box.

The logo for Grovo, featuring the word "Grovo" in a blue, cursive-style font.The logo for Meraki, featuring the word "meraki" in a grey, lowercase sans-serif font, with a green speech bubble icon containing a white smiley face above the "i".The logo for Box, featuring the word "box" in a blue, lowercase sans-serif font.The logo for New Voice Media, featuring a blue square icon with a white stylized "a" inside, followed by the words "NEW VOICE MEDIA" in a blue, uppercase sans-serif font.The logo for Zenreach, featuring the word "zenreach" in a grey, lowercase sans-serif font.

GOALS **AND** OBJECTIONS

CREATING AND ASSESSING HIRING GOALS

DEFINING LONG-TERM GOALS

DEFINING SHORT-TERM GOALS



GOALS AND OBJECTIONS

DEFINING SHORT-TERM GOALS

DEFINING LONG-TERM GOALS

CREATING AND ASSESSING HIRING GOALS

CREATING AND ASSESSING HIRING GOALS

In this second section of the Accelerator Tool Kit we'll be defining what success means, designing a road map with long-term goals, and setting up shortterm check points along the way to make sure you're on track.



GOALS AND OBJECTIONS

DEFINING SHORT-TERM GOALS

DEFINING LONG-TERM GOALS

CREATING AND ASSESSING HIRING GOALS

DEFINING LONG-TERM GOALS

For our purposes of scaling a sales team, we'll define long-term goals to be six months to a year. Then we'll define our goals into two categories: revenue and growth.

Revenue - Goals set to increase revenue by a certain percentage. For example, *"In six months I would like to have increased revenue by 80%."*

Growth - Goals related to the expansion of the company, through new employees, for instance. For example, *"In one year I would like to have built my sales team to at least 10 entry level sales representatives, five senior level, and one executive."*

If you haven't determined what your company or department's long-term growth goals should be, take a few minutes and define what your revenue and growth goals are in the section below.

Long-term revenue goals:

Long-term growth goals:

GOALS AND OBJECTIONS

DEFINING SHORT-TERM GOALS

DEFINING LONG-TERM GOALS

CREATING AND ASSESSING HIRING GOALS

DEFINING SHORT-TERM GOALS

Now that we've defined what you want your company to achieve in the long-term, we need to figure out how to get you there. There is an easy way of thinking about short-term objectives for accomplishing your company's long-term goals... Make them **S.M.A.R.T!**

Specific: In order for short-term goals to work, your objectives need to be concrete and highly detailed. For example, *"If I want to increase my sales by 30% annually, my department needs to close at least four deals a week with an average deal size of x."*

Measurable: Put a dollar amount or percentage to the objective. Having something measurable will let you know if you've actually accomplished your goal.

Actionable: Be specific about which actions need to be taken by which people, and when they need to be completed. **Realistic:** Make goals challenging enough that you'll be able to actually reach them, but not so impossible that your limited resources can't actually achieve them.

Time specific: Set daily, weekly and/or monthly goals to keep things on track.

Now that you've defined your long-term goals, take a few minutes and think about what milestones you'll have to reach in order to get to those goals in the section on the next page:

GOALS **AND** OBJECTIONS

DEFINING SHORT-TERM GOALS

DEFINING LONG-TERM GOALS

CREATING AND ASSESSING HIRING GOALS

DEFINING SHORT-TERM GOALS (CONTINUED)

Short-term revenue goals:

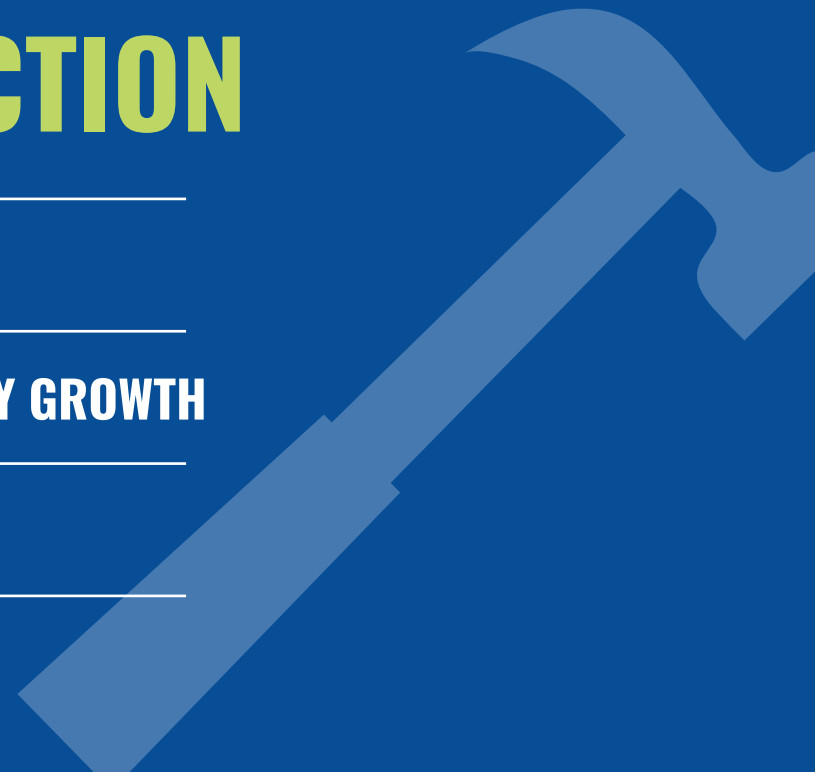
Short-term growth goals:

GAME-PLAN CONSTRUCTION

DEFINE INTERNAL HIRING PROCESS

DEFINE URGENCY RELATED TO SHORT-TERM COMPANY GROWTH

SCALING BEST PRACTICES



GAME-PLAN CONSTRUCTION

SCALING BEST PRACTICES

DEFINE URGENCY RELATED TO SHORT-TERM COMPANY GROWTH

DEFINE INTERNAL HIRING PROCESS

DEFINE INTERNAL HIRING PROCESS

One of the processes that a Betts Recruiting Business Development Manager can assist you with is comparing your process to the rest of the industry.

Below you'll see a typical hiring process. While processes may vary by company depending on the position, seniority and company culture, using this model is a good place to start.



GAME-PLAN CONSTRUCTION

SCALING BEST PRACTICES

DEFINE URGENCY RELATED TO SHORT-TERM COMPANY GROWTH

DEFINE INTERNAL HIRING PROCESS

Company Needs: Define what you're looking for in this role. It's important to be specific and honest with yourself when assessing what you're looking for.

Source Job Seekers: In this step you're casting a large net to pull in as many qualified people as possible.

Vetting: This step can be difficult without the extra hands of a recruiter, but is priceless when it comes to saving the valuable time of a hiring manager. Phone interviews are sometimes included in the vetting process.

Phone Interview: You can tell a lot about a person by speaking with them. You can also ask them questions related to culture fit and work life balance to save time down the road.

On Site Interview (1st Round): This interview is typically held with the hiring manager. You're making assessments on whether the person can accomplish the job and if they will fit in with the team.

On Site Interview (2nd Round): In this stage a candidate will typically meet the team and in some cases the hiring manager's boss.

Offer: The offer letter is the last step from the hiring manager. The most important thing to remember in this step is that people might be interviewing at several companies and you don't want to miss out on an awesome candidate because you forgot to send the offer letter.

Hire: Once your candidate has accepted your job offer, typically you'll want them to start within the next month. If it's outside of a month, they might not have the excitement about the job you're looking for.

GAME-PLAN CONSTRUCTION

DEFINE INTERNAL HIRING PROCESS

DEFINE URGENCY RELATED TO SHORT-TERM COMPANY GROWTH

SCALING BEST PRACTICES

DEFINE URGENCY RELATED TO SHORT-TERM GROWTH

Depending on the current size of your company, you might have different priorities when building out your sales team.

You might have a new product which needs a small sales team to validate product assumptions, or you might have just received venture funding and would like to hire a VP of Sales to build out an international sales team.

To determine the next step in your hiring process, ask yourself...

What do you believe the most important or first hire should be?



If you are building out a sales team in a country where you aren't headquartered, it's always advised that you work with an international recruiting firm such as Betts Recruiting. Using an international recruiting firm will allow you to both move quickly to secure top talent, and have an inside track to the wants and needs of the local market.

GAME-PLAN CONSTRUCTION

SCALING BEST PRACTICES

DEFINE URGENCY RELATED TO SHORT-TERM COMPANY GROWTH

DEFINE INTERNAL HIRING PROCESS

SCALING BEST PRACTICES

Having worked with hundreds of companies and hiring managers to build out their sales teams, we've been able to define sales team scaling best practices. While these are generalities and every company is different, the chart below should give you an idea of who should be hired, and when.

SALES TEAM SIZE	JOB TITLES	WHO TO LOOK FOR	COMPENSATION	SALES REVENUE
2-3 sales people	Sales Development Representative (SDR)	When looking to build out your first sales team, start small. These people are typically young, hungry, and driven.	Salary, Commission	Less than \$1M
Sales Leader plus 3-15 Sales Representatives	Sales Manager, Sales Development Representative (SDR), Account Executive (AE)	It's time to hire your first sales manager. You'll want a manager with about one to two years of managerial experience from a larger company.	Salary, Commission, (Monthly or Quarterly) Bonuses	\$1M to \$10M
Senior Sales Leader, Sales Managers, plus 25+ Sales Representatives	VP of Sales, Segmented Sales Managers, Sales Development Representative (SDR), Account Executive (AE)	You're going to want to hire your first VP of Sales. This person should be able to manage multiple sales managers and/or directors. You'll want someone who has a track record of success when it comes to managing large teams and scaling sales teams at other companies.	Salary, Equity, Commission, Bonuses	\$10M+

EXECUTION

TIMELINE CONSTRUCTION

KICKOFF MEETING



EXECUTION

KICKOFF MEETING

TIMELINE CONSTRUCTION

TIMELINE CONSTRUCTION

At this stage of the Accelerator Tool Kit you've already decided both long-term and short-term hiring goals. On this final step, we'll give ourselves a timeline for game plan execution. Given the chart below, take a few moments and complete the questions.

JOB TITLE	BETTS RECRUITING'S AVERAGE TIME TO HIRE
Sales Development Representatives	10 days
Account Executive	2 weeks
VP of Sales	8-10 Weeks

Note: Using internal resources can take significantly longer.

When do you think your first hire will be?

When do you think you'll achieve your long-term goals?

KICKOFF MEETING

When you work with Betts Recruiting you'll have a specialized Recruiting Team along with a dedicated Account Manager on your side. The first step in this partnership is a "Kickoff Meeting." Typically this consists of a summary of all of the earlier modules in the Accelerator Tool Kit and an introduction to the team of recruiters that will be conducting your specialized search.

Your recruiters are your voice and company advocates when they speak with potential candidates, so it's important to "sell" your company and get them excited. This way, they can be sure to present your company accurately to candidates.

At Betts Recruiting, we've found that hiring managers who are the most engaged with their recruiters are able to find better talent, faster.

THE END

Thank you for reading and good luck in your hiring!

At Betts Recruiting we partner with the fastest growing and most innovative tech startups in the United States and Europe. We personally match all of our candidates and specialize in recruiting for revenue generating roles such as: Sales, Marketing, Customer Success, and Business Development.

If you're interested in working with Betts Recruiting on scaling your sales team please visit www.bettsrecruiting.com or email Accelerate@bettsrecruiting.com

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