

A CHECKLIST FOR SCALING FROM SMBS TO THE ENTERPRISE

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Hire a salesforce capable of the
Committee or Consensus Sale

Build your Ideal Customer Profiles

Figure out why and how your offering is
uniquely positioned to solve the problems
of your ICP

Figure out your target accounts

Build an ABM capability

Hire the BDRs and SDRs in sales to work
in partnership with the field marketers

Build the tech stack

Pricing and Packaging

Content, Case Studies and Thought
Leadership

PR, analysts, article placement

Any work you do understand customers, generating interest, changing positioning etc, will be a waste if you don't have **a great team in sales** who can manage the deals, **understand the needs of a complex group of buyers**, take a sale through a standardised sales model and, eventually, close the deal. There are many different models for sales organisations and of course, if you have a smaller org, you don't need anything complicated. But I'd suggest it's necessary to **have at least 1-2 people who can pick up some of those early [Glennigarry leads](#), and really prove out your model.**

Hire a salesforce capable of the Committee or Consensus Sale

Selling to SMBs you might have had a very simple ICP – perhaps you just needed to convince an end-user, possibly a team-leader. Very simple, and singular. But **to sell to the Enterprise, you'll inevitably be marketing yourselves to a wider group of more senior folk**. NB: You can't and mustn't forget about the end-users: most enterprise sales follow the pincer model – you need to appeal to both end-users and the more senior people. But you can't ignore the latter anymore. So, **who is your key senior decision maker**? Heads of IT? Head of Finance? C-level execs? VP of Operations? Figure this and then make sure you know everything about their world – their concerns, their pain, their pressures. And then, in the next stage, you need to make the link between their world, and your offering...

Build your Ideal Customer Profiles

This is one of the hardest bits. As I say, you've had success selling your product to a more junior buyer at an SMB. But that doesn't mean that the "VP of Operations" (or whoever this persona is) understands what you offer and why she should care. **That VP has a world of problems that she's trying to resolve right now** and unless (a) you've figured out which of those problems your offering addresses, and (b) why your offering is the best solution to that problem – you'll never get her interested enough to talk to you, however many marketing dollars you throw at your campaigns. This takes **research, talking to those people, a deep, deep understanding of the true value offered by your product**, and the skill to link the two. Never underestimate the difficulty of this challenge.

Figure out why and how your offering is uniquely positioned to solve the problems of your ICP

Work out the organisations **most likely to buy**. Depending on the size/scale of your org, this might be 10 accounts, 100 accounts, 1,000 accounts or more. But you need data about (a) **technographics**, (b) **firmographics**, (c) ideally, **history** of interest in your market, to build out a set of target accounts. A “Quick win” here – if you’ve already had some success selling to larger orgs, just not nearly enough then target these warm accounts first. If “Bank of America” have bought \$1,000 of software from you, then that’s an “in”, that should increase the likelihood of them appearing in your account list.

Figure out your target accounts

Specifically, you need **field marketers** working in **partnership** with your sales teams, who understand how to run 1:1, 1:few and programmatic campaigns to targeted accounts. Unfortunately, this isn't a cheap skillset. But there are an enormous number of resources on what you're looking for (e.g. [Forrester](#)), so you can start there.

Build an Account-Based Marketing capability

I can't emphasise enough how important the partnership is between sales and marketing. If there's **mis-alignment**, disagreement, if you're going after different accounts, don't agree on strategy and so on – then **you'll fail**. The core of great collaboration is working together on the same goals – hiring BDRs and SDRs in sales or marketing to work directly with your field marketers is key.

Hire the BDRs and SDRs in sales to work in partnership with the field marketers

You need a **decent CRM** (likely [Salesforce](#)...), a world-class marketing automation platform (such as [Marketo](#)) as a starting point. On top of that, there are two essential ingredients to a successful Enterprise GTM – a great sales prospecting tool (like [Salesloft](#) – very highly recommended) and a “buyer intent” platform. I like [6Sense](#) for though [Bombora](#) is another contender here. Both of these are necessary for success – the first because, when you’re prospecting into larger orgs (with orchestrated plays, worked out in conjunction with marketing), there will be a very complex set of interactions between you and an array of people at the target org. You can’t manage all this by hand with multiple accounts, you need some level of orchestration. For the latter – “**Buyer intent**” (specifically – finding companies that are looking for solutions like yours before they’ve come to you) is a key tactic for targeting your effort. When you know that a given company is looking for solutions like yours, you can use the platform to spend on advertising targeted directly at them (rather than mass advertising which misses the target in 99% of cases).

Build the tech stack

You need a pricing and packaging structure that **matches how enterprise orgs want to buy**. Too cheap, they won't even look at you. Too expensive – well, unless you're already the market leader, again, why would they look at you? But there's more to do than this – the model for P&P is also crucial. Annual contracts? Monthly? Per-user, pre-transaction, or some other model? The primary goal here is to **not** make your pricing model a talking point for sales. If a customer is questioning your model and **finding it confusing**, you've created a barrier. There are some great third-party companies that can help with this work, we've had great success with [ProfitWell](#) for example.

Companies like to **choose the winner** in a given market, particularly if they're new to that market. What can you do if you're not the de facto market leader right now? Write incredible content about the market, the problems (your customers have), and how they should solve them. This insight comes from deep understanding of the market but needs to be translated into great articles (**there's no point knowing things and not telling everyone!**). You also need **case studies from existing customers**. Of course, there's an issue here – if you've never sold to an Enterprise, how can you write a case study for one!? You need to bootstrap this process – start with a well-respected medium size org on your books, perhaps a well-known name. Start there, then build up as you get more and more clients..

Content, Case Studies and Thought Leadership

How do prospects know that you, specifically, **are the winning vendor in the market**? They read press, they read articles, they go to their analyst. You need to be in front of all of these, and that's all based on the thought leadership work you've done previously.

PR, analysts, article placement

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