

An aerial photograph of a city skyline at sunrise. A tall, modern skyscraper with a blue facade is the central focus, with the sun rising directly behind it, creating a strong lens flare and illuminating the sky with soft, golden light. Other buildings of varying heights are visible in the background, and the city's layout is seen from above.

>absolvo>

*Where the next great  
stories are born*

**Scale-Up Decoded – leaving behind random revenue**

Budapest, 10 September 2019

# SCALEUP - Change your mindset

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Some Revenue to Validate



>1m € Annual Revenue

Bootstrapping



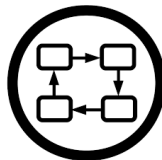
Budget for Tools & Support

Founder(s) = Sales (and all else)



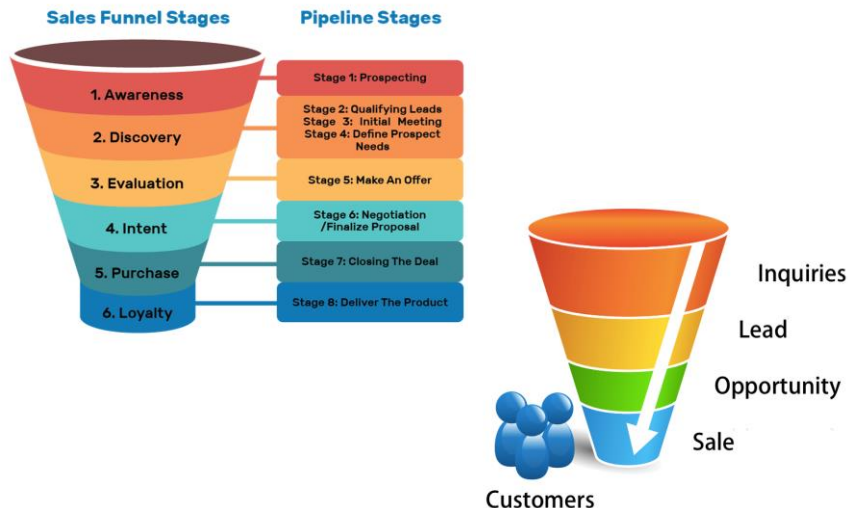
Enabling dedicated sales staff

Manual & Tailored



Standardized & Automated

# DEVELOP YOUR FUNNEL



## 3 Common Challenges:

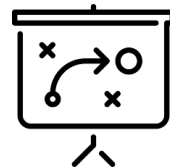
1. Who will buy next?
  - a. B2B (& B2C)
  - b. Industries / Roles / Personas
2. How can I contact & engage them?
  - a. Inbound
  - b. Outbound
3. How can I convert to sales?
  - a. Sales Teams
  - b. Partnerships

# 1. FINDING MY NEXT BUYERS

## 1 Solution Fit - who needs my product / service?

- What pain points can we resolve?
- What extra benefits can we offer?
- Which ones are true USP?

HOW: Business Model Canvas / Analyse Previous Results / LinkedIn / Job Adverts



## 2 Buying Cycle - roles & functions?

- People are buying, not businesses
- Who is involved and what role do they play? (research, sponsor, decision maker)
- Timelines - Corporate Buying can take year(s)

HOW: Interview Existing Customers / Speak to Ex-Employees in Target Businesses



## 3 Understand how decisions are made

- B2B does not mean rational decision making!
- Personal objectives (promotions, large teams & budgets, risk)
- Develop messages that capture the emotions & satisfy the mind

HOW: Message Matrix (Excel is fine) / Find proof points / Behavioural Science



# 1. FINDING MY NEXT BUYERS

ANALYSE YOUR DATA  
BUT don't trust them blindly



KEEP YOUR EYES OPEN  
You might bump into new target groups!



FOCUS!!

2-3 segments/markets can be handled efficiently at the same time



## 2. LESLIE'S COMPASS

MARKETING

SALES

cheap

PRICE

expensive

many customers

MARKET SIZE

a few clients

simple

PRODUCT COMPLEXITY

complex

high

FIT & FINISH

low

B2C

CUSTOMERS

B2B

single transaction

RELATIONSHIP

long lifetime

low

TOUCH

high

## 2. HOW CAN I CONTACT / ENGAGE THEM?

### MARKETING

### SALES

- The product is bought
- The main goal is to raise interest, demand.
- Main channels, tools:
  - Advertising
  - Content marketing
  - PR, branding
- Sales' job is to serve marketing.
- Distribution, indirect selling also belongs here – that is why you need to control your own marketing!

- The product is sold
- The main goal is conversion!
- Marketing serves and supports sales with the following
  - Lead-qualification
  - Marketing material
  - Content (blog, social media, newsletter)
- Sales' job is to convert, to close deals!

## 2. INBOUND STRATEGY

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### WHY INBOUND?

- Better Conversion Rates
- Highly Scalable
- Suitable for Testing

### CONTENT STRATEGY

- 3 Types of Content
- All Channels
- New Formats
- Easy Process

### PRACTICAL ADVICE

- Your people know best
- Be patient
- Leave your comfort zone
- Track results & adapt



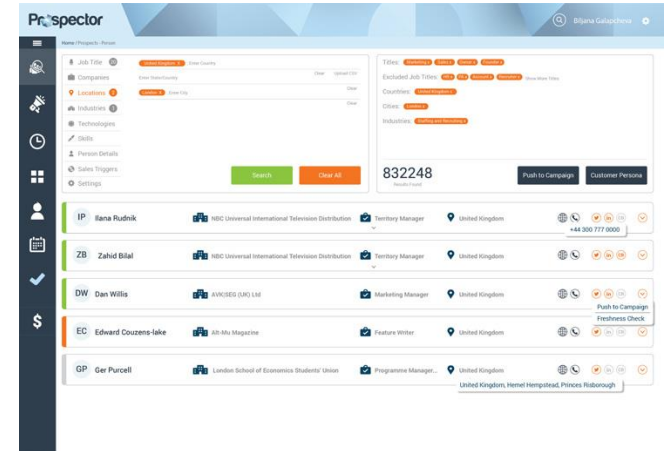
## 2. OUTBOUND STRATEGY

Outbound:

- Cold calling is not dead
- The key is omnichannel
- Know and define your metrics (at every stage of the funnel)



Cognism 



### 3. GETTING PARTNERSHIPS RIGHT

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#### THE RIGHT FIT

- Selling your product should help them grow their existing business (symbiosis)
- Your partners should be experienced in working with a scaleup
- And they should already have qualified leads

#### THE RIGHT BUSINESS MODEL

- Partner - Customer Facing // You - Product Champions
- Build packaged propositions & offerings
- Incentivise your champion

#### THE RIGHT RELATIONSHIP

- Dedicated people, start working on leads right away
- Joint go-to-market activities (events, content, x-selling)
- Regular face-to-face meetings on a working level
- Setting targets and follow through
- Focus, focus, focus



# 3. BUILDING AN EFFECTIVE SALES TEAM

- HIRE SALESPeOPLE
- AUTOMATE – some tasks are too expensive to be done by humans
- STANDARDISE – make sure sales is in line with your strategy and what once worked is not forgotten
- CHECK THE NUMBERS – do not judge what people are doing, but what they achieve!

## THIS WILL COST MONEY

- Salesperson: 8-15 000 EUR / month
- min. 100-150 K EUR / year plus bonus
- a good salesguy earns more than the CEO!!!

SALES PROCESS									
Stages/tasks	Research the client/qualification	Awareness, first contact	Second contact	Technical call/meeting?	Demo? Test period?	Proposal/offer	Follow-up, negotiations	Closing	Evaluation, feedback
Description (incl. Methodology)	Sources of information: LinkedIn, company website, etc.	outbound (sales): cold call, e-mail, telesales, lead generation later: inbound (marketing)	agenda: how much time, topics to be covered, etc. sometimes it happens during the first call if you reach the right person at the right time	definition of technical requirements, details; (skype demo or personal demo is very different)		based on the requirements, a technical and business proposal is prepared	several rounds, an individual strategy needs to be developed tailor-made to the client and the decision-maker; decision-maker vs who owns the budget	leading the follow-up process to a decision-making point, either by reacting all the objections or "leaving the client alone" for a while	regular questionnaires, meetings with key accounts
Necessary toolkit	database qualification questions	qualification questions, cold call script, cold e-mail template, "hook" message	content: USP's, messages, testimonials, references format: company and product presentation, etc.	detailed questions for specification (e.g. present technology used)		pricing, offer template	FU scripts, e-mails, calls; in the long run: content marketing (newsletters, references, case studies)	emotional and rational messages, client objections, prospect's decision-making structure and process	key account questionnaire, upsell opportunities/products
Who is doing it?									
Output	validation of customer pain/value; contact person data	qualification: interested or not	input for offer; context for pricing	specification, RFQ		offer	deeper understanding of customer request, refined proposals, price adjustments	clients feedback/decision: yes/no/not now	Client feedback, referrals, upsell
Client feedback, next step	next step: reach out!	if interested: second contact; if not now: put into database; if not interested: forget	if still interested: technical call; if not: database					if yes: contract, if not: database (then remarketing, retargeting, etc.)	
Metrics	3x3 (3 points to discuss in the first 3 minutes)	number of dials per day (average sales person up to 52 calls a day); call-to-conversation (min. 9%)	qualified leads (below 50% leads or the target group is wrong)	number of offers sent (not all qualified leads request an offer); another type of benchmark: lead-to-opportunity rate (12%)			FU within 24 hours (just to check whether they received it, this is what they needed, need any more info); an average 6-9 FU rounds are necessary to close a deal	closing rate (if you are the first vendor to reach a C-level decision-maker and set the decision-making environment, you have 74% closing ratio!!!)	number of signed contracts

# MEET THE SPEAKERS



## Jörn Roegler – Senior international marketing specialist

- Jörn is a marketing expert specialised in the design and implementation of contact strategies, customer journeys and campaign plans that will optimise your marketing ROI. Having extensive experience in building and growing marketing strategies in B2C & B2B industries in Germany, UK and France, he is supporting our Clients and other CEE-based startups in their efforts to gain more visibility on their target markets.
- Jörn is currently an interim marketing manager for a leading loyalty provider due to his 15+ years of experience in this special area.
- He is a Cambridge MBA graduate and has worked previously on topics like Customer Loyalty, Product & Brand Management and Global CRM strategies for companies like Regus, British Telecom, Homeserve (UK), Accenture or Domeo (France) and GE Compunet (Germany) and he is also a partner in an international Marketing, CRM & Data Analytics agency based in London.



## Iván Gyurácz Németh – Partner, International business development

- As Head of the Internationalisation and Business Development Department of Absolvo, Iván's key areas of expertise are strategic and international marketing, with a strong focus on the internationalisation of companies. He advises companies in developing their go-to-market strategies on a daily basis and takes part in the actual implementation in a hands-on manner.
- He is a Board Member of the Hungarian Foreign Trade Association. Iván is also an experienced trainer, regularly holding presentations both in Hungarian and in English and a lecturer of international marketing at the Metropolitan University's Strategic Marketing Executive MBA course.

# THANK YOU FOR YOUR ATTENTION!

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