BDR Documentation

BDR Qualification (SQLs)

SQL Example Questions

Need

Understanding what prospect is looking for and WHY?

Tell me more about…

1. What solutions are you looking for?
2. What problems/pain points are you trying to solve?
3. What features are a priority for you and **why**?
4. What are your top priorities in a solution?
5. What made you interested in Revver?
6. What motivated you to search for a solution now?
7. How long has the problem been going on?
8. **Why are you looking for a solution now? What brought you to us?**
9. What has prevented the problem from being solved in the past?
10. What other solutions are you evaluating?

I am curious… (outbound oriented)

11. Do you have problems with [insert some pain points] like some of our other clients?
12. Does your current solution solve these problems as well as you would like?
13. If you're not currently searching for a solution, why not?
14. Why did you choose that particular solution?
15. What impact would it have if you could manage these problems more effectively?
16. What has prevented the problem from being solved in the past?

Authority

Have a clear idea of the prospect's involvement in the evaluation process

Help me better understand…

1. How is decision-making carried out in the company?
2. Who has the final say in these kinds of purchasing decisions?
3. How have decisions like this been made in the past?
4. How do you take part in each decision your team/company makes?
5. Who else, other than you, of course, will be involved in the buying decision?
6. Could you describe the purchasing process you will be using to make this decision?
7. Are you the only one responsible for the buying decision or is someone else?

Timeline (Inbound)

1. What period of time have you set aside to find the product/services?
2. How much of a priority is finding this solution, or are there other problems that need to be solved urgently?
3. Do you have the ability to implement this product as soon as possible?
4. What is the deadline for making a decision?
5. When do you want to make a decision and begin implementing a solution?

SQL Scorecard

SQL Scorecard

<table>
<tr><td>Qualification Criteria</td><td>Meaning</td><td>What We’re Looking For</td></tr>
<tr><td>Path to Authority</td><td>Is the person joining the first sales call on the buying committee? (RACI chart)
For outbound, did your discussion qualify the contact would either:
Reasonably be on the buying committee (i.e. have they purchased software in their org before, is their internal role/ function - not just title - at a level that would indicate this)
OR have influence to the potential buying committee and can reasonably generate interest to a decision maker</td><td>Qualification: did the BDR “dig in” to understand and validate (vs. “information gathering”)
Capture: did the BDR accurately capture the discussion had with the prospect in their SQL information</td></tr>
<tr><td>Need</td><td>Is there pain/ needs/ goals that align to our product offering? (organization, findability, collaboration, security & governance, automation)

Is their primary need in this category? (for example, if their main need is lowest pricing, the BDR will want to identify one of the areas of need in their conversation that is compelling enough to warrant a further conversation to qualify)</td><td>Qualification + primary need understanding
Capture</td></tr>
</table>

Timeline to Evaluate	Are they currently in an evaluation? If so, what is their timeframe to begin the evaluation in earnest (vs. simply “starting to research”) *Outbound does not require timeline to evaluate, but best practice should capture if their need is a priority to solve within the year	• Qualification • Capture

Additional SQL Approval Questions

1. Should the BDR still schedule with the AE if a qualification conversation occurred, but criteria is murky? (For example, when asked the timeline to evaluate, the prospect was cagey about defining or specifying.)

- Yes! In the case that the criteria is in a “gray area” or BDR was unable to capture 1 out of 3 areas, set the appointment.

In this scenario, we will be reviewing:

- Did the BDR have a discussion with the prospect in this area and ask good qualifying questions?
- Did the BDR prepare the AE with this information and accurately capture the discussion?
- Did the AE conversation with the prospect in this area align with the information from the BDR? (For example, if BDR was unable to capture timeline and the AE determined they did not have a timeline, the SQL may be marked unqualified)

2. What happens if the information captured by the BDR was correct and they asked qualifying questions, but the prospect responses changed on the call with the AE? (For example, BDR confirmed they are on the buying committee, but AE discussion showed there is no path)

- Yes, this would be an SQL as long as we can confirm capture & qualification was completed.

SQL Process Guide

SQL Process

Sales - Qualified indicates a lead that has been vetted and qualified by a BDR, who has determined it is ready for handoff to an AE.

BDR requirements for SQL approval:

- Authority
- Need/ Pain
- Timeframe to Evaluate

The required fields will show at the top of the lead record when you're ready to move to this stage.
***Note: fields from the event and lead information will automatically populate if they are completed.*

Please make sure to review ALL fields before moving to Sales - Qualified.

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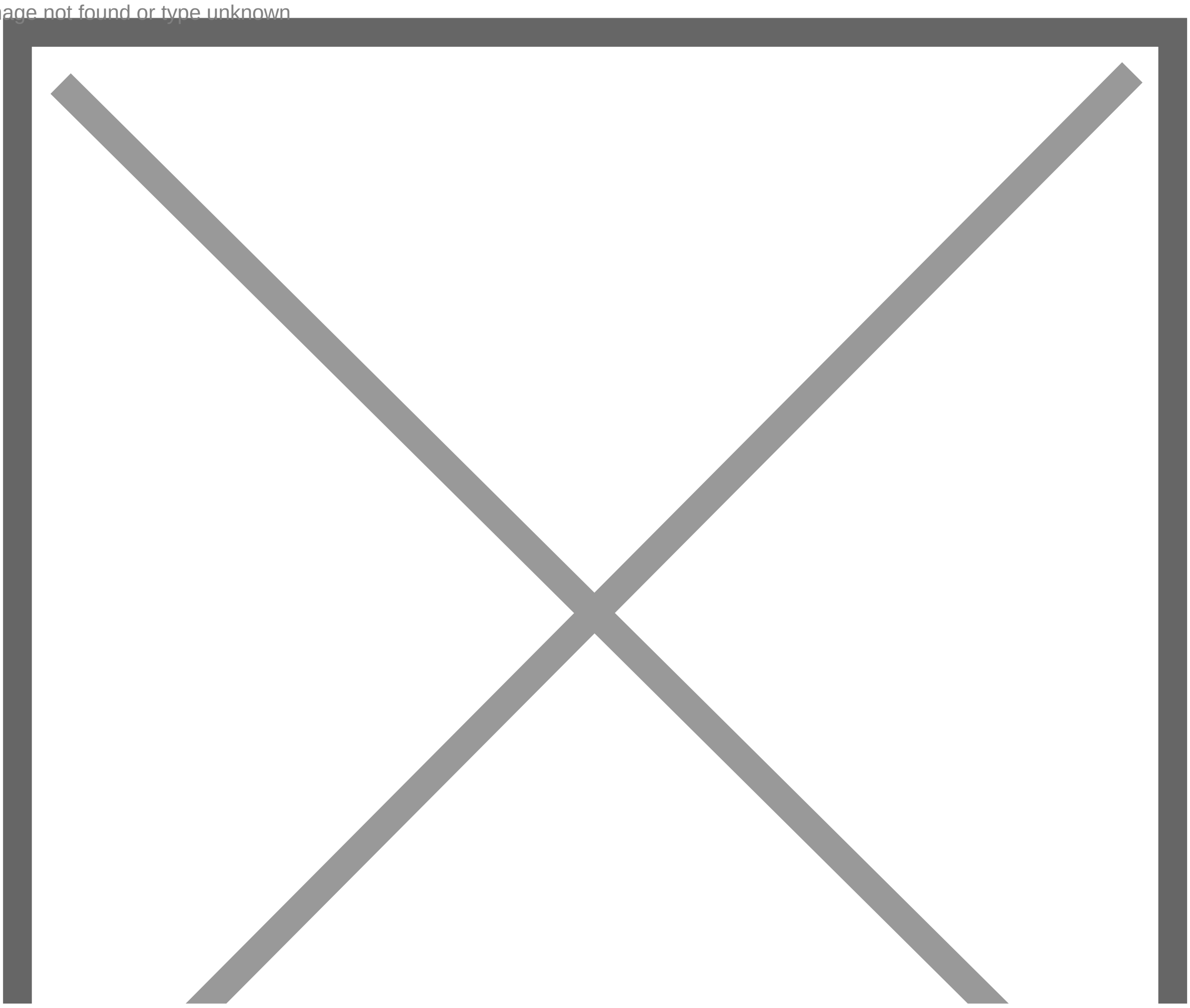

Authority to Evaluate

It’s essential to understand, to the best of our knowledge, where this contact sits within an evaluation or potential evaluation.

When you ask if they’re in an evaluation, follow up by asking their responsibilities within that. You may also want to reference the customer buying process chart here.

The picklist is basic RACI chart values (for more details, refer to this article). Those values are:

- **Responsible**: this is the person/ group who is completing the tasks within an evaluation. Typically they’re in charge of ensuring their part of the project gets completed as a deliverable.
    - Example: manager or contributor who has been tasked with researching solutions by their leader.
- **Accountable**: this is the person who owns the evaluation project, ensuring that it gets completed and involves the right individuals internally and externally.
    -

Example: head of HR who is spearheading evaluating a system for her team. Their goal is driving retention, and this individual has defined their needs to improve this.

- **Consulted**: these are stakeholders who need to sign off on the final decision and key aspects of the evaluation. Typically these are higher-level individuals and may be the economic buyer, or may be other leaders who the solution would impact.
  - Example: a CIO whose primary concern with a new solution is how it will ensure compliance & security, but did not set the primary requirements for feature/ functionality needs.
- **Informed**: stakeholders who need to be informed within an evaluation, but don't have decision-making power.
  - Example: a technical lead who needs to be informed about new technologies coming into their ecosystem.

***Note: the most common selections are likely to be "responsible" or "accountable" on a typical inbound lead, but may have more variation for outbound.*

Authority - Notes

This should only include additional details about the path to authority. For example, if the lead has mentioned other individuals who will need to be included on future calls, or they defined their role in the project with detail you'd like the AE to have.

Buyer Discovery Stage

This is an optional field (not required for SQL approval) but can be super valuable in a first sales call.

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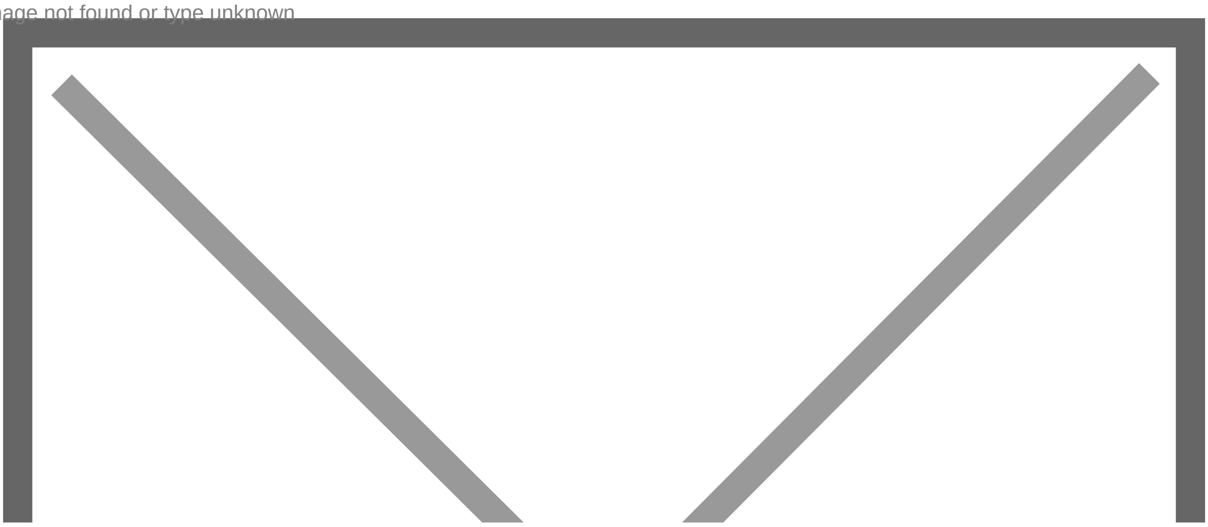

- **Awareness**: they have a pain point or are aware of their need, but have not taken steps yet to look at solutions.
- **Research**: investigation - they are reviewing the technologies out there and gathering information on what they might be looking for. Early stage prior to a formal evaluation, or an evaluation has yet to be discussed.
- **Evaluating Alternatives**: they are in an evaluation, and are comparing the solutions they believe fit their needs best. This may happen later on in the project after connecting with potential vendors, or at the stage they have narrowed down the vendors they would like to review.
- **Selection**: they are in the process of making a decision for their vendor of choice. Late in an evaluation, but they may have stalled in their selection and there is opportunity to jump in.

Estimated Timeframe to Evaluate

***For inbound leads, the timeframe to evaluate must be within 9 months. For outbound leads, this is not required. If a timeline is too far out, the AE will pass the lead back to the BDR to reach out in the future!*

Don’t panic that this is a calendar asking for a specific date! What we’re looking for here is an understanding of when the lead is intending to do an evaluation for software solutions.

- “We’re just looking at vendors and gathering information” - you might ask if there is a deadline they have for the project, or if they have a particular timeframe to start seeing demos from vendors.

- For the “I don’t know” answers, make a recommendation. “Usually people are hoping to start the process within 1-3 months of contacting vendors. Does that sound reasonable?”

Best practices:

- If they say “about 3 months” just choose 3 months from today or the 1st of the month.
- It’s always a good idea to explain why this is important for them. (“We can work within your timeframe. So that we can match your expectations, I want to make sure the AE has an estimation for working with your team.”)

Primary (& Secondary) Needs

After a qualification conversation, you’ll want to identify the lead’s main need/ pain under our 5 categories. For more information, reference the discovery workshop deck from SKO (slide 35) and our differentiators document.

Examples of needs under each category:

- **Organization**: running out of physical space to store documents, wants a true “directory” view structure, the amount of documents that need to be managed is vast
  - May be “going paperless” BUT you will need to validate the root cause of this need
- **Findability**: documents need to be found quickly by a variety of individuals, issues finding the right information at the right time, documents need to be accounted for at different steps of their processes
- **Collaboration**: handoff happens often, individuals need to request files, stakeholders need consistent access to documents/ processes
- **Automation**: need to automate the sending and processing of reports, need to share/ copy documents for stakeholders, need to gather and route documents from clients
-

Security & Governance: strict regulations regarding document retention, need to remain in compliance for funding, security priorities due to the nature of their business, detailed records need to be kept for compliance

A secondary need is not required but is great information to lead the conversation. If a secondary need was mentioned but you weren't able to dig in, capture it in the notes and the AE will validate in their call.

Needs - Notes

Please only include notes that are directly related to the prospect's needs, pains, and goals.
It is no longer necessary to copy/ paste the notes template into this field. If this is your method of taking notes, you will want to add those into Chatter!

For example: "automation appears to be the most important, they spoke about how much time their claims process can take just due to copying the same documents over again"

- Needs are NOT: "the software was recommended to them"

Current DMS

This is specifically referring to the document management software currently in place in their organization, not vendors they are evaluating. (That can be captured in Chatter as well)

Note that this list has not yet been updated!

SQL Info At-A-Glance

After an SQL is handed off to AE, the SQL required fields will show at the top right of the lead record. This is for quick reference before and during a first sales call.

This information will also be retained on the opportunity on conversion for future reference.

Lead Management

Lead Processes, Lead Status, Lead Scoring

Lead Scoring (Lead Grading) 101

Lead Scoring

The main objective of lead scoring is to help the Sales team prioritize leads that are showing higher buying intent signals. Focus on the right accounts. Rebuild your funnel.

This is accomplished by a combination of a Lead Grade and a Lead Behavioral Score:

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Lead Grade is comprised of criteria that qualifies someone within our main ICPs. This are a list of that criteria:

- Location (United States & Canada)
- Primary Industry
- Job Function/Department
- Management Level

- Employee Size Band/Employee Count

The more information we gather on the lead, based on form fills and ZoomInfo enrichment, the higher the grade becomes. An A letter grade means that this person meets all the criteria to score high as someone in our ICP. A C or D means we either don’t have enough information on the lead OR they don’t meet our ICP qualifications.

This does not mean we should ignore them, especially if they have raised their hand for a demo request. In the long term, lead scoring may help us identify new ICPs.

Lead Behavioral Score is a numerical score that the lead receives based on some sort of engagement with marketing initiatives. These come in the form of:

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Workflows in place to account for any discovery requests, in the way of a form fill or from review sites. These leads will be <u>directly pushed to the BDR team</u>, no matter the lead grade.

Combining the two components, we get to this matrix:

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Workflows are in place to assure that any lead that falls into the purple area is routed to the BDRs. Any that fall in the white area will stay assigned to the Integration Marketo user in SFDC.

Why do this? To allow the sales team visibility into other leads that may not meet that MQL threshold. This will allow them to see what’s available and if they plan to pursue, an approval process will be in place to get the lead reassigned to the BDR/AE that requested to work the lead.

How to make Lead Scoring work for you?

1. Create a Lead Queue list view of all your leads based on utm_term= discovery-request
   a. This will show you the leads assigned to you that have raised their hand to learn more. These should be contacted first.
   b. All Discovery Request landing pages created in Marketo will have ChiliPiper, so direct booking will also take effect on leads from those pages if they select a time.
2. Create another Lead Queue list view of all your leads, sort by Lead Grade, and remove all leads that have utm_term=discovery-request (as those fall into the view you just created above)
   a.

Make sure your list view contains the following fields: Lead Grade, Lead Behavioral Score, Lead Source, utm_source, utm_content, Employee Size Band, or any other fields that are beneficial to you. These will allow you to see at glance what leads you should go after first.

What Lead Scoring is not:

- Lead Scoring does not only show you leads that are ready to buy today
- Lead Scoring is not a stand-alone marketing process; it is a sales and marketing effort
- Lead Scoring does not mean to cherry-pick hot leads and ignore the rest
- Lead Scoring does not sort your leads for you

Things to Note:
February 27 – Lead Scoring algorithm was launched
As of today, March 7, 2023, we are still looking at the data and optimizing the lead scoring model. We are working together to make sure our leads are being scored appropriately.

Revver Lead Scoring

Lead Scoring/ Lead Grade

What Is Lead Scoring?

Lead scoring is a grade assigned by marketing that indicates which leads are ready for sales to work, and at what level of priority. This is typically based on an algorithm of multiple attributes across the lead's activity/ intent and how closely they match our ICPs.

Our Lead Scoring

Our lead scoring model looks at demographic/ firmographic details, as well as activity/ behavior.

It’s important to note that our demographic/ firmographic details rely on the information provided to us by the lead and Zoominfo data enrichment. This is never perfect, so *please make sure you are researching the lead and recycling/ rejecting it when appropriate*!

Demographic/ Firmographic

- Firmographic refers to the lead’s company details such as industry, employee count, and location
- Demographic refers to the lead’s contact details such as job function/ department and management level

The letter grade A-D indicates the combined demographic & firmographic data, A being the highest match to ICP and D being the lowest.

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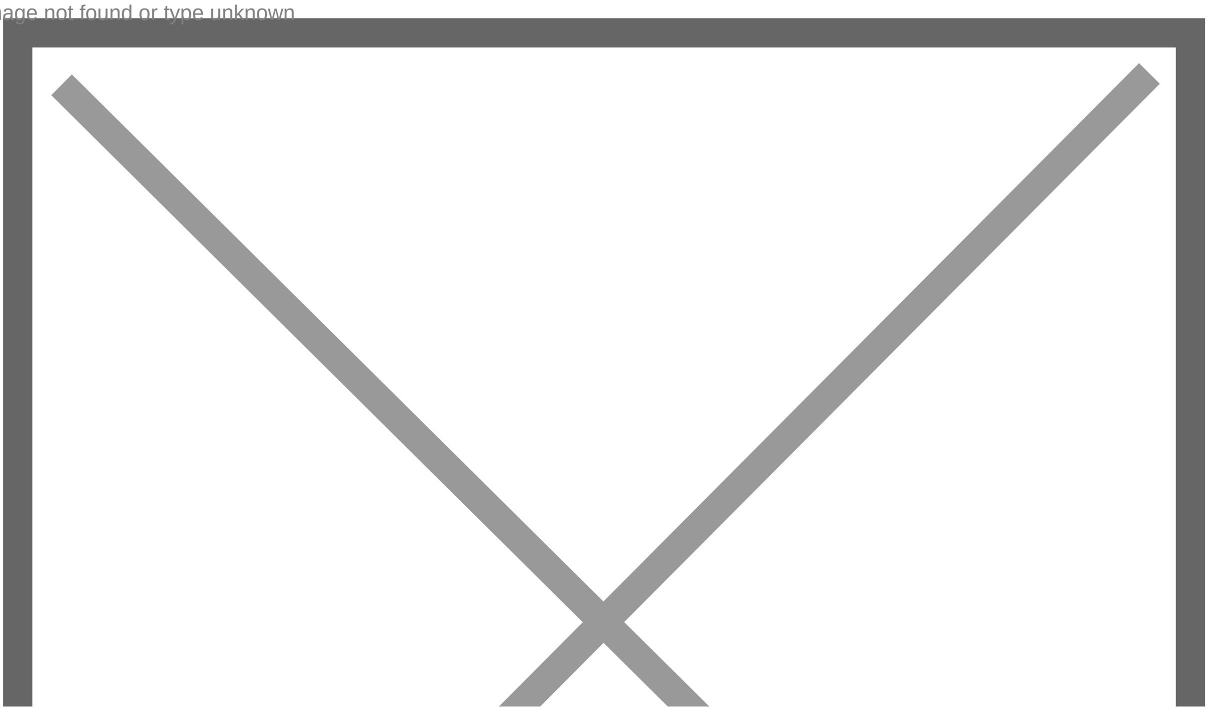

Activity

Activity scores take into account the lead’s interactions, from website visits, downloads, and direct requests. In our scoring model, a “hand raise” will almost always score high enough to reach a marketing qualified stage.

The number grade 1-4 indicates the combined activity/ behavior score of the lead, 1 being the most activity and 4 being little/ no activity with us.

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High Lead Score Threshold

High Lead Score Values:
A1-A4 // B1-B3 // C1

Any lead below this threshold will be considered a low lead score, that has not yet been qualified by marketing as ready for sales to work.

**Because of updated lead scoring, all marketing qualified leads will be routed to BDR. We’ve accounted for specific verticals such as business accounting who typically have smaller company sizes to ensure they come through to BDRs.

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Lead Status Change With Scoring

When a lead comes into SFDC with a low lead grade, the lead status will stay in “Open - Not Contacted” and will not route to BDR in the round robin.

When a lead has a high lead grade, the lead status will automatically update to “Marketing - Qualified” status and route to BDR in the RR queue.

The rest of our typically lead status automation & BDR status changes will remain the same from phase 1. For example, “Marketing - Qualified” will automatically update to “Sales - Contacting” when activity occurs.

Prioritizing Leads

Top priority is new Marketing - Qualified leads. Use this view (called My New Marketing Qualified Leads) to see MQLs currently in your name. You can sort by lead grade to prioritize speed to lead for the highest scoring leads.

- Your goal is to clear out this lead view first before moving onto other sources! This list will clear out when you sequence leads as they will move to Sales - Contacting automatically.

Finally, be sure to manage your leads by updating them to a recycled/ rejected stage if needed. This allows us to refine the lead scoring algorithm!

Lead Status Guide

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Lead Process Update - Guide

This guide is for the first phase of updates on the Salesforce lead record, and is subject to change as additional updates are made.

Lead Flow Overview

Lead Status Values

With this update, we have expanded the lead lifecycle stages/ lead status values for improved visibility into the path a lead takes after coming into Salesforce.

On the lead record, you'll see "Guidance for Success" with an explanation of each lead status! Make sure to reference this as you're getting used to new lead values.

Open - Not Contacted

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What it is: either an outbound self-sourced lead without activity, or a marketing created lead that has not yet reached the threshold for sales to work.

***As of this update on 2/15, lead scoring is not yet in place. All new leads will be in this status until this is changed.*

Why this status: this is our new “holding” status so to speak. Instead of “new”, we wanted to be clear that the lead has not yet been contacted.

Action: none, this will occur on lead creation

Marketing - Qualified

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***NOTE: lead scoring is not yet live, so this will not be relevant until that new process is in place.*

What it is: the lead is ready to be worked by the sales team. It has reached the criteria from marketing as a high intent/ high priority inbound lead.

Why this status: differentiating “open - not contacted” from “marketing - qualified” provides more visibility on leads ready to be worked, and allows reps to prioritize.

Actions: none, this is an automated process

Sales - Contacting

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What it is: once a rep sequences a lead in Outreach, the lead will automatically be moved to this status.

Why this status: provides insight into speed to lead, removed manual step of moving into “prospecting”, and more accurately reflects actions taken by sales on a lead.

Actions: sequence to Outreach to get a lead to this stage, and the stage will update automatically. Note that there is a delay between Outreach & Salesforce with stage changes.

Engaged

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What it is: triggered by Outreach, engaged indicates a prospect response or conversation has taken place.

Why this status: this helps us ensure leads are not dropping off after a response, leads are accurately pushed into a recycling or rejected status when that is the outcome, and we can understand the leads that engage with us even if we can’t get them to a meeting.

Actions: this will occur automatically when a prospect responds or a call is dispositioned as a connect. However, if a lead responds and it doesn’t match the email/ phone number, you may need to update the stage manually.

Sales - Qualified

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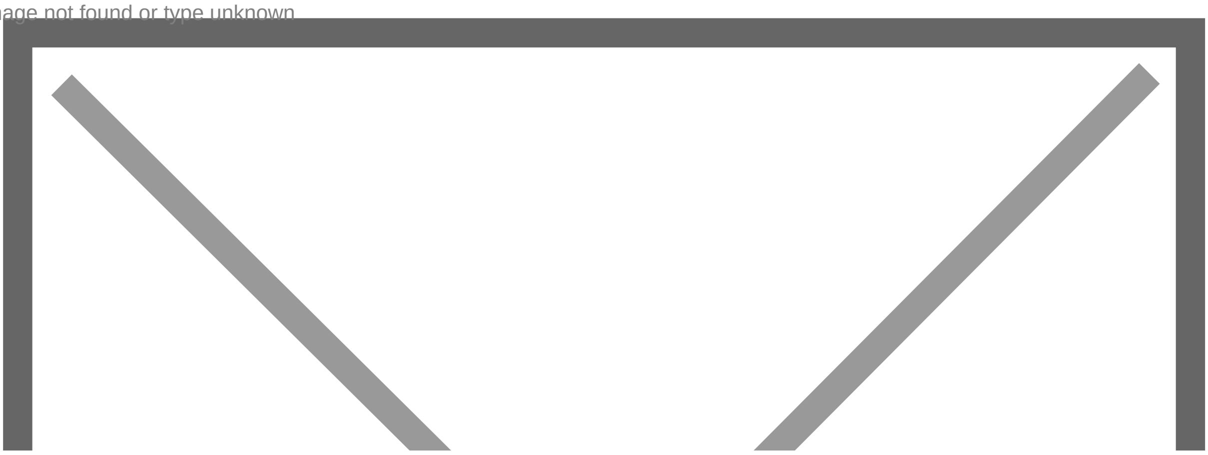

***SQL process details can be found under “SQL Process” in this guide.*

What it is: this is the stage where a BDR is indicating they have qualified the lead and set a meeting with the AE. You will need to complete the required fields before moving the lead to this stage.

Why this status: alignment to our BDR qualification process, and improved tracking of leads handed off by BDR. ***Note: the lead record is now the source of truth for SQLs/ sets rather than the event*

Actions: complete the requirements for sales qualified on the lead record. Some fields will be populated automatically - you will want to review ALL fields to ensure they are correct. AEs will be able to reference these details during their first sales call.

- When this is completed, the assigned AE will automatically become the lead owner.

Recycling (+ Sub-Reasons)

***Please make sure to update ALL of your leads that have not converted or are actively communicating with you to recycling (or rejected) when you are finished reaching out!*

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***Note: if the lead has been moved to the AE's name and is then recycled, the lead owner will automatically move back to the BDR.*

What it is: a lead that is not ready now, but could be in the future. This may be an outcome from a prospect conversation, or on initial lead review if more information is needed to contact.

Why this status: differentiating recycling (not now) vs rejected (never) will help improve re-engage as well as our view of leads routed to sales.

Recycling - No Response
What it is: a lead that never engaged with us during our outreach to them.
Actions: automatically triggered by an Outreach completed sequence with no response by the prospect, or moved by a rep.

Recycling - Timeline Too Far Out
What it is: a lead that has indicated to us that their timeline to evaluate is over 9 months in the case of inbound, or has indicated they have an undefined future timeframe and would like to be contacted at a later date.
**This sub-reason will be essential for re-engage and marketing nurture, so please be mindful of selecting this reason!
Actions: manually moved by a rep following a prospect conversation.

Recycling - Incomplete Data
What it is: a lead that has minimal data such as company name. phone number, or email address, but may be enriched in the future to become a viable lead.

Actions: manually moved by a rep after lead review.

Rejected (+ Sub-Reasons)

What it is: a lead that is not viable to be worked, either due to the nature of the contact or the data we have. Please ensure you are thoroughly researching the lead and attempting to populate with correct data first.

Why this status: this helps us assess the quality of leads and removes our "not ever" leads from re-engage searches.

No Use Case
What it is: either from contacting the lead, or from lead review and research, there is no relevant use case for us (i.e. the lead is an individual looking for a car dealership)
Actions: manually moved on lead review/ contact.

Bad Data
What it is: the data on the lead is fundamentally incorrect or data has not been populated correctly and can't be updated by the rep on research.
Actions: manually moved on lead review/ contact.

Unsubscribed
What it is: prospect has unsubscribed from all email communications, and should not be contacted to remain in compliance.
Actions: automatically moved from Outreach automation when a lead unsubscribes, or manually moved by a rep.

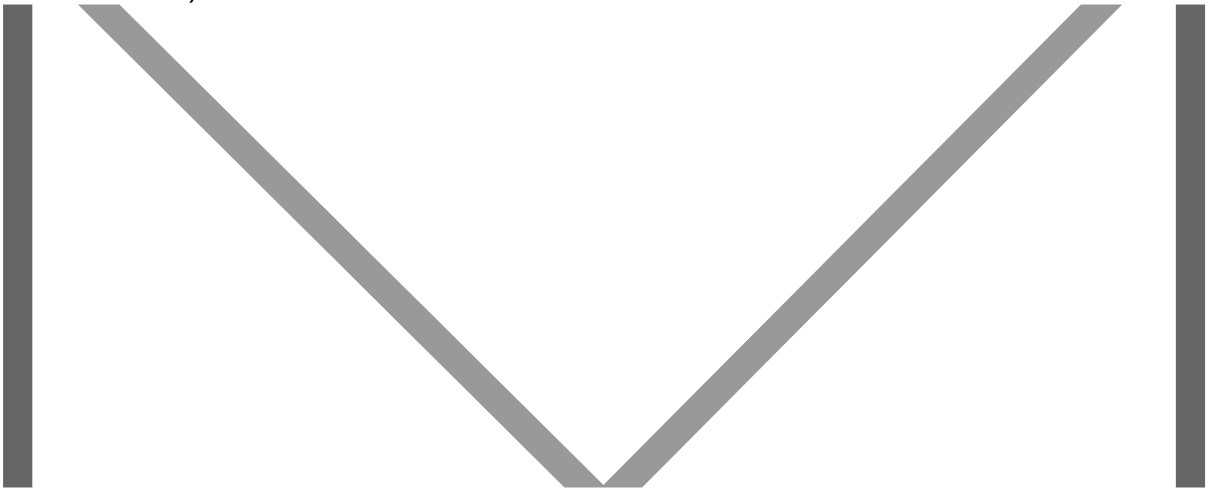
Other
What it is: this should only be selected when other values don't apply. If there are recurring "other" categories, we will want to consider adding another value.
Actions: manually moved by the rep.

Converted

What it is: a lead converted to an opportunity
Why this status: converting the lead directly to an opportunity allows us to understand which leads have created pipeline.

Actions: manually moved by the AE (or other relevant lead owners such as CAE).

To convert the lead, you will need to choose an **SQL Outcome** before going to convert. That can be input in the field (shown in 2 areas):



SQL Outcome:

- **Qualified**: meeting was held and the AE determined that it was qualified by the BDR correctly prior to handoff
- **Timeline Too Far Out**: the meeting was held and the AE identified that their timeline to evaluate was over 9 months and this was not identified correctly prior to handoff
    - If there was a change between BDR qualification and the AE meeting, and the BDR did correctly capture their timeline, the AE may choose “Qualified” and then move to “Recycling - Timeline Too Far Out”
- **Unqualified - No Authority**: the meeting was held and the AE identified that there is no path to authority. For example,
- **Unqualified - No Need**:
- **No Show/ Rescheduled**:

***Note: the SQL outcome is separate from the lead status. If you are not converting the lead, you will need to move the lead to a recycling or rejected stage to move it back to BDR for the lead to be worked in re-engage and clear the lead from your name.*

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The fields needed for conversion have been simplified as well. The details from the lead, specifically SQL fields, will populate on the opportunity after being converted.

Lead Routing & Ownership

Inbound Routing

All inbound leads are scored and routed to the inbound BDR team through a round robin. This includes all leads in both the growth and strategic segments, and in all HQ locations.

Outbound Routing

Outbound BDRs work out of their territory (currently East & West U.S.)

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Routing Updates & Round Robin

All new leads that are 1. from an inbound lead source and 2. have reached a high enough lead grade will route to an inbound BDR in our SF round robin queue.

Exceptions for RR:

- Chat
- Software Advice
- Direct booking

These have their own RR/ routing process and will still be distributed evenly. For example, if you see a direct book you won't have to worry about it being routed to a different BDR when the lead is created in SFDC.

Lead Ownership Approvals ("Request Ownership")

When you need a lead to be moved into your name, you'll need to request ownership of the lead. This is to ensure leads are accurately distributed, and you can review your own past leads for pitch miss/ re-engage without another rep mistakenly reaching out.

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After clicking “Request Ownership”, you’ll be taken to the lead approval screen flow. Here you can select the correct person to move the lead to (yourself or another rep), as well as add notes for the reason they need ownership.

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The record will be locked when an approval is pending.

Lead owner will change when approved (whichever user you’ve chosen in the lead approval screen flow).

Power Hour

What is a power hour?

Each week we'll be carving out an hour to focus on pipeline building! This is to keep us focused on continued pipeline growth, and come together as a revenue team to work through objections, challenges, and celebrate wins. Everyone is welcome to participate!

Note: power hour is focused on cold outbound calls only!

The goal of power hour is quality conversations with prospects, scheduled first sales calls, and completing enough call volume to turn into responses. (Plus prizes and bragging rights for the best performance to these goals!)

Getting Started

Join the #power-hour slack channel

- Post your questions, wins, and chat with the team during the hour
- Announcements for winners, and the details of future power hours

Brush up on your cold calls & qualification skills

- Reference the [SQL Scorecard]
- Reference the [SQL Example Questions]
- Review the [Cold Prospect Conversations Deck]
- Review the [Quality Prospect Conversations Guide]

Get your call list ready

Queue up a call list before power hour starts so you can hit the ground running. Use ZoomInfo or Apollo.io to generate a list, create a task view for your calls in Outreach (you can create a saved smart view for power hour in Outreach - [here's how!])

If you're completely stumped, ask in the #power-hour slack channel and we'll help you out!

Let's Go! During the Power Hour

Don't forget to join the Zoom meeting if you're remote! We want to see everyone making their calls together, and come off mute to celebrate when you get an appointment set.

Set an appointment

1. **Find the right AE to book with**: use the Territory Maps to determine which AE this should be set with (remember that this is based on HQ and total # of company employees!)

2. **Schedule the meeting**:

- For BDRs: complete your typical Chili Piper booking
- For everyone else: use the AE's calendar for availability, then post to the #power-hour slack channel so the BDRs can finish with the correct meeting invite

3. **Complete notes and qualification details**: use the SQL Process Guide for details on this!

- Find the lead in SFDC
- Fill out all the fields under "Required for Sales - Qualified" as well as any notes you have
- Move the lead status to "Sales - Qualified"

Set yourself up to follow up with the prospect

You can use any sequence you deem appropriate for the lead you've just called, or use the Power Hour Outreach sequence so you can send an email after you finish power hour.

- For the rest of the team, feel free to send this follow up email and then hand off to a BDR to continue reaching out

Check your progress

Check out this Power Hour Dashboard to see where you're at - and where you stack up against the team!