



Improving the Efficiency and Results of an SDR Team

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Abstract

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<p>A Sales Development Representative's (SDR) job is to find new customers and identify selling opportunities based on their needs, and to create value for the prospective customers around relevant commercial offerings, after which they will schedule a meeting for qualified prospects with an Account Executive who finishes the sales cycle. The objective of this product-based thesis is to provide a guide for the SDRs at Vaadin to discuss and provide possible improvements to the quality and efficiency of their work, which should enhance their overall results. The work of SDRs consists of many aspects, such as outreach through email, phone calling and LinkedIn, as well as scheduling their workdays and having the right mentality, each one of which can be broken down into subsections.</p> <p>The topic for the thesis was chosen after a year of experience at the commissioning company, when the author realized that the overall quality and efficiency of the SDRs work, and their results, lacked consistency. Therefore, the author wanted to create a guide that would help the team improve their performance.</p> <p>The theoretical framework of the thesis comprises of the research conducted by the author to gain a better understanding of background around the role of sales and SDRs, and how the team could improve the quality of the different aspects of their work. This includes different forms of outreach, timing and scheduling their work by utilizing time blocking, and developing the mental toughness required to deal with the rollercoaster of a sales role.</p> <p>The empirical part of the thesis discusses the process of creating the SDR Guide as the product of this thesis. The section discusses the starting point of the thesis, the project plan and structure, as well as the evaluation of the final outcome.</p> <p>The final chapter of the thesis, discussion, includes the author's evaluation of the thesis process, suggestions for future development and presents the author's personal learning experience over the course of writing the thesis.</p> <p>This thesis project was started in the spring of 2023, but most of the work was conducted between October and November of 2023 and finalized in late November of 2023. The guide which is the product of the thesis should help the SDRs improve their overall efficiency, quality of work, and performance.</p>
Key words Sales Development Representative (SDR), Prospecting, Time blocking, B2B, Mental toughness

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1 Introduction

In this thesis the author will be focusing on how the efficiency and work quality of the Vaadin Sales Development Representative (SDR) team can be improved to provide better results more consistently. The thesis will outline the different aspects of the job, such as work scheduling, emails, phone calls and LinkedIn outreach. The emphasis will be on how each aspect could be refined to increase the quality of the SDRs work and their results on a consistent basis. These tools can be used by both current and future SDR's to help guide them in their work.

The author will also highlight the attitude and confidence needed to deal with the rollercoaster of a sales job. There are important mental aspects to be considered if one wishes to succeed in sales. The thesis will explore how a salesperson can maintain a good level of confidence and positivity, even when things are not going as smoothly as one would hope.

1.1 Background for the Thesis

After working at the commissioning company for a year and three months, the author noticed a lack of consistent results by the Sales Development Representative team. The work of an SDR is measured by the number of activities completed and meetings booked. There are considerable changes in the number of both measures respectively across different weeks and months, and between employees. After having weekly meetings with the Chief Revenue Officer of the company, who is also in charge of the sales team, it was clear that an overall improvement in the consistency of the team was needed. It was decided that the author would explore how the team could improve on the quality of their work and number of activities completed to increase the number of meetings booked. However, to start the thesis the author will study the general field of sales to highlight important aspects of the industry that can help the team succeed. After this, the author will focus on how the Sales Development Representatives can improve their skills with tools such as email, phone calling and LinkedIn. The author will also discuss how the SDRs can schedule their work and time their activities to be as efficient as possible. Finally, the author will discuss how important having the right mentality and enough mental toughness is in the world of sales, and how this can help improve the work of Sales Development Representatives.

1.2 Presenting the company

The commissioning company for this thesis, Vaadin Inc., is an open-source web application development company. The company makes developing and modernizing Java-based applications easier and faster by providing two open-source frameworks, Flow and Hilla. The main office of Vaadin is located in Turku, Finland, and there is an additional office in Berlin, Germany. In addition, the

company has employees across the United States, as well as in other parts of the world. In total the company has around 110 employees. The main target of this thesis, the SDR group, is divided into three regions, DACH, America and Global. At the time of writing there are three SDR's in the Global region, two in the DACH region and one in the American region. In addition, there are five Account Executives in the Global region, three in the DACH region and two in the American region. The sales team is led by the CRO, and the Sales Development Representative team is headed by a team leader.

The Sales Development Representatives are responsible for being the first point of contact for most prospects. They are expected to reach out to prospects to learn about their interest in and plans with Vaadin. They should also find out if the prospect is a qualified lead for commercial offerings. If a lead is qualified, the SDR should set up a meeting with an Account Executive, and a Solution Architect as needed.

1.3 Thesis objectives and scope

This thesis has been divided into two different objectives. The original idea started with exploring how the quality of the SDR team's work could be improved to help provide better and more consistent results. The work will be divided into different types of activities to see how each should be done. To start, however, the author will be exploring the sales industry and important aspects such as creating relationships with customer, creating value for the customers and different useful sales strategies.

Additionally, it was realized that a job like that of an SDR comes with different mental and psychological aspects that should be explored. If an SDR is not feeling confident and positive, the results will reflect this. So, the author will study how an SDR can take care of their mental health and stay confident even when things are not working out as hoped.

It is important to note that Vaadin operates in the Business-to-Business world. In large part their customers are large enterprises, but there are some occasions where smaller companies and even individual developers end up purchasing licensing and services.

Main goal:

The main goal of the thesis is to create a guide for the Sales Development Representative team. The purpose of the guide is to break down the work into different areas and provide useful tools and tips to help the SDRs succeed. In addition, the guide will discuss the mental aspect of the job and how SDRs can develop their mental toughness to deal with the pressure of sales.

Sub goals:

- Research and provide background information on sales.
- Explain what Business-to-Business (B2B) Sales are.
- Explain the role of a Sales Development Representative (SDR)
- Study and explain what makes an SDR efficient and successful.
- Explore how SDRs can support sales beyond setting up meetings?
- Research how sales emails should be written and used to provide useful tips for SDRs.
- Research how sales calls should be conducted and provide useful tips for SDRs.
- Research how LinkedIn and other social media can be utilized by SDRs.
- Research how SDRs should set up their schedules and time their activities.
- Research the mental aspects of sales and provide information for how SDR's can deal with the rollercoaster of sales.

1.4 Key concepts

Sales Development Representative: Responsible for finding new customers and identifying opportunities based on research on and interactions with prospective customers, then creating value for said prospects. (Marcos Cuevas 2016, 5)

Prospecting: Refers to the act of finding new customers for a company by contacting them through different forms of outreach, such as email, phone calling and LinkedIn, then finding out information about their needs and creating value around commercial offerings for them. (Blount 2015, Chapter 1)

Time blocking: Refers to the act of dividing your work schedule into distinct time blocks which are meant to divide tasks into their own scheduled slots. This helps with maximizing efficiency and minimizing distractions. (Blount 2015, Chapter 8)

B2B Sales: Refers to businesses that sell their products directly to other businesses, rather than directly to consumers. (Merriam-Webster 2023)

Mental toughness: Salespeople need to be mentally tough to be able to withstand the pressure of the sales industry. They must be persistent and fight the urge to quit when things are tough. (Blount 2015, Chapter 21)

2 Background on Sales

In this section the author will be referencing literature to study the role and aspects of selling that are important for Sales Development Representatives. This will allow the author to gain a better understanding of the industry and a better understanding of how to improve the work of an SDR. This research can be used when creating a guide for the SDR team to help them succeed in their work.

In addition to studying the role of sales, the author will explore different mental and psychological attributes required for an SDR to be successful. This will also include how an SDR should conduct themselves both with their co-workers and prospects, as well as in their personal lives.

2.1 The role of selling

The role of selling is the identifying and realizing of opportunities to create value for customers. The role of Sales Development Representatives is to find new customers and identify opportunities based on research around the contact and company, to realize where value can be created for said potential customer. Often this is started by initiating contact with leads and creating relationships by offering assistance and insights for the lead based on their needs and using this information to find value in the commercial offerings. According to Marcos Cuevas, “modern sales operations combine personal selling with other customer contact approaches such as telephone and internet sales.” (Marcos Cuevas, Lemmens & Donaldson 2016, 3)

Personal selling is defined as “the process of creating value for the customer through personal interaction with buyers and other individuals within the customer organization.” (Marcos Cuevas 2023, 3) They also state that the role of selling is maximizing the value created for a company at the point of contact using a variety of contact strategies and channels. This is an important aspect for a salesperson to remember, as it can be easy to push leads towards buying subscriptions and services without creating a relationship of trust with the lead and building value for the offerings. It is best to initiate conversation around the lead’s use-case of the product and offering assistance for them, then using the information gained to find pain points and start creating value for the most applicable offerings. (Marcos Cuevas 2016, 5).

2.2 The role of the salesperson

Over three decades ago, Wotruba (1991, 7) stated that selling had advanced through five stages: provider, persuader, prospector, problem-solver, and procreator (see Figure 1).

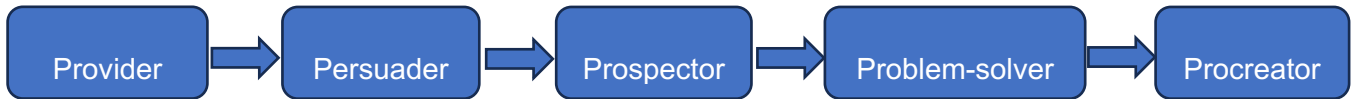


Figure 1. The evolution of personal selling (Marcos Cuevas 2023, 10).

Out of these, the most relevant stages are prospector, problem-solver, and procreator. The prospector stage refers to “the process of identifying relevant buyers who will reveal a need relevant to the seller’s offering.” The Problem-solver stage requires finding information regarding the needs of the buyer, then finding the suitable offering from the seller. The procreator stage refers to a close collaboration between the buyer and the seller, which can lead to the creation of specialized offerings that serve the needs of the buyer. (Marcos Cuevas 2016, 10)

2.3 Personal selling

The “Sales Management” book refers to a review of the traditional steps of selling by Moncrief and Marshall (2005, 17). These steps are (1) Prospecting, (2) Pre-approach, (3) Approach, (4) Presentation, (5) Overcoming Objections, (6) Close and (7) Follow-up. For SDR’s, the first three steps are most crucial, but steps 4 and 5 are also important. Steps 6 and 7 on the other hand will be mainly handled by Account Executives once the SDR passes the qualified prospect to them.

Prospecting is the stage during which Sales Development Representatives hunt for new customers. Often, this is mainly done on an inbound basis, where the SDRs use a CRM system to find suitable prospects to reach out to. During pre-approach the SDR will do research on said prospects that will help find their interest and potential. This information will be used during the approach stage, when the SDR will reach out to a prospect, with the “objective of creating a positive impact and rapport with the customer.” This will often lead to the presentation stage, where the SDR will provide basic information to the prospect about the offerings based on their needs. However, the purpose is to provide enough information to pique their interest for a meeting with an AE. From there, the AE will use the information gathered by the SDR to present more detailed information on the offerings based on the potential customers interest and needs, after which they will provide a customized quote for the prospective customer. (Marcos Cuevas 2016, 12)

2.4 Relationship selling and marketing

In sales it is important to be able to create relationships with your customers in order to generate sales. “Relationship Marketing refers to all marketing activities directed towards establishing, developing and maintaining successful relational exchanges” (Morgan & Hunt 1994, 24). Therefore, Relationship Marketing forms on the relationship between a company and its customers.

Salespeople play an important role in this, as they are often the first and most common point of contact with the company's customers. It is important for Relationship Marketing to create long-term relationships between a company and its customers to create long-lasting and fruitful sales encounters. (Marcos Cuevas 2016, 6)

Relationship selling is a part of relationship marketing and involves personal contact with customers when offering customized solutions for them. This means that the sales force is an important part of relationship marketing, as they must focus on developing relationships rather than just generating sales. Part of this is creating mutually beneficial relationships with your customers and becoming your customer's partner in solving their issues and challenges (Marcos Cuevas 2016, 7).

2.5 What is B2B sales and SaaS?

B2B Sales stands for Business-to-Business Sales, which refers to businesses that sell their products and services directly to other businesses rather than to consumers. Most SaaS companies operate within this sector and provide their software to other businesses that require them. (Merriam-Webster, 2023)

SaaS may not be a widely known term, but there are a lot of companies that follow this business model. According to Bray, "Salesforce.com started the SaaS revolution," after which most software companies followed suit and now offer their products as a service. Therefore, the term SaaS was coined, which simply stands for Software as a Service. (Bray & Sorey 2018, xii)

2.6 Role of an SDR

According to Bray and Sorey, as companies started moving to a SaaS model and the purchasing and implementation of software became easier for buyers, vendors discerned that the more conversations their salespeople were having, the more money they made. Because of this, rather than hiring a lot of highly paid Account Executives (AE) to open and close deals, companies started hiring Sales Development Representatives to find opportunities for AEs to close. (Bray & Sorey 2018, xi)

When an SDR opens a conversation with a prospect, they will either identify the prospects as qualified opportunities for a potential customer or disqualify them as not a good fit for the company. The prospects that are identified as qualified opportunities will be handed off to Account Executives, who will present the suitable offerings to the prospects and close the deal. This means that there will be separate people responsible for finding opportunities and for closing deals, which allows each group to handle their jobs more efficiently. (Bray & Sorey 2018, xi)

2.6.1 Inbound versus Outbound

There are two different types of Sales Development Representatives; those who handle inbound leads and those who handle outbound leads. (Bray & Sorey 2018, 3)

Inbound SDRs handle leads that have shown interest in their company. Often these leads may have provided their information when downloading some content like white papers, have requested a demo, or even have shown interest in speaking with the sales team. On the other hand, “outbound SDRs will reach out to cold prospects from a list of target accounts.” (Bray & Sorey 2018, 3)

Both roles are similar in that they will have conversations with and qualify prospects. In most cases, even inbound SDRs will have to do some outbound work when their leads dry up. (Bray & Sorey 2018, 3)

2.6.2 Timing and scheduling

Most salespeople are busy with all the different tasks they need to complete and meetings they need to attend. It can be difficult to maintain a schedule which allows for everything to be completed. However, most time management problems are self-inflicted. Therefore, it is important to maximize the prime times for selling. One way of doing this is by organizing the day into distinct time blocks which are dedicated for specific activities, ensuring that everything is completed, and distractions are minimized. At the end of the day, time is the one constant for every salesperson, and we are all accountable for using it smartly. The ultimate difference between failure, mediocrity and superstardom lies in how a salesperson efficiently and effectively use the “Golden Hours”, which are the few hours in a 24-hour day that are available for selling. (Blount 2015, Chapter 8)

Time blocking can change everything for a salesperson. By blocking out time slots for different tasks a salesperson can concentrate their power and see a huge impact on productivity. This is why setting up “power hours” that are spread out during the day (morning, midday, and afternoon) can help salespeople make the necessary number of calls, while allowing time for other tasks. During these power hours other distractions like email, social media and doing research are removed, and time is only spent on making calls. This ensures that two to three hours are blocked out for making calls, leading to an increase in the number of calls completed, which should also lead to more meetings booked. The call lists are prepared, and research is completed in advance, so that the downtime between calls is minimized. This way, there are still five hours left in a workday to use on other tasks, meetings, and breaks. (Blount 2015, Chapter 8)

What makes blocking time so effective is the fact that it allows a salesperson to focus off their attention into one single focus. While a lot of people may think that they are great multitaskers, this is

not true for anyone, as basic neuroscience refutes this claim. Instead of focusing on multiple things at once, our brain is in fact cycling back and forth between the multiple tasks, which means that it is not efficiently focusing on anything. (Blount 2015, Chapter 8)

In this section, the author already mentioned the “Golden Hours” which are the most important hours for selling as time is literally money. During these hours the total focus must be on prospecting and engaging with customers to maximize productivity. Therefore, several tasks need to be taken care of before or after the Golden Hours. These periods can be referred to as “Platinum Hours.” In order to be successful, time should be set aside in the early morning and late afternoon to take care of the non-selling activities, so that they do not interfere with the Golden Hours. These tasks can include things like building prospecting lists, doing research, planning for calls in advance, taking care of emails, planning and organization, managing the calendar, and managing the CRM. The objective of Platinum Hours is to set up the day so that the SDR can fully focus on the high value selling activities without distractions. (Blount 2015, Chapter 8)

2.7 Mental toughness

In this section the author will be focusing on the mental aspects of a sales job. The job of an SDR can be both rewarding and discouraging. How can one deal with the rollercoaster of a sales job? How do you pick yourself up when stuck in a rut with an empty pipeline and a lack of leads? Even if you have all the tools to succeed at this job, the mental aspect is a huge factor in a Sales Development Representative’s performance.

Sales is a tough and grueling profession and at times can even be heartbreaking. This is the brutal truth, and it is undeniable. There is always pressure on salespeople to deliver results and the demand to perform is unrelenting. There is always the pressure of getting fired if the results are not delivered. Most salespeople will receive more rejection in the morning hours than the average person faces in a whole year, which means that most people would not be able to last in sales. (Blount 2015, Chapter 21)

When you think about it, salespeople are among the most important people in a company. Even the executives rely on sales delivering results to keep the shareholders happy. Simply put, without salespeople there are no customers, no profit, no growth, and eventually no company. Therefore, salespeople have a lot of pressure on them, which can be draining. Just like top athletes, salespeople need to train hard to be at their best. But even training and conditioning is not enough to deliver peak performance each day. The competitive edge is gained from mental toughness. (Blount 2015, Chapter 21)

Data from a lot of research has shown that mental toughness is more important than talent, experience, skills, technique, or education. It is through mental toughness that some people thrive under pressure while others crumble. Grit is the difference between superstar and mediocre salespeople who have the same level of talent. Through grit, a superstar will find a way to succeed while others fold when things get difficult. (Blount 2015, Chapter 21)

Blount also touched on the seven core dimensions of mental toughness, which are:

1. Self-confidence
2. Attention control
3. Minimizing negative energy
4. Increasing positive energy
5. Maintaining motivation levels
6. Attitude control
7. Visual and imagery control (Blount 2015, Chapter 21)

For an SDR to reach their full potential they must develop grit. The positive news is that mental toughness is not a part of your DNA like intelligence and talent are. This means that grit can be learned and developed, and each salesperson is responsible for developing this skill. By changing their mindset an SDR can also change their game and improve their results. (Blount 2015, Chapter 21)

2.7.1 Success requires hard work

There are only three things that can be controlled in sales: your actions, reactions, and mindset. Being mediocre is a choice, just as losing is. Most of the salespeople that do not succeed end up failing because they made the choice to lose and gave up too soon. If an SDR chooses to be mediocre in their actions, then they will face mediocre results. Even if a salesperson receives all the training, coaching, mentoring and tools they need to succeed, it will not be enough without the aspect of mental toughness. (Blount 2015, Chapter 21)

It is common that when people face challenges they quit too soon, right as they are on the cusp of success. This is particularly seen when people start new sales roles. Often, things seem dark right when a salesperson is close to facing success. It is at this point that grit gets a salesperson through the last difficult phase before things improve. So, when things are hard and an SDR wants to quit, they must prevail and go face to face with the difficulties. By doing the right things day after day and keeping faith that things will get better, the results will follow. (Blount 2015, Chapter 21)

Winners are fueled by persistence. Despite all the self-doubt, obstacles, setbacks and failure, winners keep going due to their tenacity and determination. It is through persistence that an SDR can

pick themselves up and get back into the game. Persistence will give an SDR the final push that is needed to succeed. Everyone wants to win, but not everyone is willing to grind and pay the price for success. At the end of the day, hard work is required to win and see success. (Blount 2015, Chapter 21)

Top performers are defined by one trait, which is mental toughness. This is the ability to get back up when they have been knocked down. It is also the ability to be resilient when facing rejection, adversity, and failure. Mental toughness also lets people accept pain and block out the negative emotions and thoughts. The top performers are separated from the rest by their ability to face challenges and ignore the desire to quit. (Blount 2015, Chapter 21)

2.7.2 Four Pillars of Mental Toughness in Sales

Blount discusses the four pillars of mental toughness in sales in his book “Fanatical Prospecting.” These pillars will help salespeople develop and maintain mental toughness. (Blount 2015, Chapter 21)

The first pillar is *desire*, which is needed to achieve one’s goals. Without desire, a salesperson will fail. Having a goal that one desires makes it easier to develop mental toughness. Desire is also the key to finding the motivation which is needed to get past roadblocks. To ignite desire a person needs to have goals and need to acknowledge what they want, how they plan on getting what they want, and how bad they want it. It is important to build a plan for what one desires and to follow this plan. Writing down goals and a plan to reach those goals can go a long way. Having a written plan forces one to take action and helps them keep going until the goal has been reached. (Blount 2015, Chapter 21)

The second pillar is *mental resilience*. It is important to invest in yourself. By improving the areas in one’s one life that could be sharpened, one will see an impact on their mindset and overall success. The most successful people make a constant effort to invest in themselves, to sharpen their skills, gain new insights and expand their knowledge. Sometimes to speed up in one’s career, one must first slow things down. Trying harder does not always work, but instead, doing or thinking things in a different way can have a huge impact. (Blount 2015, Chapter 21)

The third pillar is *outlearn = out-earn*. This means that outlearning your peers and competitors will allow you to out-earn them. By investing in learning, people can see more motivation and success compared to their peers. If an SDR wants to be a superstar, having more knowledge about their profession, industry, products, and services compared to their competitors will help them succeed. There are a lot of ways to expand knowledge, like following experts and attending seminars or workshops, but the best way to gain more knowledge is to read books. By reading books, an SDR

can become a better resource for their customers and prospects, they can be better conversationalists and gain more insights. The most crucial thing is to constantly learn new things, which will allow a person to improve themselves and see the results. (Blount 2015, Chapter 21)

The fourth pillar is *physical resilience*. Our bodies and minds are tied together and if a person does not take care of their physical health, their mental health will follow. By staying in good physical condition, a person can improve their creativity, clarity, and optimism. It also allows a person to be more disciplined and helps boost confidence. There are three things that are the foundation of physical resilience, which are regular exercise, sleep and eating healthy. By exercising on a regular basis, sleeping well, and following a healthy diet, a person can see improvements in their mental health and toughness. Implementing a 30-minute per day exercise routine, getting 7-9 hours of sleep every night and eating healthy can have a huge impact on how a person feels mentally, which can boost their performance at work. (Blount 2015, Chapter 21)

2.7.3 Dealing with a sales slump

Every salesperson will face a slump at some point in their career. Most of these slumps can be linked to a failure in prospecting. Sometimes a slump follows a good month or quarter, when an SDR is feeling good about their recent performance and stops focusing on prospecting. Because of this, their pipeline dries up and their performance follows. In these scenarios, it is important to simply get back to prospecting on a daily basis. At first, it may feel like no progress is happening, but this is when mental toughness is needed. By staying consistent and disciplined, the pipeline will build back up day by day. If an SDR sticks to this simple strategy, they can see a huge impact by the end of the quarter. It is also important to acknowledge where the blame in the slump lies. It can be easy to blame everything except for yourself, but often that is where the issue lies. By being honest with themselves, an SDR can quickly start turning things around. (Blount 2015, Chapter 5)

The first rule of a sales slump is when you are in one, start prospecting. The only way to get out is by getting up and working hard to get yourself out of the hole. When an SDR faces a slump, they should take a deep breath, realize that negative emotions are not helping anything, and commit to consistent prospecting. It's important not to worry about what might happen if you do not get out of the slump, or to regret what failures got you there. The only thing that matters is what you do next. Therefore, in this scenario a salesperson should put all their energy and effort into the actions that they can control. Even when things seem desperate, focusing on the basics and doing the right things will be followed by the desired results. It may take a month to get back on track, but that is why mental toughness is so important. Resist the urge to quit and focus all energy on fixing the slump. (Blount 2015, Chapter 5)

3 Tips and Tools for SDR's

In this section the author will be dividing the work of an SDR into different categories and providing tools based on research that will help increase productivity. SDR's have different forms of outreach, which are mainly emails, phone calls and LinkedIn. The purpose of this chapter is to help the SDRs improve the quality of their work, which should lead to better overall performance.

3.1 Prospecting

In his book "Fanatical Prospecting", Jeb Blount discusses how the difference between superstar salespeople and mediocre salespeople is their determination to prospect consistently. These superstars are relentless and unstoppable prospectors and obsess over maintaining a pipeline filled with qualified prospects. These people do not make excuses for why they should not call someone, do not complain when they cannot reach people, do not whine when leads are bad, and do not procrastinate. Following these principles will allow any salesperson to be successful. (Blount 2015, chapter 1)

As a salesperson it is easy to look for an easy way out. However, the truth of sales is that salespeople are not owed anything. Each person is responsible for getting out of bed and making things happen. If a salesperson views their job as a nine-to-five and looks to work the least amount possible, they will not be successful. At the end of the day, in sales you need to stop hoping for things to be easier and instead start working on improving things. It is important to realize that prospecting is hard and grueling and will have a salesperson facing rejection consistently. (Blount 2015, Chapter 1)

This is why Blount came up with seven mindsets of fanatical prospectors, which are (1) Optimistic and Enthusiastic, (2) Competitive, (3) Confident, (4) Relentless, (5) Thirsty for Knowledge, (6) Systematic and Efficient, and (7) Adaptive and Flexible. By adapting these mindsets, any salesperson can become successful. (Blount 2015, Chapter 2)

Additionally, Blount touches on the three Ps that are holding salespeople back. These Ps are: (Blount 2015, Chapter 7)

- **Procrastination:** It is easy to keep pushing things off, and the same applies to prospecting. However, it is not possible to do a whole month's worth of prospecting in one day. Therefore, salespeople need to stop the mindset of getting around to prospecting tomorrow, as this will continue day after day.
- **Perfectionism:** While it is important to prepare for calls with prospects, it is more crucial to get on the phone rather than wasting time doing meticulous research. It can be easy to

waste time on things like research to try being perfectly prepared for every call, but this wasted time is time away from what matters, which is dialing numbers. Therefore, salespeople need to realize that being perfect is impossible and they must balance the line between trying to be perfect and getting activities completed.

- **Paralysis from Analysis:** It is easy to get stuck in a “what if” situation, where a salesperson analyses things too much and thinks about all the things that could go wrong during a call. Instead, a successful prospector will just make their calls and send their emails, and deal with what comes next as it happens. (Blount 2015, Chapter 7)

To avoid these issues, a salesperson should just focus on making one call, then the next and the next. Sometimes, the simple solution is to just do it and let the “what ifs” take care of themselves. This way, things will get done and over time, these issues will get smaller. (Blount 2015, Chapter 7)

Prospecting objectives are unique, like a salesperson’s situation, industry, product/service, and prospect pool. When a salesperson is selling a complex, high-cost and at times high-risk product or service their primary objective is usually setting up appointments with qualified decision makers to help the deal move forward. Their secondary objective is to gather information and the tertiary objective is to build familiarity. (Blount 2015, Chapter 9)

To be an efficient prospector, a salesperson must complete as many prospecting touches as possible. It’s crucial not to waste time with chatting with prospectors or building relationships when the goal is to qualify prospects and set appointments. For this, there is no need for complex strategies, brilliant scripts and overcomplication. During prospecting calls, it is important to gather information about the prospects use-case of the product and their pain-points, which leads to information about their needs. This information can be used to determine which products and services are most useful for them and if the prospect is qualified, this information can be used to set up meetings with Account Executives. (Blount 2015, Chapter 9)

3.2 Emails

Sending emails is one of the most important ways in which an SDR reaches out to prospects. For this reason, it is important to have solid email templates and sequences set up which can be used in different situations. Having strong emails, which include good questions and a call for action, can increase the response rates. The questions which should be asked in emails depend on which type of prospect is being reached out to. This is why it is important to do some research on prospects to find out their position, what their work includes and how much influence they have on making decisions.

In their book “Sales Development: Cracking the Code of Outbound Sales,” Bray and Sorey discuss the proper use of emails for Sales Development Representatives. They state that success with prospecting emails is about more than mastering concepts around email. It’s about using email as a tool, where you apply what you know about the buyer, experimenting with it and once success is found, scaling your efforts to success. (Bray & Sorey 2018, 79)

Emails can be divided into different parts, starting with the subject line, followed by the body of the email, and finished with a signature. Let’s take a closer look at these individual parts.

3.2.1 Subject line

The subject line of an email can be thought of as the bait which is used when fishing. It tells the fish to come over and take a bite of the delicious bait. With emails, the subject line tells a prospect to look at the email and compels them to open the email and see what’s inside. Therefore, it is important to have strong subject lines, which encourage prospects to open the email, check out what’s in it and respond to the call to action. (Bray & Sorey 2018, 79)

So, what makes a good subject line in an email? The best lines are:

- **Short:** The text should be readable in the inbox without opening the email.
- **Relevant:** The subject line should tell the prospect what the email is about.
- **Not misleading:** Although tricking people might get them to open emails, they are less likely to respond. (Bray & Sorey 2018, 79)

It is important to offer some value for the reader in the subject line. Therefore, something like “Checking In” is not a good line, as the reader has no context. It is also crucial that the line is not too vague, or just seem like a straight up product pitch. In addition, it is important to be courteous and not yell by using all capital letters. While it may seem that this creates urgency, it is also rude. Finally, it is important to make sure that your subject line, and email for that matter, do not have spelling errors, as these can be deadly. (Bray & Sorey 2018, 79)

Now that we have discussed bad subject lines and errors, let us look at what good subject lines include and look like. If you are reaching out about a common issue seen with prospects, it is smart to include this in the subject line. This could be something like “*Ten minutes to discuss [problem you solve]*” or “*How [customer name] Solved [problem you solve].*” With these subject lines, if the reader is facing the issue, they will likely open the email. In addition, if you have been referred by someone to reach out to a prospect, using their name can help initiate a conversation. An example of this could be “*Referral from [person prospect knows].*” Finally, using a prospects name in the subject line can be intriguing and make it seem more personable. (Bray & Sorey 2018, 80)

3.2.2 Body of the email

Now that a prospect has opened your email thanks to a great subject line it is time to focus on the body of an email. In the body of an email, you want to persuade the reader to respond to your Call to Action, which in most cases is a response to the email or the prospect clicking on your calendar link to schedule a meeting with you. (Bray & Sorey 2018, 82)

Bray discusses a few of the overarching principles which should be considered when writing email bodies.

- **Be concise:** Use the least number of words possible, while still relaying the point.
- **Easily scannable:** It's important that the reader does not have to focus too hard to understand the point.
- **Stand-alone:** Do not reference other emails that the prospect likely did not read or has no memory of.
- **Relevance:** WIIFM - What's In It For Me? If the email seems irrelevant to the reader, they will not pay attention to it. (Bray & Sorey 2018, 82)

Bray also discussed how relevance does not mean personalized. While personalization is important, if an SDR wastes time making custom emails for every single prospect then they will never hit their number. This is why creating sequences for different personas is important and can save a lot of time and effort. These sequences can then be slightly altered to personalize them based on the prospect. (Bray & Sorey 2018, 83)

What are examples of bad email bodies? Saying something like *"I'm sending you this email in case you missed my previous one"* serves no purpose. It indicates that the SDR only had one thing of value to say in the first email and expects them to become an opportunity based on this alone. It is not any better to essentially say "You read something on our website, and I have nothing valuable to add." An example of this would be saying something like: (Bray & Sorey 2018, 84)

"I noticed that you had downloaded our [downloadable content] and I wanted to make sure that you didn't have any questions about this. Should we set up a call for you to learn more?" (Bray & Sorey 2018, 84)

In this example, instead of building on the value of the content the SDR is essentially trying to set up meetings to hit their quota, which prospects do not care about. (Bray & Sorey 2018, 84)

So, what makes for a good email that will get an SDR to book a meeting with anyone? Unfortunately, there are no magic emails for this. Even if there were, each SDR in the world would be using it, causing prospects to become used to them, meaning they would not work anymore. This is

why it is important to use the principles which were mentioned earlier, while using your creativity to come up with the best emails. Make sure that the emails are concise and scannable. If a prospect opens an email and it is too lengthy, they will not want to waste time reading it. But if the email fits on their phone screen and is divided into small paragraphs which are easy to read, the reader is more likely to engage. The reader should also be able to scan through the email and understand why you are reaching out, what you want and why it makes sense for them to give you what you want. (Bray & Sorey 2018, 85)

When we were discussing the elements of a bad email, we had the example of someone downloading content from your website. Instead of using that poor email, Bray shared an idea of a better written email, which provides value for the prospect: (Bray & Sorey 2018, 85)

“[Prospect Name],

I noticed you recently downloaded [Document Name]. After reading this document [Prospect Persona]s like yourself sometimes realize that they need help with [Problem You Solve].

Did you have this reaction as well? Our company has helped the [Prospect Persona] at companies like [Relevant Customer 1] and [Relevant Customer 2] solve this same problem.

If you’d like to chat, please let me know a couple of options that work.

[Signature]” (Bray & Sorey 2018, 85)

This example is concise, scannable, stand alone and relevant, which checks all the principles of good emails. It uses the reference to the content which the prospect had downloaded, while building extra value for the prospect to engage with the SDR. (Bray & Sorey 2018, 88)

3.2.3 Email signature

Email signatures have two purposes. They reinforce the SDR’s credibility by showing that you work for a real company, are not scared to provide contact details, and shows professionalism. In addition, it is a chance to promote something like an upcoming event, useful blog post or a new product video. There are lots of different examples of good signatures, but Bray recommended one that the author has already been using in his emails:

Full name

Title | company

Phone | Email

Link to something you are promoting

This signature will provide the prospects with proof of your position at a legitimate company, your contact details and shows professionalism. (Bray & Sorey 2018, 89)

3.2.4 Ensuring that emails get delivered

A lot of companies today have filters that either block or move spam emails into the junk folder. While there is no way to fully avoid these filters, there are things that could be done to increase the probability of an email being delivered. (Blount 2015, Chapter 19)

- **Do not send bulk email:** Prospecting emails should be sent one to one. Sending bulk email is likely to get stuck in the spam filters. By sending emails to one person at a time, an SDR is much more likely to get their emails delivered.
- **Avoid attaching images:** Lots of hackers embed malware in images, so emails that include images are more likely to be marked as spam. The images may also be blocked until the receiver gives permission to download them. Therefore, SDRs should avoid sending images.
- **Avoid hyperlinks:** Hyperlinks are the primary tool for hackers, as clicking on a link can allow them to insert malware onto a computer and steal information. This causes people to be suspicious about hyperlinks in emails. Therefore, avoiding hyperlinks will help ensure that the emails get through filters and are delivered, particularly when reaching out to new prospects. Of course, if someone requests a link to something after communication has been established then sending a hyperlink is okay.
- **Avoid attachments:** Hackers also use these to infect computers with malware, similar to images and hyperlinks. Therefore, SDRs should avoid sending attachments to get around the filters. (Blount 2015, Chapter 19)

When it comes to timing emails, simply, the best time to send emails is when a prospect is most likely to open it and respond. Most commonly, this is in the morning to midmorning, as this is when a lot of people are usually handling emails. It is also possible to schedule emails to be sent at a time of an SDR's choosing. (Blount 2015, Chapter 19)

3.2.5 Email sequences

Since most of the emails that SDR's send out do not get anywhere near 100% open or response rates, it makes sense to enroll prospects in sequences that include emails, phone calls and social media outreach. This means that the prospects will receive a series of messages over a certain period of time and will stop receiving these when they either respond or seem to be unreachable. The sequence could look something like this, as shown by Bray: (Bray & Sorey 2018, 90)

Day 1: Email sent (no response)

Day 2: Call (No answer)

Day 4: Second email sent (No response)

Day 5: Second call attempt (No response)

Day 6: Send a LinkedIn connection request or InMail, or comment on a prospects LinkedIn post

Day 7: Third email sent (Hopefully a response)

Day 8: Third call attempt if needed, disqualify prospect if needed. (Bray & Sorey 2018, 90)

Bray touches on how these “sequences should be ‘professionally persistent’: frequent enough to drive to a goal, but not annoying.” They also mention how a prospect should be touched in each channel every three to six days. (Bray & Sorey 2018, 90)

The final email of a sequence can be considered a break-up message, which is used when “positive” communication has not worked with the prospect. The purpose is to send a more “negative” message that causes an emotional response from the prospect. If a prospect has been ignoring the messages or is waiting for the right time, the break-up message should engage them enough to respond, and if this does not happen, then the SDR can confirm that the prospect should be disqualified. (Bray & Sorey 2018, 91)

Bray uses this example for a breakup message:

“[Name], it looks like you are no longer interested in evaluating [company name]. If I’m correct, please let me know, and I will close your file.” (Bray & Sorey 2018, 91)

This message makes it to where any response is positive as it allows the SDR to understand where the prospect and the deal stands.

3.3 Phone calls

Calling prospects on the phone is easily one of the best ways to have a meaningful conversation with them. Being able to talk to them in real time allows an SDR to ask useful questions to gain information from them about their use-case, projects, needs, and interest in commercial offerings like licensing and services. It also allows the SDR to provide value to the prospect based on the information they gain, which shows what offerings apply to the prospect best. Finally, after a meaningful conversation where an SDR gains information and provides value it is possible to set up a meeting easily, provided that the prospect is qualified. In this section the author will discuss ways to improve an SDR’s phone calling.

In her book on Sales Development, Bray mentions the idea of scripts for phone calls, which a lot of salespeople are not a fan of. However, Bray argues that a script should refer to a set of points to be made during the call, rather than a word-for-word script. It is important that a script should sound natural and make the prospect feel like they are talking with a businessperson. The salesperson should also be confident when they need to go off script, so it is crucial to be able to adapt based on the conversation, as prospects can detect when the SDR is nervous or confused during the call. So, let us explore how a phone call should be structured. (Bray & Sorey 2018, 97)

3.3.1 Opening calls with inbound prospects

Inbound leads have generally either reached out to the sales team or have filled out a form on the website, so there is a topic to lead the conversation with. The CRM tool is useful in this scenario, as it should show exactly what action the prospect has taken, whether it be sending a contact form, downloading content, opened emails, or clicked on links. This activity can be used when starting a conversation, together with information about the prospects persona and other relevant factors like which industry they work in. (Bray & Sorey 2018, 98)

Before calling a prospect, it is smart to prepare for the call, predict where the conversation may lead, and prepare the relevant social proof, which could be case studies and customer success stories. As an example, the inbound lead could be a Development Manager, who has downloaded a White Paper on migrating an application to a newer version. This will tell the SDR that the lead is facing a certain pain point, which can be solved by service X. How does the SDR talk about how they can help? It should not be by describing how the service works, but rather by discussing how the service helped solve the pain for another customer in a Case Study. (Bray & Sorey 2018, 98)

Of course, the SDR should not start talking about the Case Study and Customer Success Story immediately, but when the conversation is initiated, they are the most influential tools that the SDR can use. Therefore, it is crucial to know them well and be able to reference them in conversation. Keep in mind though, that the assumption of the pain points the lead is facing may be wrong, so the SDR should be able to turn the conversation around to the most relevant pain points for the lead. (Bray & Sorey 2018, 98)

Sadly, a perfect way to start a call does not exist, as SDR's are dealing with different people, so what works with lead A may not resonate with lead B. Let us explore a couple ways that calls can be opened and see why they work or do not work, as shown by Bray. (Bray & Sorey 2018, 99)

“Example 1: Hi [name], this is Taylor Smith from Alpha Corp. You recently expressed interest in our company, so I wanted to check in and see if you have any questions.” (Bray & Sorey 2018, 99)

In this example, using the term 'expressing interest' can be risky, as the prospect may not think that downloading content shows interest. This term should only be used if a prospect has specifically shown interest in having a conversation with the SDR. Additionally, starting the conversation with "see if you have any questions" is a weak start, as it gives the prospect an easy way out of the conversation if they do not have any questions, and essentially the SDR is asking the prospect to be the salesperson because they have nothing of interest to discuss. Because of this, the SDR is unlikely to gain anything from the conversation. (Bray & Sorey 2018, 99)

"Example 2: [Name], This is Taylor Smith from Alpha Corp. I'm calling because you recently downloaded a white paper from our site." (Bray & Sorey 2018, 99)

As this example is quite unspecific, the prospect may not remember what white paper the SDR is talking about, which is not a smart way to initiate the conversation, since the prospect will be confused. (Bray & Sorey 2018, 99)

"Example 3: [Name], this is Taylor Smith from Alpha Corp. Have you had a chance to read White Paper 1?" (Bray & Sorey 2018, 99)

This example is better as it is specific and allows the SDR to either discuss the prospects thoughts on the content, or if it has not been read yet, the SDR can offer a quick summary and send a copy of the White Paper to the prospect after the call. After gaining a better understanding of the prospects interest, the SDR can tie in the social proof from the relevant Case Study and Customer Success Story, therefore driving the call towards booking a meeting with an Account Executive. (Bray & Sorey 2018, 100)

"Example 4: [Name], this is Taylor from Alpha Corp. Do you have two minutes?" (Bray & Sorey 2018, 100)

This simple call opener allows the SDR to gain a lot of information based on the prospect's reaction. This includes knowing whether the prospect recognizes the company, if the prospect is irritated or excited about getting the call, and if the prospect will talk for a few minutes, try to get rid of you or even explicitly ask you to never call again. This shows that sometimes the simplest start to a call can be the best one and provide the most information. (Bray & Sorey 2018, 100)

3.3.2 Opening calls with outbound leads

When it comes to calling outbound leads, it is important to consider the perspective of the buyer as well as the seller. Often, the buyer that an SDR is calling will be busy and it will be crucial to quickly gain their interest. Commonly, the prospect will already have a busy schedule and the SDR is

trying to add more meetings to their nearly impossible calendar. The SDR should ask themselves “What on earth can I say to the lead on a Wednesday morning to add another thing to their list of things to do?” If one prospect from a list of outbound leads says no, that’s okay, just move on the next one. The focus is booking meetings with AEs, so there is no point in wasting time on uninterested leads. (Bray & Sorey 2018, 102)

If a prospect seems to be busy and only has a few minutes to talk, use the time to identify a few things:

- The lead has a problem that you can solve.
- The issue is important to them, preferably a top-five priority.
- You have enough credibility for the lead to set up time to learn more. (Bray & Sorey 2018, 104)

Bray provided this example of a good opener, which allows you to gauge these things:

“[Name], this is Taylor from Alpha Corp. In forty-five seconds, I can explain why I have called and you can tell me if it makes sense to have a further discussion. Is that OK?” (Bray & Sorey 2018, 104)

By requesting a specific amount of time, the prospect will have a clear idea of the purpose of your plan and will be more likely to engage. If needed, an SDR can request for more time, but the closer to thirty seconds, the better. If the prospect accepts, Bray provides an example of what to say: (Bray & Sorey 2018, 104)

“We help companies who experience [pain 1], [pain 2] and [pain 3]. We’ve recently worked with other [persona]’s at companies similar to yours and [describe impact]. Based on what you’ve heard, do you think it makes sense to have a further conversation?” (Bray & Sorey 2018, 104)

The purpose here is to set bait for the prospect, hoping that they “bite” on said bait. This will not always work, but then it is time to move on to the next one. While in general asking open ended questions is better when the time allows it, using general pain points to pick a bait works when you only have about 30 seconds. (Bray & Sorey 2018, 104)

3.3.3 Mastering the Art of Relevance

Although there are many ways to create a call script, the most important thing is to keep it relevant. When an SDR is calling prospects, they will care about one thing: “*What is in it for me?*” Therefore, a good SDR will know what relevant messaging is available to be used and is able to seamlessly reference these tools when a pain point comes up. For example, when speaking to a prospect at a healthcare company, they would like to know how your company has worked with other companies

in the same industry. On the other hand, they likely won't care how you helped someone in the social media industry. So, keeping the conversation relevant for the prospect will help build rapport. (Bray & Sorey 2018, 105)

3.3.4 Finding the right person to talk to

Often, the first person that an SDR reaches out to at a company is not the correct individual to lead the evaluation. Sometimes the SDR will have done this by accident, or it may have been done purposefully. Bray shares a few strategies that can help ensure that the SDR is referred to the correct person: (Bray & Sorey 2018, 106)

- **Building Champions:** If a person at a company is likely to, or has already advocated for your company internally, it is often smart to reach out to them first and let them help you with selling to their organization.
- **Selling high:** If the VP of Engineering is likely to care about what you do, it is smart to begin with them and allow them to refer you down to the right person on their team. This will create credibility for the SDR.
- **Avoiding friction:** Some personas can be hard to reach for many reasons including not wanting to speak with salespeople. In these cases, it makes sense to reach out to a different person who is still relevant and may be able to refer the SDR to the persona they would like to connect with. (Bray & Sorey 2018, 106)

3.3.5 Utilizing voicemail

Leaving a voicemail when a prospect does not answer the phone can be hit or miss. It is still smart to experiment with it and can lead to some call-backs. Bray provided some principles to consider with voicemails: (Bray & Sorey 2018, 107)

- **Shorter is better:** If an SDR leaves a two-minute-long voicemail, most people will not listen to it.
- **Voicemails are a form of marketing:** Even if the prospect does not call back, them hearing the SDR's name, the company name, and a short value proposition will leave an impact.
- **Be ready to be ignored:** Some prospects may hear an SDR's voicemail and realize they are salespeople, therefore choosing to ignore future calls. (Bray & Sorey 2018, 107)

3.3.6 The scheduled phone block is the key to success

By setting up daily phone blocks of one to two hours an SDR can improve their efficiency and success on the phone. During this time, it is important to remove all distractions, set a clear goal for

how many calls will be made and stick to the goal. This block should be an appointment on the schedule, and it should be followed daily. (Blount 2015, Chapter 15)

Some SDRs may find it easier to break the call blocks into smaller, manageable chunks and set goals for these small chunks. It is a lot easier for the goal to be making 10 calls rather than 100, or to make calls for 30 minutes rather than two hours. This can help new SDRs overcome their original fears and doubts. (Blount 2015, Chapter 15)

Some people can find it easier to set an overall goal for each daily phone block. An example could be setting a goal to make 50 calls, and then setting up smaller 10 call blocks. Blount also mentioned a sales representative who listed numbers 50 to 1 on a piece of paper and after each call they put a strike through the number, starting with 50. (Blount 2015, Chapter 15)

A common strategy is to set up Power Hours, or at times Power Half Hours. During these hours every other distraction is removed, and the goal is to make as many calls as possible. It is smart to set up a list of numbers to call in advance so that all the SDR needs to focus on is dialing number after number, while the time limit helps them stay focused. (Blount 2015, Chapter 15)

The point is to set up these blocks however they feel best to each SDR as long as they have clear goals and meet them. Some people like to set challenges for themselves to make it more fun, like counting how many no's they hear. No matter what, the most crucial thing is to schedule the blocks and stick to them each day. (Blount 2015, Chapter 15)

SDRs should also realize that trying to time their prospecting calls is not the best strategy. There are no secret times during which people are more likely to answer or agree to a meeting. Timing calls is often an excuse for salespeople who just do not want to make calls. The most important thing is to get on calls daily on a regular schedule, which will make an SDR more successful over time compared to someone who tries to time their calls perfectly and lack consistency. (Blount 2015, Chapter 15)

3.4 Social Media

Social media, particularly LinkedIn, is a useful tool for SDRs, as it allows them to look up prospects profiles to learn about their company, position, and influence on decision making. In this section the author will reflect on how SDRs can use social media to their advantage.

LinkedIn can be used in a multitude of ways. An SDR can use the site to search prospects by their name to gather more information about their roles. Additionally, the SDR can follow prospects, comment on relevant posts, publish updates that are relevant to their jobs, connect with prospects

and send InMail messages to prospects. Let us take a closer look at these aspects and how they can be used. (Bray & Sorey 2018, 111)

3.4.1 Following and interacting with prospects

At first, just following a prospect can be a smart move. This way, the prospect gets notified that the SDR has followed them, but sending private messages is not possible yet so the prospect will not be waiting for a pitch right away. If an SDR immediately connects with a prospect, they will receive an email, an in-app notification, and a personal message, which may make the prospect think “here is another salesperson trying to tell me why I should buy their products.” By only following a prospect at first, the SDR can play the long game. Once the SDR follows a prospect they will see their posts and can use this to their advantage. (Bray & Sorey 2018, 112)

Now that the SDR is following prospects, they can pay attention to their activity. Once a prospect has posted a relevant post, article, or comment, the SDR can engage with them by liking the post and provide additional value through a comment. This should not be used as an attempt to sell products, but rather to provide value by helping answer questions or offer an additional point of view. Additionally, the SDR should not like too many posts as it will dilute the impact of comments, since each like and comment is shown in the connections’ feed. (Bray & Sorey 2018, 113)

3.4.2 Connecting with prospects

In addition to following prospects, it is smart to connect with them every now and then. If an SDR has already had conversation with prospects they can connect with them and send a personal note. In cases where there has not been a meaningful conversation with a prospect and the SDR would like to schedule a meeting, sending them an InMail instead of a connection request is smarter. This allows for a longer message compared to a connection request, and the prospect will receive both an email as well as an in-app notification about the message. Therefore, the SDR will get two touches with one message. Once a connection has been established and an SDR would like to reengage with a prospect, it is simply a matter of sending a private message or perhaps endorsing them for a skill. (Bray & Sorey 2018, 117)

3.4.3 Publishing updates

Publishing updates on LinkedIn can be different things, like sharing links, writing short or long comments, publishing a video, or publishing a long-form post. Sharing links can be a useful way to share relevant information with your followers, as long as the SDR also adds some value in the post. For example, an SDR can share a link to a blog post from their company and provide

additional value in the post by commenting on how the blog post can help the company's users. (Bray & Sorey 2018, 115)

An SDRs short and long posts should ignite interest in their followers and compel them to engage. These posts should not be promotional as people will not want to engage with promotional posts. An example of a good post could be something that the SDR has recently learned about and has compelling reasons for why their followers would find it interesting. SDRs can also get in the habit of posting long-form posts like blogs once in a week or month. While this may require more time and work, they will help SDRs improve their writing skills and become effective executives during their career. The most important thing with these posts is to be creative and interesting. Strong openers and closes with interesting topics can help an SDR engage with their followers on a different level. Practicing this skill will help the SDR develop in their professional career. (Bray & Sorey 2018, 117)

3.4.4 Having a strong profile

An SDR's profile on LinkedIn can be an asset for inbound marketing. The profile is also a place where it is okay for an SDR to be self-promotional in a tasteful manner. Bray provides a few aspects that can help SDRs use their profile to convert leads: (Bray & Sorey 2018, 120)

- **Headline image:** Changing the background image to relate to your company can help market yourself and the company.
- **Title:** The title is shown when an SDR publishes posts and comments, so it should be something that attracts people to your profile.
- **Summary:** The summary is shown right below the headline, so it can be used to provide quick updates or even make an offer to the reader.
- **Experience:** This section can be used to outline the pain that an SDR solves or can even include relevant customer success stories. The experience section should also tell a story that leads to the current stage of your career. (Bray & Sorey 2018, 120)

By having a strong profile an SDR will seem professional and attract people to click on their profile, connect with them and engage with them. This in turn can help the SDR build their network and may even allow them to convert leads through LinkedIn. (Bray & Sorey 2018, 120)

4 Creating the SDR Guide

This chapter focuses on the process of creating the guide for the SDRs at Vaadin. The main objective of the guide was to provide tips and tools for SDRs to improve their efficiency and results. The sub-goals were to provide some helpful insights on the background of sales, provide information on how tools like email, phone calling and social media can be utilized properly, and discuss how SDRs can maintain a positive mentality and deal with the rollercoaster of sales. This chapter will explain how the author came up with the idea of creating the guide, how the project was planned, how the author chose the relevant topics and conducted research, and how the guide was created and structured.

4.1 Starting point

The author came up with the original idea for the thesis and the creation of the guide during his first year at the company in 2022. The author realized that the work and the efficiency of the SDRs could be improved and wanted to create a guide that would help the SDRs improve their results. The author noticed that the results among the SDRs lacked consistency and realized that by improving how the SDRs performance and efficiency, the consistency of results should follow.

It took a while for the author to begin working on the thesis, but the original plan was laid out in September of 2022. However, it still took months before the plan was further developed in March and April 2023. At this point the author had a few meetings with his advisor to discuss the plan, and he originally wanted to get the thesis done by the end of the Spring semester 2023. This plan did not work though, so the work was picked back up in the fall of 2023, when the author began doing research based on his ideas. Conducting research gave the author a better idea of how he wanted to create the product, so the work was finally started in late September 2023. The author also had discussions with the CRO of Vaadin to explain the idea and get some feedback from the commissioning company. The CRO liked the idea of providing tips and tools for the SDRs to improve their performance but wanted the author to also research how the SDRs can deal with the rollercoaster of sales and maintain a positive attitude which is crucial for salespeople.

4.2 Project plan and structure

The author had to spend time on figuring out which topics should be discussed in the thesis and what approach he should take. Originally, the author had an idea of creating the thesis around how the company could support the SDRs better, provide more coaching and training and help them get a better understanding of the products and services. However, after discussing the original plan

with his boss, the author decided to instead focus on how the SDRs can improve their performance, efficiency, and results.

Once the topic for the thesis was figured out, the original plan behind the product was quite rough and the author did not have a clear idea of how the thesis would be structured. The contents and structure of the thesis became clearer while conducting research and creating the theoretical framework. At first the author researched helpful background information for SDRs, followed by the most important section of providing helpful information on how the SDRs can properly utilize their main tools of email, phone calls and LinkedIn. Finally, the author researched around the topic of sales mentality, mental toughness and dealing with the sales slump. Most of the research was conducted between mid-October and early-November 2023. Once much of the theoretical framework was laid out, the author started working on creating the SDR Guide based on the information gathered. The creation of the guide was conducted between early to mid-November 2023.

The idea behind the product was mainly developed by the author and the commissioning company did not have clear expectations of the outcome. Rather, the company provided some ideas on what could be included, like information on the mental aspects of sales. The author took his own ideas and the ideas provided by the company to lay out a structure for the product that would be most useful for the SDRs based on his knowledge and experience.

4.3 Description of the final outcome

The SDR Guide which was made based on the theoretical framework has been divided into four sections. These sections are:

1. Background on Sales
2. Tips and Tools for SDRs
3. Timing and Scheduling
4. Mentality.

The first section discusses the role of selling and salespeople, as well as the role of Sales Development Representatives. This particularly helps new SDRs understand their role better and can help existing SDRs look at their role differently. It also touches on the concepts of personal selling and relationship selling, which can be utilized by SDRs and salespeople in general to help them build relationships of trust and can help them reach better results.

The second section is in the authors opinion the most important, as it is meant to provide assistance for both new and existing SDRs at Vaadin when it comes to the basics of their job. This section first touches on prospecting and how the SDRs can be successful at it. It also provides some mindsets that SDRs should follow to be successful prospectors.

After prospecting, the section moves on to how SDRs can utilize emails to their advantage, and how they can write better emails from the subject line to the body of the email and the signature. This should help the SDRs improve their overall email skills at Vaadin, which can help them get better response rates. This in turn will allow them to effectively reach more prospects and be able to qualify them. At the end, this should help them improve their overall results, which means booking more meetings. In addition, the author provides information about how the SDRs can utilize email sequences to make things easier rather than having to write personalized emails for every prospect. The author also provides tips on how the SDRs can ensure their emails get delivered, and when the best times to send emails are.

Following emails, the second section provides information on how the SDRs can improve their phone calling skills. In this section the author provides information on how SDRs should open and conduct phone calls with their prospects, both the inbound and outbound kind. He provides examples of both poor and good quality openers and discusses why the examples do or do not work. Following this, the author talks about the importance of remaining relevant during phone conversations with prospect. To continue, the author talks about how SDRs can find the right person to talk to at a company. Finally, he provides some tips on how voicemail can be utilized and how SDRs should schedule their calls each day by setting up phone blocks, or Power Hours.

The final part of this section focuses on how the SDRs at Vaadin can utilize LinkedIn to their advantage. It provides information on how to reach people on LinkedIn in different ways, when it should be used and even how the SDRs profile can help them reel in new leads. The author provides information on following and interacting with prospects, connecting with them, publishing relevant updates, and even having a strong LinkedIn profile which can help SDRs generate new leads.

The third section of the SDR Guide discusses how SDRs should schedule their days, and touches on topics such as time blocking, Golden Hours, and Platinum Hours. By following the tips in this section, SDRs can become more efficient by scheduling their days in a smarter way that minimizes distractions and allows them to focus on one task at a time.

The final section of the SDR Guide is all about how salespeople and particularly the SDRs at Vaadin can develop the right mentality for their job. The author discusses how salespeople can develop mental toughness and how they can get out of the dreaded sales slump. The purpose of this section is to help SDRs manage the rollercoaster of sales.

At the end of the Guide, the author provides some recommended reading for SDRs that he discovered during the process of creating the thesis. These are meant to expand the knowledge of SDRs,

as the guide cannot possibly touch on every aspect of their job but is rather meant to provide some help to increase their productivity.

5 Discussion

In this chapter the author will discuss the usability of the SDR Guide which was created as the product for this thesis. He will discuss choices which were made during the process of creating the product, and the overall usability of the SDR Guide for the commissioning company. In addition, the author will discuss how the guide can be further developed. He will finish off by discussing his personal learning experience during the writing of the thesis.

5.1 Evaluation of the Guide

The SDR Guide was created by the author because the need for more consistent performance by the SDR team at Vaadin became clear after a year of working at the company. The number of activities that were completed by the Sales Development Representatives changed too much between weeks and months. In addition, the quality of the emails, phone calls and LinkedIn outreach could clearly use further development. Therefore, the author felt like creating a guide which would provide helpful information for the SDRs about how they can time and schedule their work and improve the quality of their activities would be very useful. In addition, the author discussed the creation of the guide with the CRO of the company, and together they realized that the mental toughness and overall mentality of the SDR team could be developed, as the mental aspect is one of the most important ones in the sales industry and developing it would allow the team to handle the ups and downs of the job better. The guide provides value for both the SDRs, who can use the guide to improve their work, as well as for the company who would benefit from the increased productivity and results of the team. The need for the guide was apparent when the idea of the guide came up, and the need is still apparent to this day, showing that the timeliness of creating it is fitting.

The SDR Guide should be extremely useful for the SDR team at Vaadin, as it allows new SDRs to get an introduction to the different aspects of the job, while also allowing existing SDRs to view their role from a different perspective and get guidance which should help them improve the different aspects of their work. The SDRs seemingly have not been great about scheduling their workdays in the smartest way, as they have been working on too many differing tasks simultaneously, which has negatively affected their efficiency. This guide should help the SDRs realize the value of properly scheduling their days by utilizing the Golden and Platinum Hours to their potential, and by blocking their days in a way which allows them to minimize distractions and maximize focus on the task at hand. An example of this would be setting up Power Hours a few times per day, during which the SDRs should solely focus on making as many calls as possible. In addition to the timing and scheduling aspect, it was apparent that the quality of the emails, phone calls and LinkedIn outreach could be developed in an effort to improve the overall results of the team. This guide provides a lot of helpful information on how these tools can be utilized most efficiently. By following the

tips in this guide, the SDRs should see an increase in their email response rates, an improvement in the outcome of their conversations with prospects on the phone, and they should see the full potential in how LinkedIn can be utilized to their advantage. Finally, the guide provides further usability as it should help the SDRs develop their mental toughness further, which will help them deal with the rollercoaster of sales better without letting the tough times affect their mentality too much. Therefore, the guide's usability for the Sales Development Representative team at Vaadin is clear, and the author hopes that the SDRs will use it to their advantage and see an improvement in how efficient their work is and in their overall results.

Of course, the guide has both strengths and weaknesses. The author believes that the strengths of the guide are the sections on tips and tools for the SDRs and mentality. The tips and tools should really help the SDRs think of their job in a different light and implement new ideas into their emails and phone calls particularly. In addition, the section on mentality should help the SDRs develop their mental toughness and help them handle issues like sales slumps better without losing their confidence. This should overall improve their results, as they will not be as affected by the challenges they will face in the course of their job. On the contrary, the author believes that the weakness of the guide is mainly the timing and scheduling section, as it may not provide enough value for the SDRs. It does help them visualize how they can schedule their days better by time blocking their schedules and utilizing power hours, but this section could still be developed further to ensure that the team is as effective as possible. Another weakness is the lack of discussion on the number of activities which should be completed by the SDRs on a weekly basis. This number has changed over the course of the two years that the author has been working at the company, so it can be quite unclear. Because of this, the SDR team along with management should come up with the idea number of activities that should be completed on a daily and weekly basis. By having clear expectations that are reachable, the team should be as productive as possible.

5.2 Suggestions for future development

This guide is meant to help new SDRs understand their roles and different aspects of their job better. In addition, it should provide help for the existing SDRs on how they can improve their efficiency and results. However, the guide does not cover every single aspect of the job of an SDR and there are areas which could be further developed to help the SDRs succeed in their roles even further. For example, aspects like how SDRs should reach out in different situations based on the persona and the information that is available could be further developed. This guide provides more overall information that can be implemented into these different situations, but in the future, this could be further discussed in a similar guide or even added into the guide that was created for this thesis to expand on it and to make it an even better resource for the SDRs at Vaadin. In addition,

other aspects such as how SDRs can find the pain points of their prospects could be further researched. Some of these ideas were discussed in the sources that were used for this thesis, but the author had to limit which topics were chosen to be covered in the guide. The author also provided recommended reading for the SDRs at the end of the guide. These books were very helpful in the creation of the thesis, and they include other topics that can be helpful for the SDRs, so if they want to improve themselves in a professional manner then the author recommends reading through the recommended reading. This would help them learn more helpful information on different aspects of their job that can improve their productivity. The author also recommends that the SDR team should work on expanding the guide further by having a meeting about it once they have all read through it, after which they could all add more helpful information based on their own experiences and research. The purpose of the guide is to help the SDRs and by working together on expanding the guide, they could all help each other as well as future Sales Development Representatives to be as efficient and productive as possible to improve their overall results.

5.3 Learning experience

On a personal level this thesis project has been a good learning experience for me. I will not lie, it took me a while to get it going, particularly due to working a full-time salaried job for the first time. I had the original idea for the thesis during the first year of my experience at Vaadin, but it took a long time before I fully started working on writing the thesis. I realize that for me, having the pressure of a deadline to finish a project, especially one as big as writing a thesis, really helps me find the motivation and energy to complete it. During my time at Haaga-Helia I had a bad tendency of procrastinating to get assignments done and it was no different for this thesis project, both before the process was started and during the process, as I procrastinated on continuing the process particularly when I felt good about my recent progress. However, I always knew that once I got started and found good sources which would help me get a clearer idea of how I want to structure the thesis and the product, I would not have any issue with getting it done. This turned out to be true, as honestly most of the thesis was completed in the last month of time that I had. This is something that I realize I need to work on so that the issue does not affect my work life negatively.

I am happy with the outcome of the thesis, but I also feel like had I started working on it sooner I could have made it even better by using more sources and expanding on some ideas to improve the quality of the SDR Guide. However, I feel as if the work I have done should be able to help the SDRs at Vaadin and should have a positive impact on the company. In addition, I have already noticed an improvement in my personal performance at work, as my email quality has improved, as has the way I speak on the phone with prospects and customers. I plan on using the information I learned on how to better time and schedule my work by setting up time blocks in my own schedule

and improving the efficiency of my work, in hopes that it will help me improve the consistency of my results.

Overall, for me this thesis project has helped me learn a lot about a few different things. First of all, I have a much better understanding of my own role and the role of sales in general, as well as how I should conduct myself both personally and when I am working with prospects and customers. On the other hand, I once again proved to myself that I can write well and come up with a good product when I dedicate myself to a project like this. In all reality, I realized that I enjoy working on something like this more than I originally thought, and even the research project was more fun than I thought it would be, as it was the part that I was most worried about. I should keep this in mind for future reference so that I do not let my fears and doubts hinder my ability to perform.

If I could go back in time, I would start working on the project sooner so that I would have more time to work on all the different aspects. Particularly I wish that I would have had more time to find and utilize more sources to improve the quality of my product. There are also some topics that I would have liked to expand on or add into the product, but due to starting the work so late I had to make choices on which topics were most important and what I had time to work on.

The main point is that the experience of working on this thesis project has overall been positive for me and has helped me develop myself on a personal and professional level. I look forward to seeing how the guide I created can help me and the other SDRs at Vaadin improve their work. In addition, I look forward to seeing how I can develop in my professional career and what new opportunities lie ahead for me. This process should really help me take the next steps in my career.

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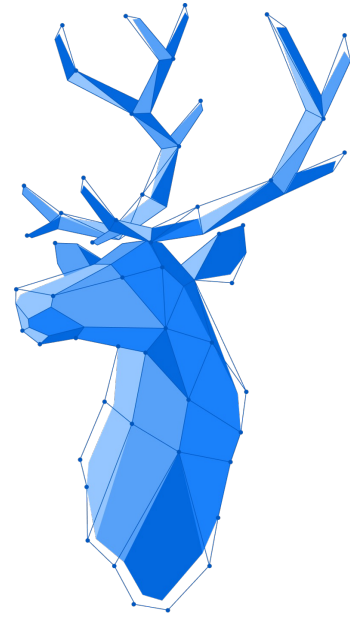
Appendices

Appendix 1. SDR Guide

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SDR Guide

By Vili Tuppurainen
November 2023



Background on Sales



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The role of Selling

- The role of selling is the identifying and realizing of opportunities to create value for customers. The SDRs need to have an understanding of what Vaadin has to offer, and they need to gather information from prospective customers to identify their needs and create value on the relevant offerings.
- Modern sales operations combine selling with other customer contact approaches, such as telephone and internet sales. This applies to the SDRs at Vaadin, who should use phone calls, emails and social media to reach prospects and initiate conversations.
- It is important not to solely focus on trying to push prospects towards buying licenses, but to also focus on creating a relationship of trust with the prospects and building value based on their needs.
- At first SDRs should initiate conversations around the use-case of prospects and offer relevant insights for them. Based on information gained, the SDRs should find pain points and use these to identify needs and build value for the relevant offerings.

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The Role of Salespeople

- Selling has advanced through five stages: (1) Provider, (2) Persuader, (3) Prospector, (4) Problem-solver and (5) Procreator.
- At Vaadin the last three stages are the most relevant and important.
 - The prospector stage refers to the process of identifying relevant buyers who will reveal a need relevant to the seller's offering.
 - The problem-solver stage requires finding info regarding the needs of the buyer and then finding the suitable solution.
 - The procreator stage refers to a close collaboration between the buyer and the seller, which can lead to specialized offerings that serve the need of the buyer.
- The SDRs at Vaadin generally use a mix of the prospector and problem-solver stages. The procreator stage would mainly be the role of an Account Executive who works closely with their customers to solve their specific problems.

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The Role of Sales Development Representatives

- Originally most sales organizations had salespeople who would take care of the entire sales process. However, as companies started moving to a SaaS model, they realized that the more conversations their salespeople had with potential customers, the more deals they would be able to close.
- Because of this, instead of hiring a lot of Account Executives to open and close deals, companies started hiring SDRs to find opportunities and hand them to AEs to finish the sales process and close deals.
- When SDRs open conversations with prospects, they will either identify them as qualified leads or disqualify them as not suitable fits. The qualified leads will be handed off to Account Executives, who will present the relevant offerings, send customized quotes, and close the deals.
- Therefore, the sales process is divided into separate stages and salespeople will be able to focus on their roles more effectively.

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Personal and Relationship Selling

Personal selling

- Personal selling has been defined as the process of creating value for the customer through personal interaction with buyers and other individuals within the customer organization.
- Salespeople need to interact with individuals and offer guidance to create value for the company and offerings.

The salespeople at Vaadin should follow these ideas of Personal and Relationship Selling when interacting with prospects. By following these ideas, we can create successful relationships and sales results by building value around the company and our offerings.

Relationship selling and marketing

- Relationship selling refers to activities directed towards establishing, developing and maintaining successful relationships and relational exchanges between the buyer and seller.
- Salespeople play an important role, as often we are the first and the most common point of contact with customers.
- It's important to create long-term relationships to create long-lasting and fruitful sales encounters.
- Relationships should be mutually beneficial and Vaadin's salesforce should become partners with our customers in solving their problems and challenges

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Tips and Tools for SDRs

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Prospecting

- What is the difference between superstar and mediocre salespeople? It's their determination to be fanatical prospectors, as Jeb Blount states in his book "Fanatical Prospecting." I recommend this book to learn more about the art of prospecting, but in this guide I will provide the Vaadin SDRs with some tips on prospecting.
- Superstar salespeople are relentless and unstoppable prospectors, and they obsess over maintaining a pipeline filled with qualified prospects.
- Superstars do not make constant excuses for why they can't book meetings.
 - They don't make excuses like "I shouldn't call this person because it's too early or it's lunchtime, etc."
 - They don't complain when people aren't answering their calls.
 - They don't complain when the leads are bad.
 - They don't procrastinate.
- By following these principles and keeping this mentality, anyone can be a superstar salesperson.

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Prospecting

- As a salesperson it is easy to look for an easy way out. However, the truth of sales is that salespeople are not owed anything.
- Each person is responsible for getting out of bed and making things happen.
- If a salesperson looks to do the minimal amount of work and expect amazing results, they won't be successful.
- In order to be successful, you need to stop **hoping** for things to be easier. Instead, you need to start **working** on improving things.
- It is important to realize that prospecting is hard and gruelling work that will have salespeople consistently facing rejection.
- This is why the proper mindset is needed in order to be a successful prospector.

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Mindsets for Prospecting

1

Optimistic and Enthusiastic

2

Competitive

3

Confident

4

Relentless

5

Thirsty for Knowledge

6

Systematic and Efficient

7

Adaptive and Flexible

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Seven Mindsets of Fanatical Prospectors

- Jeb Blount discusses the Seven Mindsets of Fanatical Prospectors, which are:
- Optimistic and Enthusiastic
- Competitive
- Confident
- Relentless
- Thirsty for Knowledge
- Systematic and Efficient
- Adaptive and Flexible
- By following these mindsets, you can be a Fanatical Prospector!
- These mindsets are good for salespeople in general, because the right mindsets will allow you to be successful.

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The Three Ps holding you back

- Avoid these three Ps as they most commonly hold salespeople back.
- **Procrastination:** It's easy to keep pushing things off, which applies to prospecting. However, it is not possible to do a whole month's worth of prospecting in one day. Therefore, it is important to avoid the "I'll get around to it tomorrow" mindset, as this will keep happening day after day. This applies to every task that needs to be completed.
- **Perfectionism:** While preparing for calls with prospects is important, it's more crucial to actually get on the phone. The same applies for sending emails. It can be easy to waste time on doing too much research to prepare for every call, but this takes time away from calls. Therefore you need to realize that being perfect is impossible, and you need to balance the line between perfectionism and performance.
- **Paralysis from Analysis:** It's easy to get stuck in a "what if" situation, where you analyze things too much and ponder all of the things that could go wrong during a call. Instead, you need to just make calls and deal with what comes next as it happens. This ties into being adaptable.
- To avoid these issues, you should just focus on making one call, then the next and the next. Sometimes, the simple solution is to just do it and let the "what ifs" take care of themselves. Remember, practice makes perfect.

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Email



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Email

- Sending emails is one of the most important ways in which SDRs reach out to prospects. It's important to have solid email skills in order to be effective with the tool. This section of the guide will provide you with tips on how to use email properly to your advantage.
- Success with prospecting emails is about more than mastering concepts around email. It's about using email as a tool, where you apply what you know about the buyer, experimenting with it and scaling your efforts to success.
- Emails can be divided into different parts
 - Subject line
 - Body of the email
 - Signature
- Let's take a closer look at these parts.



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Email – Subject line

- Think of the subject line as the bait that is used when fishing. It should attract the attention of the “fish” to take a bite of the delicious bait.
- The subject line tells a prospect to look at the email and compels them to open it to see what’s inside.
- It’s important to have strong subject lines in your emails, so that prospects are encouraged to open the email, check it out, and engage with you.
- What makes a good subject line? The best lines are:
 - **Short:** The text should be readable in the inbox without having to open the email.
 - **Relevant:** The subject line should provide information about the contents for the prospect.
 - **Not misleading:** Although tricking people might get the to open the email, they will be less likely to respond. We don’t want to scam people.

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Email – Subject line

- The subject line should offer value for the reader.
 - Thus, something like “checking in” isn’t strong, as it provides zero context.
- The line shouldn’t be too vague, or seem like a straight up product pitch.
- Be courteous and do not use all capital letters, as it mimics yelling. It may create urgency, but it’s also rude.
- It’s crucial that both the subject line and the body of the email don’t have spelling errors. These can be deadly.
- So, what do good subject lines look like?
 - When reaching out to a prospect about a commonly seen issue, it’s smart to include it in the subject line. For example, “*Ten minutes to discuss [problem you solve]*” or “*How [customer name] solved [problem you solve]*”.
- By using these lines, if the reader is facing the issue, they will likely open the email.
- Another example is when you have been referred by someone else, using their name can help initiate a conversation.
- Finally, by using the prospects name in the subject line you can intrigue them and seem more personable.

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Email - Body

- Now that a prospect has opened the email thanks to your strong subject line, it's time to focus on the body of the email.
- In the body of your email you want to persuade the reader to respond to your Call to Action.
 - In most cases this means a response to your email or the prospect scheduling a meeting with you through your calendar link which should be included in the email.
- Here are some overarching principles to consider when writing your email:
 - **Be concise:** Use the least number of words possible, while still relaying the point. You'll notice that HubSpot recommends keeping the body at <250 words.
 - **Easily scannable:** It's important that the reader doesn't have to focus too hard to understand your message.
 - **Stand-alone:** Don't reference other emails that the prospect likely didn't read or has no memory of.
 - **Relevance:** "WIIFM - What's In It For Me?" - if the email seems irrelevant for the reader, they'll ignore it.
- Relevance does not equal personalized. While personalization of your emails is important, if you waste time making custom emails for each prospect, you won't ever hit your numbers. It's important to be efficient with your emails.
- This is where sequences can help, which I will touch on later. By creating sequences for different personas/scenarios, you can save lots of time and effort.
 - You can then slightly alter the sequences to personalize the emails based on the prospect.

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Email - Body

- What are bad examples of email bodies? Let's take a look.
- *"I'm sending you this email in case you missed my previous one."*
 - This serves no purpose. It indicates that you only had one thing of value to provide.
- *"I noticed that you had downloaded our [downloadable content] and I wanted to make sure that you didn't have any questions about this. Should we set up a call for you to learn more?"*
 - Instead of building on the value of the content, you are essentially just trying to hit your quota. Prospects will not care about this.
- So, what makes for a good email that will get you to book a meeting with anyone? Sorry to tell you, but there is no magic recipe for this.
 - Even if there were, each SDR would be using it and prospects would get used to them, thus making them unusable.
- Hence why it's important to use the principles I mentioned earlier. In addition, use your creativity and you can come up with the best emails!

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Email - Body

- Here is an example of a good email, which provides value for the prospect:

"[Prospect Name],

I noticed you recently downloaded [Document Name]. After reading this document developers like yourself sometimes realize that they need help with [Problem You Solve].

Did you have this reaction as well? Our company has helped the developers at companies like [Relevant Customer 1] and [Relevant Customer 2] solve this same problem.

If you'd like to chat, please let me know a couple of options that work.

[Signature]"

- This example is concise, scannable, stand-alone and relevant. Therefore it checks all the principles of good emails.
- It uses references to the content which has been downloaded, while creating extra value for the prospect to engage with you.

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Email - Signature

- Email signatures have two purposes.
 - They reinforce your credibility by showing that you work for a real company, aren't scared to provide contact information, and show professionalism.
 - It's also a chance to promote something relevant. This could be an upcoming event, a useful blog post or a new product video. If there is something important being pushed by the company, you can include a link to this in your signature.
- There are lots of good ways to do your signature. However, here is one recommendation:

Full name

Title | Company

Phone | email

Link to something you are promoting

- This signature will provide the reader proof of your position at a legitimate company, will show your contact details and shows professionalism on your part.

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Ensure your emails are delivered

- It is crucial that your emails get delivered, as lots of companies have filters which block or move 'spam' emails into the junk folder.
- While there is no way to always fully avoid these filters, there are things you can do to increase the probability of your email getting through.
 - **Don't send bulk emails:** Send your emails one to one. Sending emails in bulk makes them more likely to get stuck in the filters.
 - **Avoid attaching images:** Lots of hackers embed malware into images. This means an email which includes images is more likely to be marked as spam. The images may also be blocked until the reader gives permission to download them.
 - **Avoid hyperlinks:** Hyperlinks are the primary tool for hackers, as clicking on a link can allow them to insert malware onto a computer or steal information. Therefore, people are suspicious of emails with hyperlinks. Avoid hyperlinks to get around spam filters. This is especially important when first reaching out to a new prospect. If someone requests a link to something, then feel free to include it.
 - **Avoid attachments:** These are also used by hackers to infect computers with malware. Avoid sending attachments to get around the filters.

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Email - Sequences

- As most of the emails you send will not get anywhere near 100% open or response rates, it makes sense to enroll prospects into sequences that include phone calls and LinkedIn outreach in addition to emails.
- This means that the prospect will receive a series of messages over a certain period of time and will stop receiving them once they respond or are marked as unable to reach.
- Here is an example of an email sequence:
 - Day 1: Email sent (no response)
 - Day 2: Call (No answer)
 - Day 4: Second email sent (No response)
 - Day 5: Second call attempt (No response)
 - Day 6: Reach out through LinkedIn
 - Day 7: Third email sent (Response?)
 - Day 8: Third call attempt as needed, disqualify prospect as needed.
- Your sequences should be professionally persistent, meaning frequent enough to reach the goal, but not annoying.
- A prospect should be touched in each channel every three to six days.

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Email – Sequences (break-up)

- The final email of a sequence can be considered a break-up message. This should be utilized when positive communication hasn't worked with the prospect.
- The purpose is to send a more 'negative' message, that causes an emotional response from the reader.
- If a prospect has been ignoring your emails or is "waiting for the right time," the break-up message should engage them enough to respond. If it doesn't, you'll have confirmed that they should be disqualified.
- Here is an example of a break-up message:
 - *"[Name], it looks like you are no longer interested in evaluating [company name]. If I'm correct, please let me know, and I will close your file."*
- This message makes any response a positive thing, as it allows you to understand where the prospect stands.
 - Maybe they need to be disqualified, maybe you should reach out again in a few weeks or months, or maybe they are interested in and qualified for a meeting.

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Phone calling

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Phone calling

- Calling prospects is easily one of the best ways to have meaningful conversations with them and learn helpful insights about their use-case, pain points and needs.
- Calling also allows you to provide value for prospects based on the information you gain about them.
- If a call goes well and the prospect is qualified, you can schedule a meeting at the end of the call.
- Therefore, having good calling skills can provide huge value for you. Let's look at how you can improve your skills.
- In her book on Sales Development, Bray mentions the idea of using calling scripts, which a lot of people aren't fans of. However, it is argued that a script should mainly refer to a set of points that should be made during the call, rather than a word-for-word script.
- It's important that the script sounds natural and makes the prospect feel like they are talking with a professional business person.
- You should also be confident enough to get off script, so being able to adapt based on the conversation is crucial. Prospects can detect when you are nervous or seem confused, which can hurt you.



Opening calls – Inbound leads

- Most of the work that SDR's at Vaadin do are with inbound leads, so we will focus on these kinds of calls, but also will touch on outbound leads.
- Inbound leads have generally either reached out to the sales team, or have filled out a form on the website which provides contextual information. It makes sense to use this information to initiate the conversation.
- HubSpot is helpful, as it shows you what the prospect has been doing on our website and what content they may have downloaded. It will also show if they have sent us a contact form or shown particular interest in certain emails.
- Before calling a prospect it's smart to prepare for the call, predict where the conversation may lead and prepare relevant social proof.
 - Social proof can be case studies or customer success stories.
 - Also, if they have downloaded a white paper, it helps to have an understanding of the contents.
- As an example, let's say that a Development Manager has downloaded a white paper on Vaadin 8 migration. This will provide clues about their pain points and needs, so you can determine which services would be most helpful for them.
- You should not describe how the service works, but rather discuss how the service has helped solve the problem for another customer.
- Of course you should not immediately start talking about the social proof. Instead, when the conversation has gotten to the point where it makes sense to discuss them, case studies and customer success stories are some of the most influential tools that you can use.
- It's crucial to know your social proof well and be able to reference them seamlessly in conversation.
- Keep in mind that your initial assumption of their pain points may be wrong. In this case, you should be able to turn the conversation around to the most relevant topics.



Opening calls – Inbound leads

- Sadly there is no perfect way to start a call. You are dealing with different types of personas, so what works for one lead may not resonate with others. Let's explore a few ways in which you can start calls and see why they work or don't work.

“Example 1: Hi [name], this is Taylor Smith from Vaadin. You recently expressed interest in our company, so I wanted to check in and see if you have any questions.”

- Using the term “expressing interest” can be risky, as the prospect may not agree that downloading content shows interest on their part. You should only use this term if they have specifically shown interest in having a conversation with you.
- Starting the conversation with “see if you have any questions” is a weak start. It gives the prospect an easy way out if they don't have any questions. You are also essentially asking the prospect to be the salesperson because you don't have anything of interest to discuss.
- Because of this you are unlikely to gain anything from the conversation.

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Opening calls – Inbound leads

“Example 2: [Name], This is Taylor Smith from Vaadin. I'm calling because you recently downloaded a white paper from our site.”

- This is too unspecific, so the prospect may not remember what white paper you are talking about. You don't want to confuse the prospect.

“Example 3: [Name], this is Taylor Smith from Vaadin. Have you had a chance to read White Paper X?”

- This is better, as it is specific and allows you to discuss their thoughts on the content. If they haven't read it yet you can offer a quick summary and send a copy to them after the call.
- After you gain a better understanding of their interest you can tie in the social proof from relevant case studies and customer success stories. This will help you drive them towards a meeting with an Account Executive.

“Example 4: [Name], this is Taylor from Vaadin. Do you have two minutes?”

- While being a simple opener, it allows you to gain a lot of information based on their reaction.
 - This includes knowing whether they recognize the company and if they are excited or irritated about receiving the call. You'll also know if they are willing to speak for a few minutes, if they try to get rid of you, or maybe even ask you to never call again.
- This exemplifies that sometimes the simplest start is the best one and can provide the most information. Don't complicate things for no reason!

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Opening calls – Outbound leads

- With outbound leads it's important to consider the perspective of the buyer as well as the seller.
- Often, the buyer you are calling will be busy and you must gain their interest quickly.
- Remember that commonly your prospects will have a busy schedule and you are trying to add more meetings to their nearly impossible calendar.
 - Ask yourself “What on earth can I say to the lead on a Wednesday morning to add another thing to their list of things to do?”
- If one prospect from a list of outbound leads says no, that's okay. Just move on to the next.
- The main focus is booking meetings for Account Executives. Don't waste time on uninterested or unqualified people.
- If the prospect seems to be busy and only has a few minutes to talk, use the time to identify these things:
 - The lead has a problem you can solve.
 - The issue is important to them, preferable a top-five priority.
 - You have enough credibility for them to set up time to learn more.



Opening calls – Outbound leads

- Here are a few examples of good openers which allow you to gauge the important things:

“[Name], this is Taylor from Vaadin. In forty-five seconds I can explain why I have called and you can tell me if it makes sense to have a further discussion. Is that OK?”

- By requesting a specific amount of time, the prospect will have a clear idea of the purpose of your call and will be more likely to engage.
- If needed, you can request more time. However, the closer to thirty seconds, the better.
- If the prospect agrees, here is an example of how to continue:

“We help companies who experience [pain 1], [pain 2] and [pain 3]. We've recently worked with other [persona]'s at companies similar to yours and [describe impact]. Based on what you've heard, do you think it makes sense to have a further conversation?”

- The purpose here is to set bait, hoping that they bite. This won't always work, but then it's time to move on to the next one.
- While asking open ended questions is generally better when the time allows it, using general pain points to pick a bait works when you only have thirty seconds.



Mastering the Art of Relevance

- Even though there are many ways to create call scripts, the most important aspect is to remain relevant.
- When you are calling prospects they will care about one thing: *“What’s in it for me?”*
- Thus, you should know what relevant messaging is available to be used. You should be able to seamlessly reference these tools based on the conversation.
- As an example let’s say you are speaking to someone from the healthcare industry. They will like to know how you have helped others in the same industry.
- On the other hand, they likely won’t care how you helped someone in the Defense or Social Media industry.
- If you can keep the conversation relevant for the prospect you will build credibility and get more out of the conversation.

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Find the right person

- Sometimes the first person you reach out to at a company is not the right person to lead the evaluation process and they may not have decision making power
- In these cases there are a few strategies that can help ensure you get referred to the right person:
- **Building Champions:** If a person at a company is likely to, or has already advocated for your company internally, it’s often smart to reach out to them first and let them help you with selling to their organization.
- **Selling high:** If the VP of Engineering is likely to care about what you do, it’s smart to begin with them and allow them to refer you down to the right person on their team. This will create credibility for you.
- **Avoiding friction:** Some personas can be hard to reach for many reasons, like not wanting to speak with salespeople. In these cases, it makes sense to reach out to a different persona who is still relevant and may be able to refer you to the persona that you would like to connect with.

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Utilizing voicemail

- Leaving voicemails when a prospect doesn't answer the call can be hit or miss. It's still smart to experiment with voicemail, as they can lead to some call-backs.
- Here are a few principles to consider when using voicemail:
- **Shorter is better:** If you leave a two-minute voicemail, most people won't listen to it. This makes the voicemail useless. Make the message as short as possible while remaining relevant.
- **Voicemails are a form of marketing:** Even if you don't receive a call-back, the prospect hearing your name, the company name and a short value proposition will leave an impact. They may remember you at a later date when they have more important needs.
- **Prepare to be ignored:** Some prospects may hear your voicemail message and realize that you are a salesperson, therefore choosing to ignore your future calls.
- Make sure that the voicemail is clear and concise. State your name and phone number twice to make it easier for them to remember.

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Scheduled phone blocks

- By setting up daily phone blocks between 1-2 hours long, you can improve your efficiency on the phone.
- During these blocks it's important to remove all distractions, set a clear goal for how many calls you want to make and stick to the goal.
- This block should be an appointment on your schedule and you should follow it daily.
- Some people find it easier to break call blocks into smaller, manageable chunks. It's easier for your goal to be making 10 calls rather than 100, or to make calls for 30 minutes rather than two hours.
- This is especially true for people who are nervous about making calls, as it can help overcome their original fears and doubts.
- Some people find it easier to set an overall goal for each call block. For example, the goal could be making 50 calls in a day, and then setting up smaller 10 call blocks.

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Power Hours

- A common strategy for calling is setting up Power Hours, or sometimes Power Half Hours.
- During these times all distractions are removed and the goal is to make as many calls as possible.
- You should set up a list of numbers to call in advance, so that you can focus on dialing number after number and don't have to waste time finding people to call.
- The time limit helps you remain focused.
- You should set the Power Hours up however feels best for you. The most important thing is to have a clear goal and meet it every day.
- Setting challenges for yourself can make it more fun. This could even be counting how many no's you get.
- You should realize that trying to time your calls perfectly is not a smart strategy. There aren't any secret times during which people are more likely to answer.
- Timing calls is often an excuse to get out of making calls. It's best to just set up a regular daily schedule and stick to it.
- If anything, calling early in the morning may be the best time, but you should experiment at different times to find what works best for you.

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LinkedIn

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Following and interacting

- LinkedIn is a useful tool for SDRs, as it allows us to search prospect's profiles and learn about their company, position and influence on decision making.
- You can use LinkedIn in a multitude of ways. You can use it to gather useful information, follow prospects, comment on their posts, publish relevant updates, connect with people and send InMail to prospects. Let's take a closer look at these aspects.
- At first, following a prospect can be the smartest move. This way they are notified about you following them, but they won't be waiting for an immediate pitch as sending private messages isn't possible yet at this stage.
 - If you immediately connect with a prospect they will receive an email, an in-app notification and a personal message from you. This may make them think "here is another salesperson trying to tell me why I should buy their product."
 - By only following them at first you can play the long game.
 - Once you follow a prospect you will start seeing their posts and can use the information to your advantage.
- Now that you are following prospects you can pay attention to their activity.
- If you see them posting relevant articles, comments or posts, you can engage with them by liking the post and providing additional value through a comment.
 - This should not be used as an attempt to sell products or services, but rather to provide value by helping answer questions or offering an additional point of view.
 - Don't like too many posts as it will dilute the impact of comments.

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Connecting with prospects

- In addition to following prospects, it makes sense to connect with them from time to time.
- If you have already had a conversation with a prospect you can connect with them and send a personal note.
- In cases where there hasn't been a meaningful conversation yet and you would like to schedule a meeting, sending them an InMail instead of a connection request is smarter.
 - This allows for longer messages compared to a connection request.
 - The prospect will receive both an email and an in-app notification about the InMail message.
 - Therefore, you will get two touches with one message.
- Once connection has been established and you would like to re-engage with a prospect, you can simply send them a private message.
 - You can also endorse them for a skill to catch their attention.

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Publishing updates

- There are multiple types of updates that can be posted on LinkedIn:
- **Sharing links:** Can be a useful way to share relevant information with your followers. Just be sure to add value in the post.
 - An example could be sharing a link to a blog post from Vaadin and providing additional value by commenting on how the post has helped our users.
- **Writing short or long comments:** These can help ignite interest with your followers and compel them to engage. Just don't make them promotional.
 - An example could be sharing something you recently learned about that would interest your followers.
- **Publishing a long-form post:** These could be blogs that you post once every month. While it may take some time and effort, it will help improve your writing skills. Just be creative and interesting.
- **Publishing a video:** If the company has posted a new video that would be interesting for your followers you can share it and add value in the post.

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Having a strong profile

- Your profile can be an asset for inbound marketing. It's also the place where it's okay to be self-promotional in a tasteful manner.
- Here are a few aspects that can help you strengthen your LinkedIn profile:
 - **Headline image:** Changing the background image to relate to Vaadin will help you market yourself and the company.
 - **Title:** Shown when you publish posts and comments. Should attract people to your profile.
 - **Summary:** Shown right below the headline. Can be used to provide quick updates or even propose an offer to your profile visitors.
 - **Experience:** You can use this to outline the pain that you can help solve, or can even include relevant customer success stories. The experience section should tell a story that leads to the current stage of your career.
- By having a strong profile, you will seem professional and attract people to check your profile out, connect with you and engage with you. This can help you build your network and may even help you convert leads through LinkedIn.

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Timing and Scheduling



Timing and Scheduling

- The Sales Development Representatives at Vaadin are busy with all of the different tasks that need to be completed and meetings that need to be attended. It can be difficult to maintain a schedule that allows for everything to be completed.
- This makes it important to set up a daily schedule which takes into account all of the different responsibilities.
- Most time management issues are self-inflicted. How can this be avoided?
- Time is the one constant for salespeople. We are all accountable for using it smartly.
- It's crucial to maximize the prime times for selling, called the Golden Hours.
- One way of doing this is by organizing the day into distinct **time blocks**, which are all dedicated for specific tasks. This also helps ensure that distractions are minimized.
- The difference between failure, mediocrity and superstardom lies in how efficient and effective a salesperson is during the Golden Hours.



Time Blocks

- Time blocking can transform how you complete activities and perform.
- Blocking out time slots allows you to concentrate your power and see a huge impact on productivity.
- Start by setting up **power hours** that are spread out during the day, between morning, midday and afternoon.
- These power hours are dedicated solely for completing calls without other interruptions, like emails, social media and research.
- This ensures that two to three hours are blocked out for dialing calls, leading to an increase in the number of calls completed. More calls will also lead to more discovery, and eventually more meetings booked.
- Call lists should be completed in advance, so that the downtime between calls is minimized.
- By setting up Power Hours, you will have dedicated time for making calls, but will also have five to six hours left during the day to complete other tasks, attend meetings and take short breaks.

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Time Blocks - Why?

- What makes time blocking so effective is the fact that it allows you to focus their attention into **one single focus**.
- Lots of people feel like they are “great multitaskers.” This is not true for anyone and is refuted by basic neuroscience.
- Instead of focusing on multiple tasks at once during multitasking, our brain is actually cycling back and forth between different tasks.
 - This means that the brain is not efficiently focusing on anything.
- Due to this, by multitasking you are in fact being less efficient and effective.
- Time blocks allows you to minimize distractions!

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Golden and Platinum Hours

- Golden hours are the most important hours for selling. Time is literally money during these hours.
- Therefore, these hours should be used efficiently.
- Time should not be wasted on doing research, making call lists and doing pre-call prep.
- Since there are other tasks that need to be done, they should be completed before or after Golden Hours.
- These periods of time are referred to as **Platinum Hours**.
 - Early mornings and late afternoons.
- In order to be successful, non-selling activities should be completed during Platinum Hours. These tasks can include:
 - Building prospecting lists
 - Building call lists
 - Doing research
 - Call planning
 - Taking care of prospecting emails
 - Planning and organizing.
 - Managing your calendar
 - Managing the CRM system
- The objective of Platinum Hours is to set up the selling day

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Mentality

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Selling is hard work

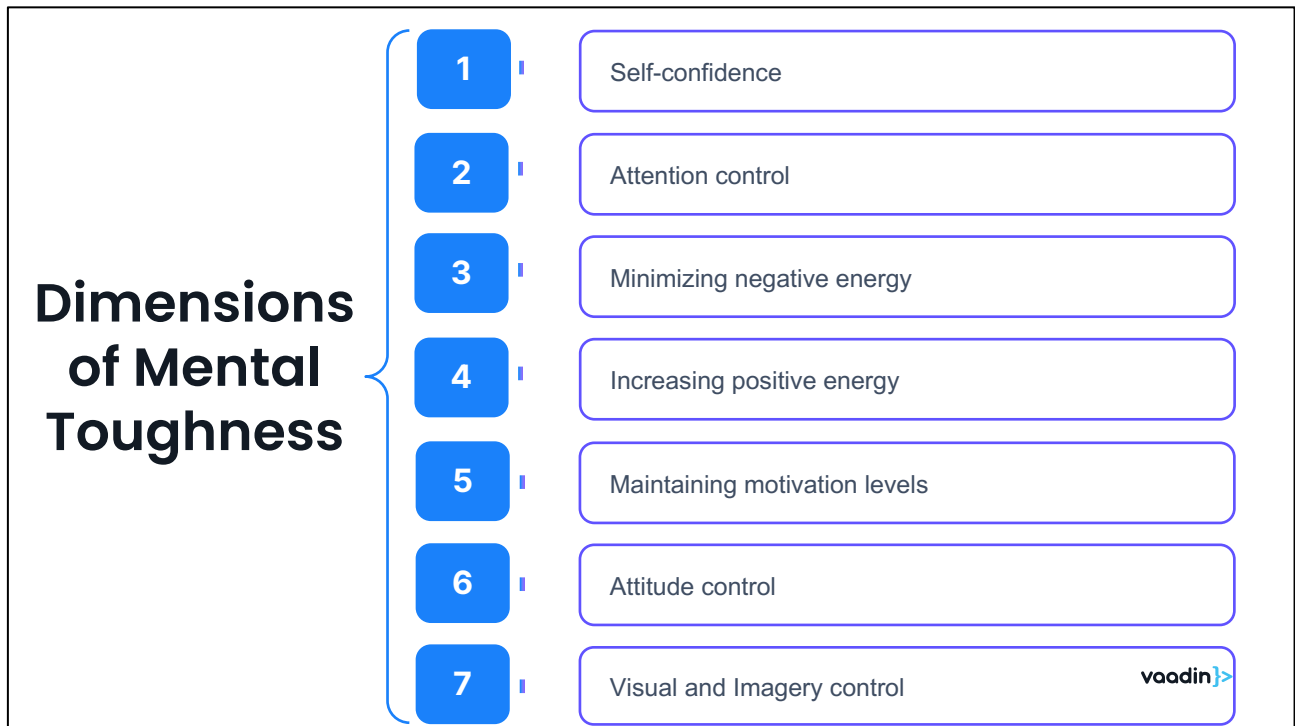
- The job of an SDR can be both rewarding and discouraging.
- Sales is a tough and grueling, and at times even heartbreaking profession. This is the brutal and undeniable truth.
- Even if you have all the training, tools and experience to succeed, the mental aspect is a huge factor for the role of a Sales Development Representative!
- SDRs are under pressure to deliver results and the demand to perform can be unrelenting.
- Most sales representatives face more rejection in one morning than the average person faces in a whole year, so most people could not last in the sales profession. But you can, and this guide will help!
- How can you deal with the rollercoaster of sales?
- How do you pick yourself up when you're stuck in a rut with an empty pipeline and a lack of leads?
- Remember, without salespeople, there would be no customers, no profit, no growth and eventually no company. This pressure can be draining, but there are ways to deal with it.
- All the training in the world is not enough to deliver peak performance every day.
- The competitive edge is gained from **mental toughness**.

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Mental Toughness

- Data has shown that mental toughness is more crucial than talent, experience, skills, technique or education.
- Mental toughness allows some people to thrive under pressure, while others crumble away.
- **Grit** is the difference between superstar and mediocre salespeople.
- For an SDR to reach their full potential they must develop grit.
- Here's the great news: mental toughness is not a part of your DNA like intelligence is.
- Anyone can learn and develop grit! All you need is to believe in yourself and work for it.
- By changing your mindset, you can change your game. This will help you see an improvement in your results.
- The following slide includes the seven core dimensions of mental toughness. Remember and follow them!

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Work Hard to Succeed

- Only three things can be controlled in sales:
 - Your actions
 - Your reactions
 - Your mindset
- Being mediocre is a choice. So is losing. Most salespeople that don't succeed end up failing because they made the choice to lose and gave up too soon.
- If you choose to be mediocre in your actions, then the results will follow.
- Even all the training, coaching, mentoring and tools needed to succeed won't be enough without having enough mental toughness.
- It's common that when people face challenges they quit too soon. Often they quit when they are right on the cusp of success.
 - Often, things seem dark right when you are close to reaching success, so push through!
- When things are hard and you feel like quitting, you must prevail and face the difficulties head on.
- If you do the right things day after day and keep faith that things will improve, then you'll see the light at the end of the tunnel.

Work Hard to Succeed

- Winners are fueled by **persistence**.
- Despite all the self-doubt, obstacles, setbacks and failures, winners will keep going due to their tenacity and determination.
- Persistence lets you get back up and keep pushing forward. It'll give you the final push needed to succeed.
- Everyone wants to win. But are you willing to grind and pay the price for success?
- At the end of the day, hard work is required to win and see success.

- Top performers are defined by one trait: **mental toughness**.
 - Helps you get back up when you've been knocked down.
 - Ability to be resilient when facing adversity, rejection and failure.
 - Let's you accept pain and block out negative thoughts and emotions
- Top performers are separated from the rest by their ability to face challenges and ignore the desire to quit.

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Four Pillars of Mental Toughness in Sales

- Blount came up with the four pillars of mental toughness through his experiences and discussed them in his book "Fanatical Prospecting."
 - These pillars will help you develop and maintain mental toughness.
- **Desire:** Needed to achieve your goals. Without it, you will fail. Having goals that you desire will help with developing your mental toughness. It also helps with finding motivation when facing roadblocks.
 - To ignite desire, you need to set goals. Write down what you want to do, how you plan to achieve it, and how badly you want it.
 - Build a plan for what you desire and stick to the plan.
 - Writing it down with pen and paper will truly help, as it forces you to take action and keep going until the goal has been reached.
- **Mental resilience:** Invest in yourself. Improve the areas in your life that need sharpening. Then you will see an impact on your mindset and see more success.
 - The most successful people make a constant effort to improve themselves, sharpen their skills, gain new insights and expand their knowledge.
 - Sometimes to speed up your growth, you must first slow things down.
 - Trying harder doesn't always work. Doing and thinking things differently can have a huge impact.

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Four Pillars of Mental Toughness in Sales

- **Outlearn = outearn:** By outlearning your peers and competitors you can out earn them. By investing in learning, you can see more motivation and success.
 - If you want to be a superstar, having more knowledge about your profession, industry, products and services compared to your competitors will help you succeed.
 - There are lots of ways to expand your knowledge. You can follow experts, attend seminars and workshops, but the best way is to read books.
 - By reading books, you can become a better resource for your prospects and customers. You can be a better conversationalist and gain more insights.
 - Most importantly, always learn new things. This will help you improve yourself and see better results.
- **Physical resilience:** Our body and mind are tied together. If you don't take care of your physical health, your mental health will follow.
 - By staying in good shape, you can improve your creativity, mental clarity and optimism. You'll also be more disciplined and confident.
 - The three foundations for physical resilience are regular exercise, sleep and a healthy diet.
 - Implement a 30-minute per day exercise routine, sleep 7-9 hours and follow a healthy diet.
 - You will see a huge impact on how you feel physically and mentally. This will help boost your performance.

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Dealing with the Dreaded Sales Slump

- Every salesperson will face a slump at some point. Most likely you will face multiple.
 - Most of these can be attributed to a failure in prospecting.
- Sometimes you'll be in a slump following a good month/quarter, when you are feeling good about recent performance and let your prospecting effort slip up.
 - Because of this your pipeline dries up and performance gets worse.
- What do you do in these scenarios? It's simple. Get back to **daily prospecting**.
- At first it may feel like there's no progress happening. This is where mental toughness is needed.
- By remaining consistent and disciplined, your pipeline will build back up day by day.
- If you stick to this simple strategy, you can see a major change by the end of a quarter when compared to the start of it.
- Make sure to acknowledge where the blame lies for the slump.
 - It can be easy to blame it on everything but yourself. Maybe you'll blame it on a lack of leads or engagement from them. But at the end of the day, the issue is usually your effort.
 - By being honest with yourself you can quickly start turning things around.

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The first rule of a Sales Slump

- The first rule when you find yourself stuck in a slump is simple: **start prospecting**.
- The only way to get out is by grabbing yourself up and working hard to get out.
- When you find yourself in that dreaded slump, take a deep breath, realize that negativity is not going to help anything, and commit yourself to consistent prospecting.
- Don't worry about what might happen if you fail to get out. Don't dwell on the failures that got you there.
- The only thing that matters is **what you do next**.
- In this scenario, put all your energy and effort into actions that you can control.
- Even when you feel desperate, by focusing on the basics and doing the right things you will reach your desired goals.
- It may take a few weeks or even a month to get back on track, but this is exactly why mental toughness is so crucial.
- Resist the urge to quit. Focus all your energy on fixing the slump. You've got this!



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Recommended reading

This guide does not cover everything that is crucial for SDRs, so I wanted to provide some recommendations on books which can help you improve your overall work further. These books were extremely helpful in the creation of the guide and they have a lot of useful information.

- Sales Development by Cory Bray and Hilmon Sorey
- Fanatical Prospecting by Jeb Blount

These are just a few recommendations. I hope that you will find new reading that will help you improve your professional development. Share what you find with your colleagues and succeed together!



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Thank you!

I hope that this guide will help you develop your skills, scheduling and mentality, and will allow you to improve your overall results at Vaadin.

