



Guest,

Welcome to:

Revenue Planning in a Time of Uncertainty

Presented by
Lighthouse Consulting Services, LLC



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What You'll Learn Today

- Financial forecast for 2018-2019
- What to do today to prepare your revenue-generation engine
- Why traditional plans and processes let you down
- Why funnel modeling is key to success in any economic phase
- What happens when marketing and sales plan together
- How to afford the right marketing talent
- Measure what's important for revenue generation
- Resources

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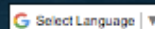
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What Uncertainty? Business is Great!

- U.S. currently enjoying a period of accelerating growth, following 8 years of slow recovery
- What goes up, must come down
- Don't get trapped in your comfort zone
- Make the right adjustments and investments now

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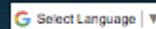
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Economic Cycles

- ITR Economics is the oldest, privately-held, continuously operating economic research and consulting firm in the U.S.
- Extremely accurate in forecasting economic shifts 6-18 months in advance.
- Prosperity in the Age of Decline – highly recommend their latest book
- Phases of the economic bell curve
 - Recession
 - Recovery
 - Accelerating Growth
 - Slowing Growth

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ITR Forecast 2017 -2019

- 2017 – Accelerating Growth
- 2018 – Declining Growth
- 2019 – Mild Recession
- Forecast means different things for different companies. For my business:
 - If 2017 revenue growth for my company is 15%
 - I can expect an 8% increase in 2018
 - I can expect a Minus 2% to 0% growth rate in 2019
- In contrast, a construction company might already be experiencing a softening in new project bid requests.



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Preparing for a Downturn and Recession

- Do your research. Use multiple data sources
- Don't rely on media-sponsored reports, or any single indicator
- Make a decision
- Make a Plan!
- Work your Plan

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Start Today. There's Just Enough Time

- Revenue Planning = Marketing + Sales
- Why plan to survive when you can plan to thrive?
- How?
 1. Sharpen the strategic focus of revenue generation efforts
 2. Model and stress test your revenue generation engine
 3. Align sales and marketing functions with the plan
 4. Build agility into your marketing function
 5. Measure what's important

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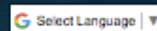
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Sharpen the Strategic Focus of Revenue Generation Activities

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Is Your Plan a Tin Man or an Iron Man?

- Are you wandering down the yellow brick road rather than rocketing to market domination?
- Re-read your plan. Ask this question:
 - Does the plan focus the strategy on a single buyer's problem that you are world-class at solving AND represents a large market?
- Good example: The buyer can't obtain the right grade of plastic feed stock fast enough to fulfill new orders.
- Bad example: Sell our plastic beads to companies who need quality.



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An Actionable Go-to-Market Strategy

- Problem to Solve . . .
- Leads to clear definition of the total solution
- Leads to identifying who most has the problem – your target market
- Leads to deciding who is best at identifying the problem – your sales channel strategy
- Leads to identifying who else solves the problem – your competitors

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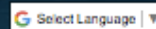
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Example of GTM Strategy

- Problem: The right grade of plastic bead stock isn't available fast enough to manufacture new orders.
- Solution: Our ReadyStock program guarantees 2-day delivery of any quantity and quality of plastic bead stock.

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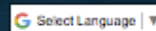
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Example of GTM Strategy (cont.)

- Target: Manufacturing and Purchasing managers at \$25M - \$500M companies in North America who manufacture plastic parts for non-military applications.
- Sales Channel: Our field sales engineers and tele-sales.
- Competitive advantage: We can leverage our greater market awareness and strong customer references, but need to lower our production costs.

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Model Your Revenue Engine

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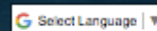
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Use Funnel Modeling to Stress Test Your Revenue Engine in Different Economic Scenarios

- Can you see mathematically, logically and strategically what needs to be done to reach your revenue goals?
- Is your revenue funnel model for next year and beyond based on today's metrics (Growth Phase), or on Recessionary Phase metrics?

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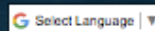
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What Happens to Revenue Generation in an Economic Downturn?

- Market size shrinks
- Conversion rates decline
- Sales cycle time increases
- Average deal size shrinks
- 'No decisions' increase

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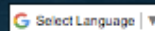
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A Tale of Two Funnels

Model A

Accelerating Growth Phase (2017)

- Goal = \$1M revenue growth
- Avg. Deal = \$50K
- Contact to lead = 10%
- Lead to proposal = 15%
- Proposal to win = 60%
- Time from hello to thank you = 13 weeks

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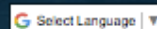
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Model A

Accelerating Growth Phase (2017)

- Required # of contacts = 776
- Required # of proposals = 34 for 21 deals
- Sales utilization averages 89%

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A Tale of Two Funnels

Model B

Slowing Growth Phase (2018)

- Goal = \$1M revenue growth
- Avg. Deal = \$45K
- Awareness to lead = 8%
- Lead to proposal = 12%
- Proposal to win = 50%
- Time from hello to thank you = 16 weeks

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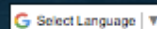
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A Tale of Two Funnels

Model B

Slowing Growth Phase (2018)

- Required # of contacts = 1362
- Required # of proposals = 48 for 24 deals
- Sales utilization averages 150%

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A Tale of Two Funnels - Compared

Model A

Accelerating Growth Phase (2017)

- Required # of contacts = 776
- Required # of proposals = 34 for 21 deals
- Sales utilization averages 89%

Model B

Slowing Growth Phase (2018)

- Required # of contacts = 1362
- Required # of proposals = 48 for 24 deals
- Sales utilization averages 150%

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Avoid 'Silo Planning'

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Kill the Silos

Magic happens when Sales & Marketing plan together using the right buyer-centric process. According to global research of B2B companies:

- Marketing improves contribution to revenue by 209%
- Marketing-generated leads enjoy 67% higher probability of closing
- Marketing leads acceptance rate by sales improves by 108%

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Kill the Silos

- Silos of sales and marketing exist even in micro-businesses if the two functions are thought about and planned for separately.
- Think in terms of a revenue-generation plan, not a 'sales plan' and a 'marketing plan'.

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A-Team Agility

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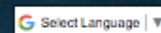
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Seek Productivity and Agility in Marketing, Too

- Become lean and flexible NOW
- Learn how to succeed with less overhead in Marketing.
- Put the right skills and brainpower on the extended team
- Find and test your valued and trusted partners, contractors, and consultants today

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Measure What's Important

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You Can't Manage What You Don't Measure

What are the mission-critical stats or KPIs that tell you how the engine is performing? Look at the 90-day trend line for each.

- Revenue versus objective
- Leads to proposals ratio
- Proposals to wins ratio
- Average deal size
- Cost per lead ratio
- Cost per customer acquisition
- Average time from lead to win (weeks)

For CRM users, create a custom-funnel report that includes All stages of the buying cycle. Compare it to your revenue funnel model monthly.

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Just Enough Time IF you Start Today

- Be critical of your current revenue generation plan
- Be critical of the planning process.
- Make your marketing function smarter and more flexible
- Build a revenue generation dashboard.

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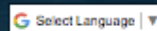
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Video tour of a B2B revenue planning process

<https://www.besondyilc.com/funnel-plan/>

ITR Economics

<https://www.itreconomics.com/>

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