



**KEVIN M. DOWNEY**

# **SALES AND BUSINESS DEVELOPMENT TRAINING GUIDE**

**For Inside/Remote B2B Sales  
Representatives, BDRs and SDRs**

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# OWNER STATEMENT



**KEVIN M. DOWNEY**

## AGENCY OWNER

Growing any sales-oriented business comes down to systematizing your sales & marketing - from lead generation all the way through to closing sales - and then scaling that system by increasing your marketing, and adding dynamite talent to your sales team.

*“Sales success comes down to knowing what you’re going to do, how you’re going to do it, knowing what the results will be BEFORE you do it... and then having the guts to take action every single day.”*



## B2B SALES & BUSINESS DEVELOPMENT PROCESS



### Build Your Prospect List

Must have PEOPLE (with titles, email addresses, etc) as part of the data set. Make sure you refine targeting as best as possible.



### Build Your Sales Team Structure/Plan

*Is your cold outreach going to be done by sales or BDR/SDR team?* If sales, then you only need a “single-layer” sales team structure. If BDR/SDR team, then they move leads, scheduled calls and appointments to sales. (PRO TIP: If prospect list is small and/or sales has ongoing relationship with customers, then sales should do their own cold outreach.)



### Build Your Business Development Process

- A. Cold outreach by email/phone to determine decision-maker and pain point;
- B. If pain point exists, then qualify for desire to solve AND budget (if possible);
- C. Finally, move to sales/sales process.





## Write Your Cold Email and Phone Scripts

Your cold email, LinkedIn messaging and voicemails are obviously scripted, but your phone “script” should be process and bullet-points, rather than a script that is to be read. You want reps to know what they are pitching, to whom, and why. (Remember KUBE: Knowledge. Understanding. Belief. Emotion.)

Your cold email copy should be the same as what your rep is doing on a call, but you don’t have the advantage of a live conversation. Cold email structure: Do you have this pain point? If you do, we can help you solve it. This is what I want you to do next. Typically want to ask them to reply to receive PDF. This does two things: First, it establishes that they are a/the decision-maker, and second shows genuine interest/need in your products or services.

### COLD EMAIL SAMPLE

Hi {{first\_name}} - Checking to see if you could use any sales help. Have a number of experienced remote reps available. Reply back and let me know if it makes sense for me to send a few for you to look at. Will also include their salary requirements. Thanks so much, {{first\_name}} - appreciate it.  
Talk soon! KD





## Set Up Automated Email

Once you have your data source, set up automated email. Campaign management system we recommend is **Apollo.io** (which conveniently is a wonderful source for your data). You need to determine “vehicle” for delivery (email addresses themselves, email API, or SMTP server), which should be based on number of target prospects and email volume.



## Establish “Reply” to Leads with Call-to-Action

If asking to send PDF (or comparable CTA on cold outreach), create reply script that includes information you said that you would send, along with call-to-action to schedule a call (use of calendar is highly recommended).



## Start Selling

Once on a call, ask the appropriate questions to further establish that your products or services are the correct solution. Then it’s a matter of PROPOSING said solution (via proposal, order, PO, etc), and asking for the business!







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# 24 RULES FOR B2B SALES & BUSINESS DEVELOPMENT



## 1

### Three (3) Parts to Business Development Process

1. **Identify Decision-Maker** - Can skip to step #2 if targeting owners only, but otherwise you first need to find out who the decision-maker is at your prospect.
2. **Establish Need or Pain-Point** - Do they have a problem or need that your products & services "solve".
3. **Confirm Desire & Ability to "Solve"** - Do they want to solve the problem or need? On what timeline? Do they have the budget?

## 2

### Prospect List

More is NOT better. Dial-in your prospect list. You don't want to waste emails and/or rep calls on the wrong companies and people.

## 3

### Understand Your Target Audience

Employees aren't owners. Owners respond to making or saving money. (Non-owning) employees respond to what is good for them (i.e. keeping their job, making their job easier, what makes them look good, etc). Employees want what is good for the company, but **ONLY** if it is good for them first.

## 4

### Every Communication Should Have a Call-to-Action

Ask them to reply, schedule a call, sign a proposal, or whatever, but every communication should have a call-to-action.





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## Get a Response

Prospects will rarely book a call off of your initial cold email. They want to know what problem you solve, how you solve it, and at what cost. Remember, they are trying to protect their time and their money. (HINT: Use a PDF on your company's products & services and/or a price list and/or images/catalog to "bait" people into responding. Then send said information, and give them a call-to-action to schedule a call.)

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## Email Copy

Your cold emails should be what a rep would do on a cold-call. You're not advertising to prospects. The formula is: *Do you have this pain point? If you do, we can help you solve it. This is what I want you to do next.*

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## Sales Team Structure

*Are Your Sales Reps Account Executives/Account Managers (i.e. "Farmers") or "Hunters"? Do your reps have an ongoing relationship with customers? Are they calling on them to get reorders, upsell, cross-sell, etc? Or are your sales reps finished with the relationship once they "get paper"? This has a big impact on sales team structure and your business development/sales process.*

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## Drive Leads First

Before hiring your first sales representative, you MUST be able to drive inbound leads.

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## Before You Hire, Build Your Process

*What are you trying to achieve in each step of your business development process? How many steps are there? Can and should you have a "single-layer" sales team, or do you need to utilize BDR/SDR team in addition to sales?*



# 10

## **An Owner Should ALWAYS be a Company's First Sales Representative**

Before hiring your first sales representative, you should have the/an owner be the first sales representative. Their passion for the company's products & services will be unmatched, and they will be in a better position to train the first sales hire(s) as a result.

# 11

## **KUBE (Knowledge. Understanding. Belief. Emotion.)**

Don't "script" your reps. Teach them. If they know your products and services enough to understand them, they will believe, and "sell" with emotion.

# 12

## **Hire USA Sales Reps to Sell**

Do NOT have USA reps do cold outreach, UNLESS they are going to have an ongoing relationship with the customer, AND their prospect list is relatively small. Otherwise, hire USA sales reps to sell ONLY. Use LATAM reps to do cold outreach and move prospects to USA sales reps.

# 13

## **Hire LATAM Reps for Remote "Transactional" Sales, BDR & SDR Roles**

While we don't want take jobs away from Americans unnecessarily, it is hard to ignore the difference in salary requirements, and getting prospects on the phone is now too difficult to be able to justify \$50,000+ base salaries that USA reps require (sometimes well over \$100,000). LATAM reps only need a base salary of \$10,000 to \$20,000 on average. At the end of the day, it's all about ROI for your business.

# 14

## **Activity Breeds Business**

Purposeful activity is the earmark of effort, and by itself can win the sales game for you (regardless of talent).



# 15

## Cold Outreach is Multi-Channel

- Email
- Phone
- Voicemail
- LinkedIn

# 16

## Four (4) Keys to B2B Email Marketing

1. **Technical Setup** - You need SPF, DKIM and DMARC in your DNS settings, not to mention healthy domain reputation.
2. **List** - Targeted list is paramount. Emails to the wrong people will result in lower engagement, and hurt your domain.
3. **Format** - One-to-one text-based emails, from a person to a person.
4. **Messaging** - Don't waste emails advertising. Just like a cold call, you want to elicit a response: *Do you have this pain point? If you do, we can help you solve it. This is what I want you to do next.*

# 17

## Apollo.io

This is the best source of people-centric business data with a very good email marketing campaign management system, AND the ability to connect to an email API or SMTP server. (But not recommended to use as a CRM.)

# 18

## Use Automated Email

Automated email can be used to (1) Identify/confirm decision-maker; (2) Determine whether they have an interest or need for your products or services (pain point); and (3) Whether they want to solve badly enough that they will reply to an email, schedule a call, and/or purchase.

# 19

## Multiple Domains for Automated Email

When using multiple domains for high-volume automated email, use the first domain to get through your entire list and "weed out" bad email addresses. Then move to a healthy second domain (or multiple healthy domains), and move the first domain into "recovery mode."



# 20

## Don't Use Your Primary Domain/Email Addresses for Cold Outreach

If you are running any kind of volume with automated email or multiple reps doing cold email outreach (more than 50 cold emails/day on a single domain), always use a domain OTHER than your primary domain for the cold outreach.

# 21

## Change Domains

When doing email marketing, you should always have additional domains warmed-up (i.e. "in the bullpen") ready to go. When performance of primary domain goes down, switch domains. (HINT: Remember to use domain reputation service to "recover" your domains when they go bad.)

# 22

## Email Delivery

For shorter prospect lists (<20,000), use email accounts (e.g. Google Workspace) as the delivery mechanism for email marketing; For larger prospect lists, use an email API (e.g. SendGrid) or SMTP server. When sending emails through email accounts, start with no more than 35-40 emails per day, and increase volume with just ONE account/email address to see how high you can go before you "run into trouble."

# 23

## Once Someone is a Lead, NEVER Send them Another Automated Email

All communication (including follow-up calls and emails) with leads should be 100% manual. Also, your sales team should NEVER be in charge of automated email marketing to generate leads for themselves.

# 24

## Build to Scale

Build everything from the start to scale, including your business development and sales processes. You must be able to "rinse and repeat" all facets.