

“Sales and marketing alignment has been elusive
for many companies. No longer!”

JEB BLOUNT, Author of *Fanatical Prospecting*

REVENUE GROWTH ENGINE

HOW TO ALIGN SALES & MARKETING
TO ACCELERATE GROWTH

DARRELL AMY

Sample Book

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Praise for Revenue Growth Engine

Sales and marketing alignment has been elusive for many companies. No longer! *Revenue Growth Engine* provides a framework of building outbound processes that drive exponential growth by attracting net-new clients and cross-selling more to current clients.

Jeb Blount, Author of *Fanatical Prospecting*

If you're not growing, you're not going anywhere. Right now, we need to rev that engine, put the pedal to the metal, and take off in order to drive and thrive. Darrell's book provides a game plan anyone can put into practice to experience a growth spurt that others can be jealous of and can emulate.

Jeffrey Hayzlett, Primetime TV & Podcast Host, Speaker, Author and Part-Time Cowboy

Finally, a book that calls out in a step-by-step manner what it takes to be successful in sales. Skip the fantasy talk, this is real talk from a sales leader who knows how to get it done, Darrell gives it to you straight and unfiltered. You don't read this book, you apply this book. Written by the leader who has done, it, Darrell Amy gives it to you straight and unfiltered.

Sales is about helping others see and achieve what they didn't think was possible and that's what this book will help you do. Written by a sales leader passionate about helping you achieve what you didn't think was possible, Darrell Amy breaks it all down for you. You can read a lot of books on sales but few do you read, learn, apply like you will with this book by Darrell Amy. The title says it all, *Revenue Growth Engine*.

Mark Hunter, Author of the bestsellers *A Mind For Sales*, *High Profit Prospecting*, and *High Profit Selling*

"Darrell Amy nails it! While I've always appreciated his big heart, straight talk, and authentic approach when it comes to sales, Darrell takes it to an entirely new level with *Revenue Growth Engine* where he tackles two of the biggest challenges sales leaders face today - aligning marketing and sales and executing an effective outbound attack to fill the top of the funnel. The principles in this book work every time they're deployed. Start reading and implementing and watch your pipeline swell and your sales soar!"

Mike Weinberg, Author of bestsellers *New Sales. Simplified.*, *Sales Management. Simplified.*, and *Sales Truth*

Sales and marketing are the growth engine of any company, but they're famous for operating in silos. Each with its own set of strategies and metrics driving their activities.

But imagine if your sales and marketing efforts could be in lock-step, working together. All of those investments being optimized.

That's where Darrell Amy comes in – he has created a complete playbook for anyone in sales, marketing, or entrepreneurship looking for smart, sustainable growth. *Revenue Growth Engine* will get you operating a new level. You'll amplify your growth, and you'll get to do that with your best clients.

Amy Franko, Author of *The Modern Seller* and *LinkedIn Top Sales Voice*

"Too many good businesses and hard-working professionals are frustrated. They can't seem to 'get it together'--whether that means aligning sales and marketing, or finding the right type of clients, or simply generating the level of growth that matches the value they offer to the world.

"If your team ever has difficulty getting it together, then this book is for you. Darrell Amy is both smart and generous. His approach is practical, proven, and one that might actually get your team re-energized for growth."

Jim Karrh, Author of *The Science of Customer Connections: Manage Your Message to Grow Your Business* and host of *The Manage Your Message Podcast*

"If you handle sales AND marketing – or who have teams that do – start a book club for this book. Read and discuss. In a few weeks time you could remove years of misunderstanding, miscommunication, and mistrust. It's the ideal way to have everything working together from beginning to end with a crystal-clear focus on the two ways to grow revenue as the foundation for it all. Great book!"

Andrea Waltz, Co-Author of *Go for No!*

Growing a business requires a plan, a process, and a strategic process. Darrell Amy has delivered a masterpiece! Preventative maintenance on your car keeps all cylinders firing for maximum performance.

Revenue Growth Engine provides a detailed roadmap on how to keep your business growth running on all cylinders. For a business to continue growing they must secure new business, increase their win rates, cross-sell to their clients and build client loyalty. With a servant's heart and mind, Darrell will guide you to profitable growth and a bright business future.

Larry Levine, Author of *Selling From the Heart*

When you need to rev up the Revenue Growth Engine of your business, read this book. Darrell Amy provides the understanding of what the critical focus points must be, why these matter so much, and how to put them into action - and make it work! *Revenue Growth Engine* will ignite your passion, drive your process in the right direction, and deliver the results to the finish line you want to cross. Pick it up and use it now.

Steve Lishansky, CEO, Optimize International, Author of *The Ultimate Sales Revolution - Sell Differently. Change the World*

"Darrell Amy is the real deal. Down to earth, fun, and innovative, Darrell brings together the things we love about our businesses and turns them into growth. *Revenue Growth Engine* is to be praised as an influential guide for those seeking Sales and Marketing alignment."

James Buckley, Director Sales Execution and Evolution, JB Sales

There are a lot of people who talk about the importance alignment, but only a few with the experience or the knowhow to show people how to put it all together. Darrell Amy is one of those people.

Maybe it's my Motor City roots, but I love the way Darrell uses the engine as an analogy for how all of the moving parts in the revenue-generating parts of an organization work together to move the whole thing forward. Engines are complex, but the one laid out in this book is much easier to understand. When you get done reading it, you'll have a much clearer idea of how to accelerate your revenues

Jeff Bajorek, *The Why and The Buy Podcast*

Darrell Amy, a proven leader with a track record of big wins showcases his secret playbook of how to grow revenue. The starting framework in the book "There are two ways to grow revenue. 1. You get more clients. 2. You sell more to your current clients." showcases the simplicity and having the eye on making a real impact. Unlike most business books, this needs no translation from academics to business tactics. Exciting, Energetic and Ready to use. A must-read as big revenue impact is inevitable.

Arjun Sen, Founder & CEO ZenMango

As has been my experience, Darrell intimately understands the power and the process of sales and marketing alignment/collaboration, and how to help companies leverage it to foster accelerated revenue growth. The Buyer's Journey is changing, and if you are not enlisting holistic sales + marketing know-how, the engine you use to drive growth will not produce peak performance. This book will certainly help!

Robert Caldwell, Vice President, Marketing, Datamax, Inc.

"Darrell has created a concise, integrated model to help business leaders to tackle the single most pressing concept for long-term business health: revenue growth. If revenue growth is the most important thing, then as business leaders we must take ownership of it and ensure it gets the necessary attention and resources in our companies. He ties together each of the core disciplines of sales and marketing and drives home the importance of a consistent, repeated message to both prospects and existing clients. This is a must-read for CEOs and business owners."

Adrian Chenault, CEO and Co-Founder, Contact Mapping

This book is a must-read for any business that wants a true system for growing revenue. *Revenue Growth Engine* goes in-depth into the roles of sales and marketing and how they work together to not only bring in new sales but also sell more to your current clients.

Darrell Amy demonstrates throughout the book his expertise and freely shares his knowledge.

Kim Thompson-Pinder, The Extraordinary Word Nina and Host of the *Author To Authority Podcast*

Ask yourself what's holding your organization back from the levels of growth you know should be possible with your products and services, and chances are you'll acknowledge that your current sales and marketing focus is not as well aligned as it could be.

In *Revenue Growth Engine*, Darrel Amy highlights the self-limiting gaps between sales and marketing efforts that exists for so many organisations, and simultaneously provides the vision and perspective needed to help organizations of any size become exceptional in the manner in which they serve and manage their current and prospective customer experiences, in order to truly accelerate their growth.

This book should be step 1 in the process for all business leadership and management team members involved with developing the revenue growth engine for your organisation.

Paul Brady, Founder & Managing Director / Business Enabled, Australia

OK, every business transaction has to do with someone selling something to someone. So does that happen by accident...well, rarely, but what IF you could become a master at the whole process and actually grow them. Actually grow your results? Darrell Amy has an amazing goal with this project, he wants to help YOU! With nearly 30 years in the sales trenches, I love how Darrell provides the "engine" for our success! This is a MUST read for everyone in sales!

Chris Gingrasso, Territory Sales Manager, US Floors

Want to accelerate your revenue growth? Think of your sales and marketing like an engine! If you aren't cruising at the speed you want, then you need to find where the misfire is, address it and start the engine again. Don't know where to start? Then, in this book, Darrell shows you how!

"All companies have some strategies in motion, but they are not aligned. Not only are they not supporting each other, but they are also pulling in different directions!"

To address this misalignment, Darrell identifies the parts of your Revenue Growth Engine (yep, prospecting is in there, but there's more to it than you think!), the fuel you need, and how to monitor your engine to keep it in peak performance. Remember, what doesn't get measured, doesn't change.

Darrell is very talented and knowledgeable. This is a great guide to get and keep your engine running smoothly!

Anna Scheller

Darrell Amy, in his book, *Revenue Growth Engine*, has given us "Formula #1" on how to successfully integrate marketing and sales into a fine-tuned, revenue producing business machine. Start your Engine, and ride with Darrell into a growing and profitable future.

Paul L. Barber, Retired - Former Vice-President of Sales & Marketing Precision Packaging Inc.

Resources

Free Tool Kit

Throughout the book, you will see helpful tools that you can download for free. To save you time, I've put them all on one page that you can access here:

www.RevenueGrowthEngine.net/free-tool-kit

Free Revenue Growth Engine Discovery Call

Would you like to get your team on the same page? Meet with one of our certified Revenue Growth Engine Implementers. Your team will get an overview of the Revenue Growth Engine framework along with examples of how companies similar to yours are growing. We will discuss your company goals. You'll learn about two ways that you can build your engine. Learn more here: www.RevenueGrowthEngine.net/workshop

Book a Speaker

Would you like to motivate your audience to accelerate their revenue growth? Darrell Amy brings energy, excitement, and practical ideas to audiences of business owners, marketing professionals, and sales leaders. Learn more about how to book Darrell for your upcoming conference: www.RevenueGrowthEngine.net/speaking

More Resources

If you have a great company, I want to help you grow. Here are some resources you'll find helpful. While you're on the website, make sure to sign up to get updates when we add new content.

- Revenue Growth Podcast: www.revenuegrowthpodcast.com
- Revenue Growth Blog: www.RevenueGrowthEngine.net/blog
- Favorite Revenue Growth Books: www.RevenueGrowthEngine.net/favorite-books

I dedicate this book to the great businesses that create meaningful jobs and give generously to their communities.

I want to help you grow so you can expand your impact!

Acknowledgments

Writing a book is a labor of love. As such, it takes a community of people cheering for you. Countless conversations with colleagues and clients blend with ideas from authors and podcasters to spark ideas. Out of this comes a book.

First, I want to thank my wife, Leslie. As the president of my fan club and my biggest cheerleader, she has given me a constant stream of encouragement.

This book wouldn't have happened without the inspiration of Larry Levine, my good friend and co-host of the *Selling From the Heart Podcast*. Larry's example of how to build a network around authenticity and how he works tirelessly to invest in that network has inspired me to do the same. I had a front-row seat to the journey he took in publishing the best-seller, *Selling From the Heart*. Now, Larry has been a co-pilot for me, guiding me throughout the publishing process.

A special thank you to Kim Thompson-Pinder, from RTI Publishing, my editor. Along with many hours, she has poured her heart into this book. Every step of the way, she offered encouragement and helpful insights.

Convergo, a growth strategy agency I founded in 2004, has given me a laboratory to test the ideas in this book. My talented team has not only been a sounding board for these ideas, but they have also built out the consulting model to help companies build and fine-tune their Revenue Growth Engines. A huge thank you to Bill Poole, Lindsay Meade, Lisa Dalton, and the entire Convergo team, along with our open-minded clients.

I love new ideas. Every week, I am blessed to talk with leading sales, marketing, and business strategy thought leaders on the *Revenue Growth Podcast* and the *Selling From the Heart Podcast*. These conversations continue to form my growth philosophy, feeding my desire for innovation.

I am also grateful to the authors who have helped shape my thoughts. Jim Rohn famously said, "Formal education will make you a living; self-education will make you a fortune." The education I have received from the community of authors continues to make me a better person. So many authors have had a positive influence on my career. I want to specifically acknowledge Jay Abraham, Brent Adamson, Jeb Blount, Stephen Covey, Seth Godin, Tom Hopkins, Mark Hunter, Donald Miller, Tom Peters, Lee Salz, Marcus Sheridan, Mike Michalowicz, Gino Wickman, Matt Dixon and many more. Books are the best source of education for any professional.

Three people have directly influenced my passion for helping businesses grow. Paul Barber, the co-chair of the Kingdom Missions Fund, has opened my eyes to the important role businesses play in funding critical non-profits. Scott MacGregor, founder of Something Good and the

catalyst behind the book, *Standing O!* inspires me with his passion for using business as a platform for good things. Chris Gingrasso, the editor of *The W.O.W. Factor* book continues to motivate me to be a light in the marketplace.

Finally, I want to acknowledge Jesus Christ. Business and life present many challenges. He has walked with me on the mountaintops and carried me through the valleys. He has taught me how to love, the path of humility, and the importance of integrity. I owe my life to Him.

Table of Contents

- PRAISE FOR REVENUE GROWTH ENGINE.....I**
- RESOURCES..... VI**
 - FREE TOOL KIT..... VI
 - FREE REVENUE GROWTH ENGINE DISCOVERY CALL..... VI
 - BOOK A SPEAKER VI
 - MORE RESOURCES VI
- ACKNOWLEDGMENTS VIII**
- PREFACE..... 1**
 - EPIPHANY #1: THERE ARE ONLY TWO WAYS TO GROW REVENUE 2
 - EPIPHANY #2: IDEAL CLIENTS ACCELERATE GROWTH 3
 - WHY I AM PASSIONATE ABOUT REVENUE GROWTH 5
 - MY BIG, HAIRY, AUDACIOUS GOAL: HELP 10,000 GREAT BUSINESSES DOUBLE REVENUE 5
 - I HAVE LEARNED FROM EXPERIENCE 6
 - IS YOUR REVENUE GROWTH ENGINE GENERATING EXPONENTIAL RESULTS? 7
 - WHAT THIS BOOK IS NOT 8
 - THE PROMISE: REVENUE GROWTH 9
- INTRODUCTION..... 10**
 - HOW DOES A REVENUE GROWTH ENGINE WORK?..... 10
 - IS DOUBLING YOUR REVENUE IN LESS THAN THREE YEARS POSSIBLE? 11
 - DO YOU WANT TO GROW? 13
 - MY COMMITMENT TO YOU..... 14
 - YOUR COMMITMENT TO YOUR COMPANY 15
 - WHAT’S THE PLAN?..... 15
 - IMPORTANT POINTS..... 17
- CHAPTER 1: BUILDING YOUR REVENUE GROWTH ENGINE 18**
 - WHAT IS AN ENGINE?..... 18
 - NOT RUNNING ON ALL CYLINDERS..... 18
 - WHAT ARE THE COMPONENTS OF A REVENUE GROWTH ENGINE?..... 20
 - GET NET-NEW CLIENTS..... 25
 - CROSS-SELL CURRENT CLIENTS 25
 - DATA AND TECHNOLOGY 27
 - RATING YOUR REVENUE GROWTH ENGINE..... 28
 - WHAT NOW?..... 28
 - IMPORTANT POINTS..... 29
- SECTION 1: THE FORCE - IDEAL CLIENT EXPERIENCEERROR! BOOKMARK NOT DEFINED.**
- CHAPTER 2: DEFINE YOUR IDEAL CLIENTERROR! BOOKMARK NOT DEFINED.**
 - CLIENTS VS. CUSTOMERS **ERROR! BOOKMARK NOT DEFINED.**
 - DEFINE YOUR IDEAL CLIENT..... **ERROR! BOOKMARK NOT DEFINED.**
 - DETERMINE THE IMPACT OF AN IDEAL CLIENT **ERROR! BOOKMARK NOT DEFINED.**

IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 3: CREATE YOUR IDEAL CLIENT EXPERIENCE	ERROR! BOOKMARK NOT DEFINED.
CLIENT EXPERIENCE.....	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
SECTION 2: THE FUEL – A FOCUSED MESSAGE	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 4: FOCUS YOUR MESSAGE ON OUTCOMES	ERROR! BOOKMARK NOT DEFINED.
WHAT BUSINESS ARE YOU IN?.....	ERROR! BOOKMARK NOT DEFINED.
BUYERS DO NOT BUY PRODUCTS, THEY BUY OUTCOMES.....	ERROR! BOOKMARK NOT DEFINED.
START YOUR MESSAGE WITH “WHY”	ERROR! BOOKMARK NOT DEFINED.
LEVELS OF OUTCOMES.....	ERROR! BOOKMARK NOT DEFINED.
SHARE YOUR MESSAGE.....	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 5: BUILD AN OUTCOMES INVENTORY	ERROR! BOOKMARK NOT DEFINED.
WHAT OUTCOMES DO YOUR PROSPECTS VALUE?	ERROR! BOOKMARK NOT DEFINED.
CREATE YOUR OUTCOMES INVENTORY.....	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 6: FOCUS YOUR MARKETING MESSAGE.....	ERROR! BOOKMARK NOT DEFINED.
WEBSITE.....	ERROR! BOOKMARK NOT DEFINED.
BLOG	ERROR! BOOKMARK NOT DEFINED.
SOCIAL MEDIA	ERROR! BOOKMARK NOT DEFINED.
EMAIL	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 7: FOCUS YOUR SALES MESSAGE	ERROR! BOOKMARK NOT DEFINED.
ELEVATOR PITCH	ERROR! BOOKMARK NOT DEFINED.
PROSPECTING	ERROR! BOOKMARK NOT DEFINED.
SALES COLLATERAL	ERROR! BOOKMARK NOT DEFINED.
PRESENTATIONS	ERROR! BOOKMARK NOT DEFINED.
PROPOSALS	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
SECTION 3: THE FLYWHEELS – MARKETING & SALES PROCESSES	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 8: NET-NEW MARKETING PROCESS - OUTBOUND MARKETING	ERROR! BOOKMARK NOT DEFINED.
COVERAGE STRATEGY.....	ERROR! BOOKMARK NOT DEFINED.
SEND RELEVANT MESSAGES.....	ERROR! BOOKMARK NOT DEFINED.
LISTEN AND ENGAGE	ERROR! BOOKMARK NOT DEFINED.
PROCESS.....	ERROR! BOOKMARK NOT DEFINED.
ENGAGING	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 9: NET-NEW SALES PROCESS - OUTBOUND SELLING	ERROR! BOOKMARK NOT DEFINED.

TARGET ACCOUNTS	ERROR! BOOKMARK NOT DEFINED.
PROSPECTING	ERROR! BOOKMARK NOT DEFINED.
WHAT IS A SALES SEQUENCE?	ERROR! BOOKMARK NOT DEFINED.
SALES SEQUENCE TECHNOLOGY	ERROR! BOOKMARK NOT DEFINED.
THE MESSAGE	ERROR! BOOKMARK NOT DEFINED.
SAMPLE SCRIPTS	ERROR! BOOKMARK NOT DEFINED.
MEASURING SUCCESS	ERROR! BOOKMARK NOT DEFINED.
INFLUENCE THE BUYING TEAM	ERROR! BOOKMARK NOT DEFINED.
DECISION MAKER’S SURVIVAL KIT	ERROR! BOOKMARK NOT DEFINED.
SOCIAL MEDIA NETWORKING	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 10: CROSS SELL SALES PROCESS - CLIENT MANAGEMENT	ERROR! BOOKMARK NOT DEFINED.
ONBOARDING EXPERIENCE	ERROR! BOOKMARK NOT DEFINED.
1. FIND CREATIVE WAYS TO SAY THANK YOU	ERROR! BOOKMARK NOT DEFINED.
2. A MEMORABLE GIFT	ERROR! BOOKMARK NOT DEFINED.
3. ONBOARDING SEQUENCE.....	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 11: CLIENT MANAGEMENT II - PERIODIC BUSINESS REVIEWS AND THE RENEWAL PROCESS.....	ERROR! BOOKMARK NOT DEFINED.
NOT DEFINED.	
BUSINESS GOALS AND DESIRED OUTCOMES	ERROR! BOOKMARK NOT DEFINED.
REVIEW THE OUTCOMES.....	ERROR! BOOKMARK NOT DEFINED.
IDENTIFY AND RESOLVE ISSUES.....	ERROR! BOOKMARK NOT DEFINED.
EXPLORE ADDITIONAL OPPORTUNITIES	ERROR! BOOKMARK NOT DEFINED.
ASK FOR REFERRALS.....	ERROR! BOOKMARK NOT DEFINED.
RENEWAL PROCESS	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 12: CROSS-SELL MARKETING PROCESS - CLIENT COMMUNICATION.....	ERROR! BOOKMARK NOT DEFINED.
1. SEGMENT YOUR CLIENTS	ERROR! BOOKMARK NOT DEFINED.
2. CREATE A CLIENT LOYALTY PROGRAM.....	ERROR! BOOKMARK NOT DEFINED.
3. ESTABLISH A REGULAR COMMUNICATION CADENCE	ERROR! BOOKMARK NOT DEFINED.
4. HOSTING EVENTS	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
SECTION 4: BUILD YOUR ENGINE.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 13: SET YOUR BUDGET	ERROR! BOOKMARK NOT DEFINED.
BUDGET: HOW MUCH SHOULD WE SPEND?	ERROR! BOOKMARK NOT DEFINED.
SETTING A BUDGET.....	ERROR! BOOKMARK NOT DEFINED.
RECOVERING THE COSTS.....	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 14: MEASURE RESULTS	ERROR! BOOKMARK NOT DEFINED.
IDEAL CLIENT METRICS.....	ERROR! BOOKMARK NOT DEFINED.
LEADING INDICATORS.....	ERROR! BOOKMARK NOT DEFINED.

MANAGE ACTIVITY, COACH EFFECTIVENESS	ERROR! BOOKMARK NOT DEFINED.
EFFECTIVENESS METRICS.....	ERROR! BOOKMARK NOT DEFINED.
IMPORTANT POINTS.....	ERROR! BOOKMARK NOT DEFINED.
CHAPTER 15: PLAN AND EXECUTE.....	ERROR! BOOKMARK NOT DEFINED.
BUILD YOUR REVENUE GROWTH PLAN	ERROR! BOOKMARK NOT DEFINED.
ASSIGN THE WORK	ERROR! BOOKMARK NOT DEFINED.
QUARTERLY CADENCE	ERROR! BOOKMARK NOT DEFINED.
IT IS TIME TO GET GROWING!	ERROR! BOOKMARK NOT DEFINED.
RESOURCES	ERROR! BOOKMARK NOT DEFINED.
FREE TOOL KIT	ERROR! BOOKMARK NOT DEFINED.
FREE REVENUE GROWTH ENGINE DISCOVERY.....	ERROR! BOOKMARK NOT DEFINED.
BOOK A SPEAKER	ERROR! BOOKMARK NOT DEFINED.
MORE RESOURCES.....	ERROR! BOOKMARK NOT DEFINED.

Preface

Speaking at industry conferences has been a regular part of my career. However, this group was different. It is a mixed group of B2B marketing professionals, sales managers, and business owners, some of whom are former clients of mine.

Everyone in the crowd wanted to grow revenue, but they all had a different opinion as to what it would take to build.

Marketing managers were frustrated that others in the room did not see how buyers have changed. They wanted more buy-in from both sales and company management. They were hoping that the conference would be the tipping point for the executive team to go all-in on inbound marketing.

The room also included sales managers, most of whom, if they were honest, did not value marketing. They believed that the leads that came from marketing were soft, not useful to their team. Most of the sales managers felt that they needed more salespeople to prospect. One sales manager, who thankfully was not at the event, was so against marketing that he decided to bully his way to gutting the marketing budget so he could hire more sales reps.

The executives and business owners in the room were open-minded but confused as to how they should proceed. They wanted faster revenue growth, but simply plugging in a new marketing program seemed to be incomplete. Most had been down that road before and not seen results, so they were reluctant to dedicate budget.

What was worse, there was one company in the room that had gone all-in on inbound marketing. Their marketing director presented right before me, showing all of the exciting new tactics and technologies. The marketing people were gaga, and the sales leaders were intrigued.

However, the truth serum came in the results. The prior year, the company had invested over \$250,000 in two staff people, outside consultants, and technology. For their investment, they attributed \$100,000 in sales revenue. Ouch.

Even with the lifetime revenue estimated at \$500,000 for these clients, the industry typically ran 15 percent net profit. That meant that the investment of \$250,000 yielded \$75,000. Apparently, the Emperor had no clothes.

As I walked into the room to speak, the tension was not only palpable but one spark away from igniting. The inbound marketing believers were sitting at the front, eager to learn, while the skeptical sales managers sat at the back, only unfolding their arms to sip their black coffee.

What would I say to a group like this?

In the weeks leading up to the conference, our marketing agency team had done marketing and sales strategy reviews with both current and potential clients. They were making some investments in marketing and sales enablement but were expecting more growth than they were getting. Most of the clients have budgets for their website, social media, search engine optimization, and pay-per-click marketing. Some were fully committed to inbound marketing with marketing automation platforms and full certifications. Others were more old-school, sending marketing emails and doing events, having sales teams that were supposed to prospect, having CRMs, and access to prospect data.

Even with all this activity, new client growth rates were in the single digits. These businesses were also frustrated with the results of trying to sell additional services to existing clients.

These companies were disillusioned and disheartened, and it showed in their sporadic marketing and sales prospecting efforts. They certainly were not aligned.

That is when the light bulb moment happened!

There are two (and only two) ways to do it:

- 1. You get more clients.**
- 2. You sell more to your current clients.**

I realized that the problem was not with inbound marketing, social media, pay-per-click advertising, or email open rates. It was not with sales prospecting and the debate over the death of the cold call in a world of social media.

The problem was bigger: there was no overall strategy. Marketing and sales tactics were not aligned. Most of all, they were not aiming at the primary goal: revenue growth.

At this moment, the idea of the Revenue Growth Engine emerged. Everything became apparent when I remembered that sales and marketing have the same objective: grow revenue.

Epiphany #1: There Are Only Two Ways to Grow Revenue

How do you grow revenue? There are two (and only two) ways to do it:

1. You get more clients.
2. You sell more to your current clients.

This may sound like an oversimplification. However, if you step back and look at your business, this makes sense. Furthermore, there is a good chance you are focused on only one of the two sources of revenue growth.

There are many ways to measure success in marketing and sales. That is the problem! When you have too many things to measure, everything becomes muddy.

Zoom out from the marketing and sales metrics to the primary goal of revenue growth, and two simple critical measurements of success come into focus:

Net-New Revenue. How many clients do we have?

Cross-Sell Revenue. What is the revenue per client? (A simple calculation: total revenue/number of clients.)

What if you could align your marketing and sales efforts around these two goals and metrics? What would it mean to revenue growth if you could show modest increases year after year in the number of clients and the revenue per client?

That is when I got out the calculator. I realized that if a company made small improvements in each of these two areas, it could create a powerful and sustainable pace of growth.

With a steady growth of 10–15 percent in each of these two areas, a company could double revenue in three years or less!

All the companies at the conference were growing. The problem was that they were only growing in one of the two areas. Like most companies, revenue growth focuses on the net-new business. Few seeing an increase in revenue per client.

That is when the lights came on. I opened a spreadsheet and started playing with numbers. If a company grew net-new business (number of customers) by 10 percent per year *and* cross-sell business (revenue per client) by 10 percent per year, they could double revenue in just over three years! If they averaged a 15 percent growth in each of these areas, it would take less than three years.

Double revenue! Organically? Is this possible? Yes!

Epiphany #2: Ideal Clients Accelerate Growth

Then the second epiphany happened: not all clients are created equal. Some are more valuable than others.

I began to remember The Pareto Principle. In the late 1800s, Vilfredo Pareto noticed that 20 percent of the people owned 80 percent of the land. He began to see this pattern throughout the

economy. In most businesses, 20 percent of the clients generate 80 percent of the revenue and profits.

The key to accelerating growth was to focus on ideal clients. These are the type of clients that are candidates for cross-selling because they need everything that you sell. They are typically larger clients. They are also loyal clients.

If the business could attract and land more ideal clients, revenue would grow faster.

The problem is that most businesses are not optimized to attract ideal clients. Their sales teams are focused on quick wins with “bread and butter” clients. Of course, if you focus on these types of clients, you are going to be eating bread and butter.

To attract loyal clients, companies need to be intentional. They need a focused message that talks about the outcomes ideal clients want. They need sales and marketing processes to ensure that the ideal clients receive consistent coverage from marketing and sales.

With these epiphanies, I was able to speak at the conference with confidence. Instead of talking about marketing or sales tactics, I began with the real goal: growing revenue. We explored what it would take to develop a net-new business and how companies could cross-sell additional services to their clients more effectively. With the goal of revenue growth, the marketing and sales enablement tactics started making sense.

Seeing revenue growth as the primary goal of sales and marketing brought everything into focus.

Following the conference, I started reframing the way we talked to our clients. We kicked off our first Revenue Growth Workshop, where we set revenue goals based on the number of clients and revenue per client. We analyzed every aspect of the company’s marketing and sales enablement efforts, identifying gaps, and low-hanging fruit. We established a plan that our clients could execute to fill in the gaps. Then, we committed to measuring results and moving above the noisy marketing data to hold ourselves accountable for the meaningful outcomes: the number of net-new business we added, and the revenue per client.

Seeing revenue growth as the primary goal of sales and marketing brought everything into focus.

I hope you have the same epiphanies as you read this book. Whether you are a digital marketing guru, an old-school sales leader, or a company owner, I hope you will see the forest through the trees. The Revenue Growth Engine is a guide to building an engine to drive exponential revenue growth with ideal clients.

The goal is simple: revenue growth. With this goal front and center, you will create a marketing and sales enablement strategy that drives more revenue than you may think is possible.

Why I am Passionate About Revenue Growth

I dedicate this book to great businesses and their leaders that are passionate about growing their business, doing remarkable work, taking care of their people, and making an impact in the community.

When good businesses grow, they amplify the impact of their work, making the earth a better place. They create excellent jobs in a world where most are stuck working for companies they do not like. Enjoyment in work leads to happier, financially stable families who give back, providing the lifeblood for much-needed non-profit organizations.

Small businesses create most jobs and are concerned about their employees. Large companies lay off employees with about the same emotional energy as taking out the trash. These vibrant small businesses need the tools to proliferate into robust and reliable medium-sized companies.

My Big, Hairy, Audacious Goal: Help 10,000 GREAT Businesses Double Revenue

In *Built to Last*, Jim Collins talks about BHAGs: Big, Hairy, Audacious Goals! As I write this book and create the systems and the team to support it, my BHAG is simple: I want to enable 10,000 already excellent businesses to double their revenue.

Why? Check out the impact. The Gartner Consulting Group describes a small business as having less than 100 employees or \$50 million in revenue. Let's assume the median small business has fifty employees and \$25 million in revenue and that they give 10 percent of their profits back to the community.

Based on these figures, here is what I am aiming to accomplish:

- Double the revenue of 10,000 businesses to create \$250 billion in new revenue.
- Increase employment in these businesses to develop 500,000, rewarding new jobs. (This will help reemploy the "human resources" that large companies get rid of.)
- Create \$12.5 billion in new annual revenue for non-profits.
- Improve communities around the world with happier families led by parents who enjoy their jobs and come home energized instead of angry.

Can this be done? I believe all of this is possible when businesses have an effective Revenue Growth Engine that is running on all cylinders. Can *you* do this? Yes! All it takes is the leadership and focus on making sure each cylinder of your Revenue Growth Engine performs at its potential.

Business is about more than making money. We can talk about the triple bottom line of return to shareholders, employees, and the community, but these returns can only happen when businesses are financially stable and growing!

This book is my gift to you. When you implement these ideas, you have the potential to multiply your revenue. This is a game-changer.

What do I ask in return?

1. Be Serious. Make building and fine-tuning your Revenue Growth Engine a core strategic priority in your company.

2. Be Open-Minded. We all have areas where we excel because we have done them for years. There may be parts of your strategy that seem small to you at first. Think of the engine in your car. If one of the cylinders stops firing on the way home today, will the others make up for it, or will you find yourself on the side of the road? The sales or marketing tactic that you are skeptical or afraid of may be the thing holding you back.

3. Be Great. We need great companies with visionary leaders. Keep doing what you do. Grow as a leader, continue inspiring operational excellence, create a great culture, and give back to your community. When you add a Revenue Growth Engine, incredible things will happen.

I hate to see great companies with visionary leaders that are not growing at the rate they could be. My goal is to change this.

Will this book get in the hands of some less-than-great companies? Probably. Without incredible leadership, dedication to the customer, and employee loyalty, however, most of these large businesses will be flashes in the pan. It is the exceptional businesses that will last.

I Have Learned from Experience

Over the past quarter of a century, I have worked with hundreds of businesses. Shortly after beginning my career as a technology sales rep, I was recruited to work as a dealer sales manager for a Japanese office technology manufacturer. In this role, I spent five years working with about thirty businesses ranging from \$2 million to \$30 million in revenue. My goal was to support their growth with a business strategy, sales training, and marketing ideas.

During that time, I became fascinated with software. I was particularly interested in document management software, which allowed businesses to capture, organize, and secure documents scanned using their digital copiers. While the software was fascinating, what caught my attention the most was the potential for the additional offering to drive revenue growth in a rapidly maturing industry with declining profit margins.

Driven by the desire and opportunity to help these small businesses succeed, I started a sales training and marketing company. Doors opened to help companies on three continents. Over the past sixteen years, I have trained thousands of salespeople, along with rolling out initiatives for several household-name technology companies. I also became involved in digital marketing strategies and learning new skills, including website design, email, search engine optimization, social media, and, most recently, inbound marketing.

With one foot in sales and another in marketing, I had a unique opportunity to see how all of this can work together.

With one foot in sales and another in marketing, I had a unique opportunity to see how all of this can work together. The ideas in this book are the result of seeing many successes and even more failures. They are born from the frustration of watching companies execute well in one aspect of their Revenue Growth Engine while ignoring others.

I want to end your frustration. I want you to experience results from your marketing and sales enablement efforts. If you execute one sales or marketing tactic well, but you do not see any growth, you will be able to diagnose the problems, fix your Revenue Growth Engine, and get your company back to full growth speed.

Is Your Revenue Growth Engine Generating Exponential Results?

All companies have a Revenue Growth Engine. The problem is that part of the engine runs amazingly well and gets constant attention, preventative maintenance, and repair while the rest gets neglected. When an engine is not firing on all cylinders, the vehicle will not gain the velocity it should.

As I talk with business leaders about their marketing and sales efforts, I typically see that all companies have some strategies in motion, but they are not aligned. They are also missing huge pieces of their growth engine. Instead of firing on all cylinders to move the business revenue up and to the right, they are sputtering along. Not only are the strategies not supporting each other, but they are also pulling in different directions!

The primary difference between companies that grow and companies that are stagnant is leadership involvement. Many business owners “outsource” their sales and marketing strategies to people in their company or outside companies.

Internally, this responsibility usually goes to either the sales managers or the marketing managers. Most sales managers are not familiar with current marketing or business strategies. Marketing managers are generally early in their careers and hired because they are both affordable and have some “social media savvy.” These people are great, but they typically do

not understand the sales dynamic in business strategies. In all of this, the message of the company gets watered down at best or confused at worst.

As a business leader, you need to take ownership of your Revenue Growth Engine. Handing this off to others is no longer an option.

As a business leader, you need to take ownership of your Revenue Growth Engine. Handing this off to others is no longer an option. You can hire employees and vendors to execute the strategy, but you need to oversee every aspect of it. Ownership means you need a high-level understanding of each cylinder and valve.

You need to be able to recognize when one cylinder is not firing. Then you need to lead your team to fix it. You do this in the financial and operations parts of your business. Now, it is time to do this on the revenue side. Companies can grow when they align their current sales and marketing activities toward a growth goal. When you do this, you create sustainable growth.

There are many great books about sales and marketing. The ideas presented in these books can help various aspects of your sales and marketing strategies. My intent in this book is to tie them all together. Even if you are a fan, as I am, of marketing and sales gurus like Donald Miller, Jeb Blount, Seth Godin, Brent Adamson, Matthew Dixon, Brent

Adamson, and Larry Levine (my co-host of the *Selling From the Heart* podcast), you will find that this book provides a framework to tie all of your strategies together.

I am sure your business has cylinders that are going well. What you will get out of this book is a framework to see which ones perform well and which ones are not firing. If you would like to get a head start on assessing your business, download the Revenue Growth Engine Map at

<http://www.RevenueGrowthEngine.net/free-tool-kit>

While you are there, make sure to sign up to get a consistent stream of ideas that will help you fine-tune your engine.

You can also follow the Revenue Growth Engine on Twitter at www.twitter.com/revgrowthengine

What This Book Is Not

Growth gurus are a dime a dozen these days. Scroll through your Facebook or LinkedIn feed, and you will find sponsored ads for companies promising to grow your revenue. “Build a funnel, and they will come!” “Try my new paid advertising program, and you will have so many leads you won’t know what to do.”

This book is not the business equivalent of a “get rich quick” scheme. I do not offer you a silver bullet. After all, it is these one-off marketing or sales tactics that have left so many businesses disillusioned.

What I do offer you is a strategic framework you can deploy in your company through processes. This book is a serious guide to building an engine that will power your growth. Like any engine, multiple components need to work together.

Building your Revenue Growth Engine takes work. It requires leadership and vision to drive organizational change. The change is worth it.

The Promise: Revenue Growth

Whether your expansion is flat or growing, the promise is this: get your Revenue Growth Engine firing on all cylinders, and you can double your revenue. Even though it may take some time to get all the cylinders firing, that focus alone will start to move the needle.

It is possible to double your business’ revenue. This is a bold statement, but in the Introduction, I will show you the simple math that will inspire you to rev your engine!

Introduction

I enjoy visiting great businesses. I love walking into an organization that is growing and staffed with enthusiastic employees that are serving happy clients. Potential employees and customers can sense positive energy. Even suppliers feel enthusiastic. When businesses grow, they have extra cash to invest in their facilities and the perks they offer to their employees. I feel inspired. Seeing it makes me happy.

At the same time, walking into an organization with stagnant growth is usually a bummer. Employees may be thankful and content, but it feels like something is off. The passion is missing. Customers are satisfied, but you certainly do not get the sense that they are raving fans. Potential employees will take a job at companies like this, but they do not seem to attract the real go-getters.

Without growth, these sleepy businesses have little to invest back into the company. Their offices are dated and even run down. Employees can barely snag a burnt cup of coffee in the break room, and the benefits are inadequate. I leave many of these businesses sad. There is no growth to fuel positive energy.

Having visited over 1,000 small and medium-sized businesses in the past twenty-two years, I have met many wonderful business owners who are good people and who have great employees selling leading products, delivering fantastic customer service, and giving back to their communities.

Why is it that some of these businesses thrive, bringing in revenue growth year after year, while others fall flat? You guessed it. The difference is the quality of the Revenue Growth Engine that drives their business.

How Does a Revenue Growth Engine Work?

An engine is a set of components organized in such a way as to create power and forward motion.

Consider an automobile. Lift the hood, and you will find an engine. Unless you have an electric car, that engine has cylinders that burn gasoline (petrol for my British friends). The explosion of gas in each cylinder pushes the pistons out, driving the engine.

For an engine to be successful, the pistons need to line up in sequential order. If they are not firing in order, you have a problem. The engine certainly will not run at peak performance. It may stall or not even run at all.

The other day I was in my son-in-law's garage. In his spare time, he builds race cars. As I stood before his souped-up Mustang with the hood up, I immediately assumed the posture of most men: pretending I knew what I was talking about. (Of course, my wife came out, took one look at me, let out a little laugh, and went back inside to allow me some "man time" with my son. She knows I know way more about business than about cars.)

Even though I do not know anything about how to tune the engine of a race car, I could immediately tell that something was not right when he started the car. We stared at the noisy engine; my son-in-law explained that one of the cylinders was not firing and that this needed attention. If not, there would be no chance he could win a race.

Running an engine on only some of the cylinders damages the engine. The same is true for the Revenue Growth Engine in your business.

Here is the good news: if you can get all the cylinders firing, you can rev up the Revenue Growth Engine and experience exponential growth.

Is Doubling Your Revenue in Less Than Three Years Possible?

In the introduction to the best seller, *Atomic Habits*, James Clear tells the story of the British cycling team. By 2003, they had such a poor track record that bike companies did not want the team riding their bikes concerned it would hurt their reputation.

Coming into this dismal situation, Dave Brailsford, the famed British cycling coach, was confident that he could make a difference. Why? He had a strategy that he referred to as "the aggregation of marginal gains." The philosophy is that if you make small margins of improvement in everything that you do, you will achieve significant results.

Brailsford began breaking down bike race performance into small pieces. For example, he redesigned the bike seats, improved the tires, and even improved the bike shorts. They looked for a 1 percent improvement in all kinds of seemingly insignificant areas.

All these small improvements accumulated. The results started coming, and in less than five years, the team won 60 percent of the medals in the 2008 Olympics.

When you drive modest growth in these two key metrics, new customer growth, and selling more to existing customers, you can double revenue relatively quickly.

In our example, let's assume Company X has \$5 million in revenue. They have 1,000 clients. So, their annual revenue per client is \$5,000. If they want to double their business, they need to grow their client base by 12 percent and increase their average revenue per client by the same 12 percent each year.

	Today		Year 1		Year 2		Year 3
# of Clients	1000	+12%	1120	+12%	1254	+12%	1404
Rev. per Client	\$5,000	+12%	\$6,552	+12%	\$7,338	+12%	\$8,218
Total Rev.	\$5.0 m		\$7.3 m		\$9.2 m		\$11.6 m

Wow! By improving 12 percent (that is just 1 percent each month) in two key areas, you can double your business in less than three years!

What about your business? What kind of revenue growth could you see? Take a moment and do some simple math using the chart below.

	Today		Year 1		Year 2		Year 3
# of Clients		+12%		+12%		+12%	
Rev. per Client		+12%		+12%		+12%	
Total Rev.							

As a business owner, sales leader, or marketing executive, if this does not get you excited, I do not know what will! The potential for growth when you focus on bringing in more clients and growing your revenue per client is exciting!

With this excitement in mind, look back over the past three years. Have you seen this kind of growth? If so, great! The ideas in this book will help you enhance your results. If you have not seen this kind of growth, why not? What needs to change?

Why does this type of growth not happen in most businesses? The answer is simple: most companies focus on only one of the two growth drivers. They either focus on driving new

customers, or they work hard on cross-selling to their existing clients. Very rarely do both drivers function well at the same time.

Most companies focus on only one of the two growth drivers.

Think about it. If your focus was on growing net-new business, you might achieve 12 percent or more growth per year. However, if your revenue per client stays flat, in the above example, you would have grown from \$5 million to \$7 million. The problem is that most companies that focus on net-new business alone end up discounting to get new customers, which means that the revenue per client slides backward. As a result, 12 percent growth might only yield \$6 million in revenue.

The same math works if you focus on growing revenue per client without bringing in new clients. Using the above example, if you build your revenue per client by 12 percent through adding new products and services that you can cross-sell to your client base, but neglect to bring on new clients, you will grow from \$5 million to \$8 million. However, in the real world, when you are not increasing your client base, you are always going to lose some to attrition. So, let's say \$7 million in total to be on the safe side.

Do You Want to Grow?

Is your business great? Do you have a meaningful mission? Do you have a staff that cares? Do you sell products or services that make your clients' lives better? Do you support charitable causes in your community? If so, you have a great business!

I am a Canadian boy who fell in love with a sweet southern girl. As a result, I live in the southern United States. What I love about this country is the promise of the American Dream. It says if you work hard enough, you can have anything you want in life.

The American Dream (or for my Canadian, British, and Australian friends, and others around the world, insert whatever type of dream you want) means something different to everyone. For some, it is financial freedom for your family as you pass down a great business to your children or grandchildren. For others, it is the ability to give to the causes you care about most. Your dream may be to cash out and start your next entrepreneurial venture. Or maybe you dream about retiring and handing off the business to be owned by your employees.

Whatever your definition of the American Dream is, it needs one thing: revenue growth. Without revenue, the dream is dead.

I want you to know this: no matter where you live, the concept of the American Dream is alive, and it is doing well. All it takes is time and expertise to build and fine-tune your Revenue Growth Engine. That is what I would like to coach you to do.

My Commitment to You

My commitment to you is to pour everything I have learned into this book. Over the past twenty-two years, I have seen many amazing businesses. I have talked with hundreds of visionary business owners and seen what works. I have also seen what does not. As an avid reader, I have benefited from the ideas of many authors.

As a salesperson, I have sat across the desk from small businesspeople, waiting quietly in the tension after asking the big closing question. I have also presented recommendations to large healthcare organizations and Fortune 500 companies.

Over the years in sales, I have had some career-changing sales wins and experienced soul-crushing losses. Having trained several thousand sales reps, I have also had a front-row seat to observe what works and what does not.

My career has also led me deep into the world of marketing. My undergraduate and MBA degrees focused on marketing. In 2004, I started a company to help medium-sized technology dealers market their business. We built websites and proposal templates with a focus on deploying a message that would help them win new business and cross-sell their clients into new software solutions.

Over time, our marketing practice grew to include search engine optimizations, blogging, and social media. We then took a deep dive into inbound marketing, helping companies implement strategies to move people through the awareness, consideration, and decision stages of the buying process.

**My
commitment
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have
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in this book.**

Along the way, we made friends with several leading marketing automation companies. In similarity to the highs and lows in my sales career, my marketing journey has included some incredible success stories and some total bombs. In all of this, I learned about what works and what does not.

My commitment to you is to put the best of what I have experienced in this book. You will get both real-world theory and practical application born from experience. The approach is not pie-in-the-sky stuff from the halls of a university or the pages of a textbook. In each section, before I share the practical action steps, I want you to understand the “why” behind the action when you know the “why,” then the “what” will make much more sense.

Your Commitment to Your Company

I have committed to you. Now, I would like you to commit back to me.

If you have a great company, you deserve to grow. You owe it to yourself, your family, your employees, your customers, and your suppliers. They deserve to work with a vibrant organization that has financial resources.

The way you get financial resources is to grow revenue. The way you grow revenue is by building and fine-tuning your Revenue Growth Engine.

The goal of this book is: helping you grow!

What do I ask from you? Commit to act. If you do, I guarantee you will grow revenue.

The book is structured so that you can implement the four core growth strategies in one year. I do not recommend that you try to do all of them at once. Instead, after you read through the book, I will have you go back and pick one of the four areas to work on first. Spend an entire ninety days working on this part of your growth engine. Then move to the next section.

Over the year, you will have implemented and improved each core growth function. In year two, I recommend that you go back and fine-tune each of these areas throughout the four quarters. Wouldn't it be amazing if your company developed a culture going forward where you focused on a core area of your growth engine each quarter? Imagine what your company could look like in three years.

If you do all of the things I recommend in this book and you do not grow, hunt me down online, and I will send you back the money you spent on this book along with enough money to buy your lunch for your trouble. However, I think we both know that when you take affirmative action and focus on growth, you will be rewarded.

What's the Plan?

This book provides an overview of the components of a high-performance Revenue Growth Engine. Each section contains action items. Throughout the book, you will also find links to the Revenue Growth Engine website, www.RevenueGrowthEngine.net where you will discover many resources to help you on your way.

In Chapter One, you will learn more about the two ways to grow revenue and the two types of experiences you need to create to make this happen. You will also see the cumulative impact of a series of small choices executed over time. To have an effective Revenue Growth Engine, you need to be crystal clear on your ideal client.

Once you are clear on who you are selling to, we will roll up our sleeves, lift the hood, and get to work optimizing the components of your Revenue Growth Engine:

- First, we maximize the force for your engine, your ideal prospect experience, and ideal client experience.
- Next, we will improve the fuel for your engine, a focused message based on the outcomes your ideal clients desire.
- Then we will look at the four flywheels. These are like the cylinders of your engine: outbound marketing, outbound selling, client experience, and client communication. You will learn about the importance of process in each of these areas.
- Finally, we will consider the data and technology required to automate your engine.

You will leave with a game plan to improve your Revenue Growth Engine, plan budgets, and evaluate your success. You will also leave with an implementation strategy. All of this is for naught if you do not implement it.

Throughout the book, you will be building your Revenue Growth Engine plan. To help, we have put together a toolkit to help you optimize your engine: www.RevenueGrowthEngine.net/free-tool-kit

Are you ready to grow? Let's get growing!

Important Points

1. The #1 goal of marketing and sales is revenue growth.
2. There are only two ways to grow revenue: add net-new clients and cross-sell more to your current clients.
3. The two core measurements for marketing and sales are:
 - a. Net-New: Total Number of Clients
 - b. Cross-Sell: Revenue Per Client
4. Your Revenue Growth Engine is the total of your marketing and sales processes.

Chapter 1: Building Your Revenue Growth Engine

Imagine where you would be if you doubled your business every three years? Ten years from now, you would have a business that doubled three times! If your business is doing \$10 million in revenue now, it could be at \$80 million in a short space of time. Think about what you could do with the increased income. See the jobs you could create. Visualize the impact you would have on your community and the world. Of course, I do not have to encourage you to think about how this would be a game-changer for you and your family.

Is this kind of growth possible? Yes! You just need to ensure your Revenue Growth Engine is running on all cylinders.

What Is an Engine?

Merriam-Webster defines the word engine as follows: “A machine for converting any of various forms of energy into mechanical force and motion.” The engine in your car converts gasoline or electricity into a force that moves your vehicle forward.

Your company’s Revenue Growth Engine converts marketing and sales energy into increased customers and purchases, which cause your revenue to grow.

Some engines perform better than others. A lawnmower has an motor; so does a BMW. The lawnmower engine has two cylinders. Even if those two cylinders are operating at peak performance, there is only so much that the engine can do.

A BMW 760i has twelve cylinders. When those cylinders operate at peak performance, the car has 601 horsepower. This “ultimate driving machine” will get you places fast.

Not Running on All Cylinders

Let’s say you took your BMW 760i and unplugged half of the spark plugs so that only six of the twelve cylinders were firing. How would the car run? I am no mechanic, but I am guessing the car would not run well if it ran at all.

Imagine taking that car to the BMW dealership and complaining that you were not getting the horsepower promised on the brochure. How crazy would that be?

Lift the hood on most businesses, and you will discover a Revenue Growth Engine with only a handful of cylinders running.

Lift the hood on most businesses, and you will discover a Revenue Growth Engine with only a handful of cylinders running. The management team invests heavily in one or two cylinders and then feels frustrated that the growth engine is delivering less than optimal results.

As the CEO of a digital marketing agency, I saw this repeatedly. We would find a sales-focused company that was running a great outbound prospecting cylinder. They would drive their reps to prospect, but never took the time to segment their market and identify target accounts.

In the rush of prospecting, they also neglected to optimize their sales tools. Every rep used different presentations and proposals, and most of them were outdated. As a result, the prospecting funnel was never as efficient as it could be. This led to rep frustration and burnout.

There was one company we worked with that focused on growing net-new business. They wanted some leads, so they hired us to get them on Google. We told them that they needed to consider what happened once someone found their website. How would they convert those visitors to leads?

Then, how would those leads get qualified and handed off to sales? It was like they wanted to invest in improving one cylinder, but ignored the other two cylinders related to it.

After a month of working with us, this company ended up being frustrated with the results of the sales team and angry with the marketing team. They were only running two of the six cylinders for net-new business revenue growth.

They had recently invested in a new program to cross-sell to their clients. The intention was that their current clients would buy into this new service, and it would help offset the declining profit margins in their existing products, which were quickly becoming commoditized.

Every Monday the sales manager would badger the sales team to talk to their current clients about this new service. However, the company did not have a periodic business review system in place. Reps had no plan to meet with existing clients until they were ready for renewal.

On top of that, the company had no clear onboarding process or ongoing communication strategy to let their clients know about the new services the company offered.

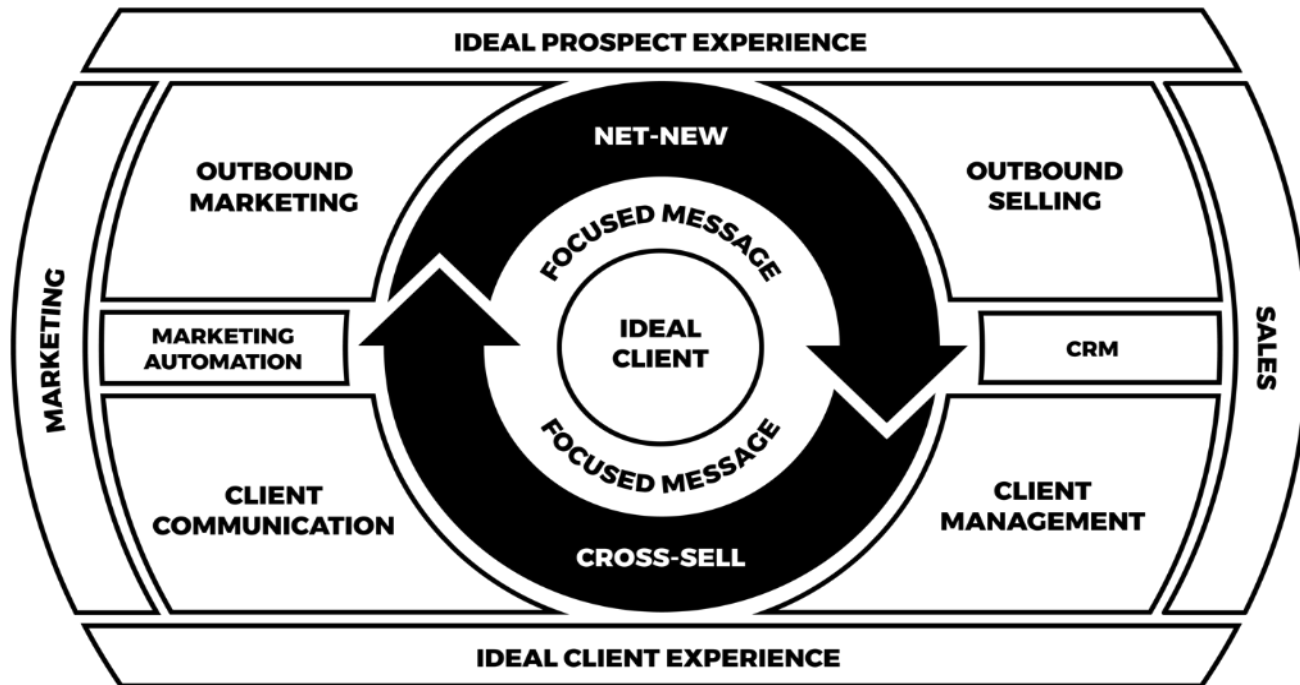
If you surveyed the current client base, my guess is most of them did not even know their vendor offered these additional services. No wonder they could not get the results they wanted!

Here is the point. If you want an engine to grow your business, you need multiple cylinders. These cylinders need to be firing at peak performance.

What Are the Components of a Revenue Growth Engine?

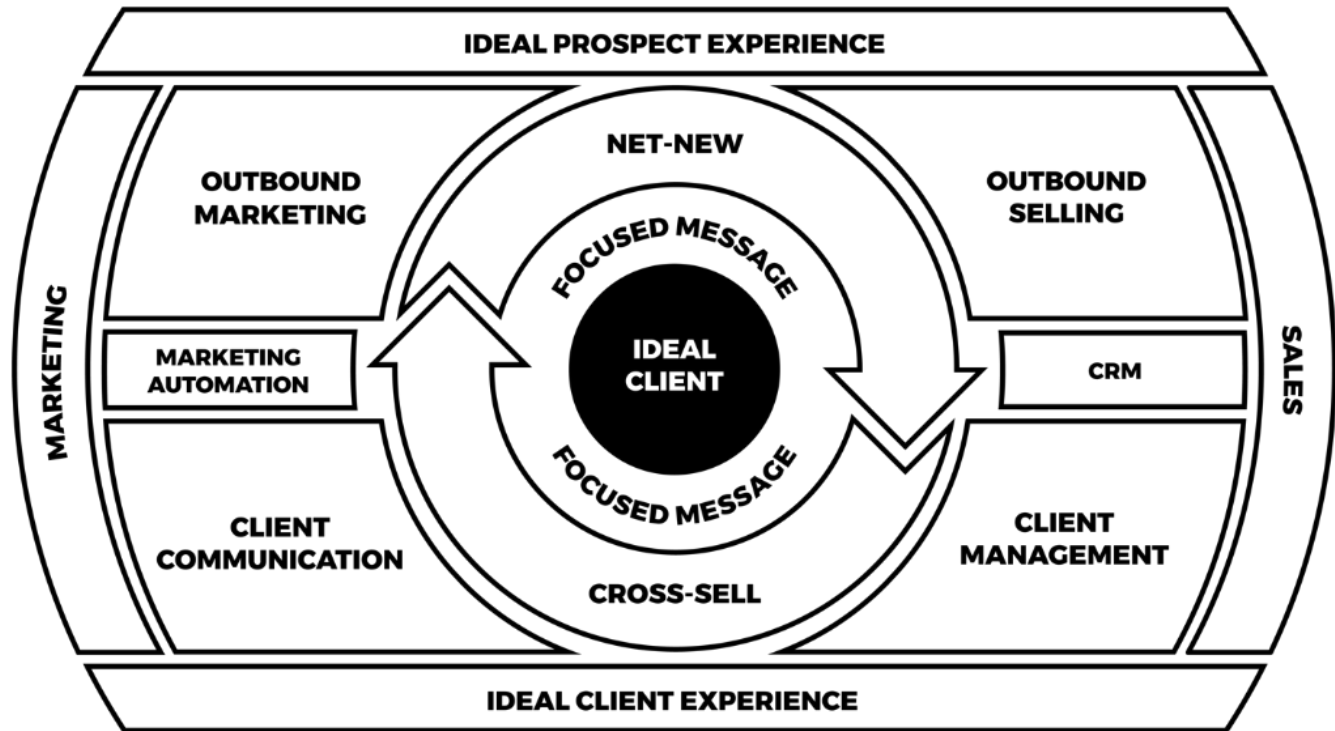
Each part of the engine has an important function, so does a revenue growth engine. Here is a high-level overview of the components.

Sources of Revenue



As discussed in the Introduction, there are only two sources of revenue: net-new business and cross-selling more to existing clients. Design your revenue growth engine to drive both net-new and cross-sell. When you do this, you begin to realize exponential revenue growth.

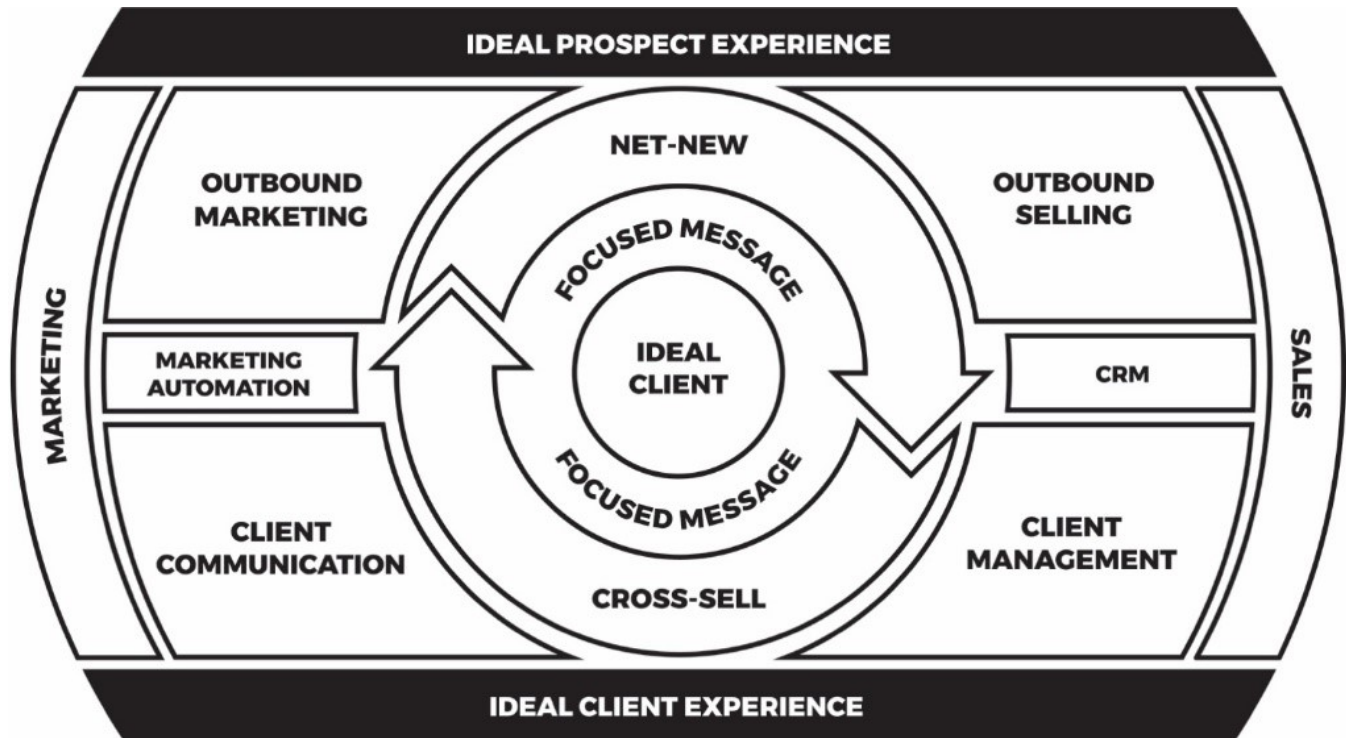
Goal: More Ideal Clients



Ideal Clients are at the center of your Revenue Growth Engine. These are the type of clients that can buy everything you offer. They are an excellent fit for your company. You enjoy working with them because they value what you do and give you referrals. They even pay their bills on time.

These are the type of clients that will grow your business. In the following chapters, you will take a deep dive into the profile of your ideal client. You will also determine the financial impact they can have on your revenue. Most companies discover that their ideal clients generate 10X, 20X, or more revenue than an average client. Sure, you will take some average clients, but to grow, you need to land and retain ideal clients. This is the heart of the engine.

Force: Ideal Prospect and Client Experience

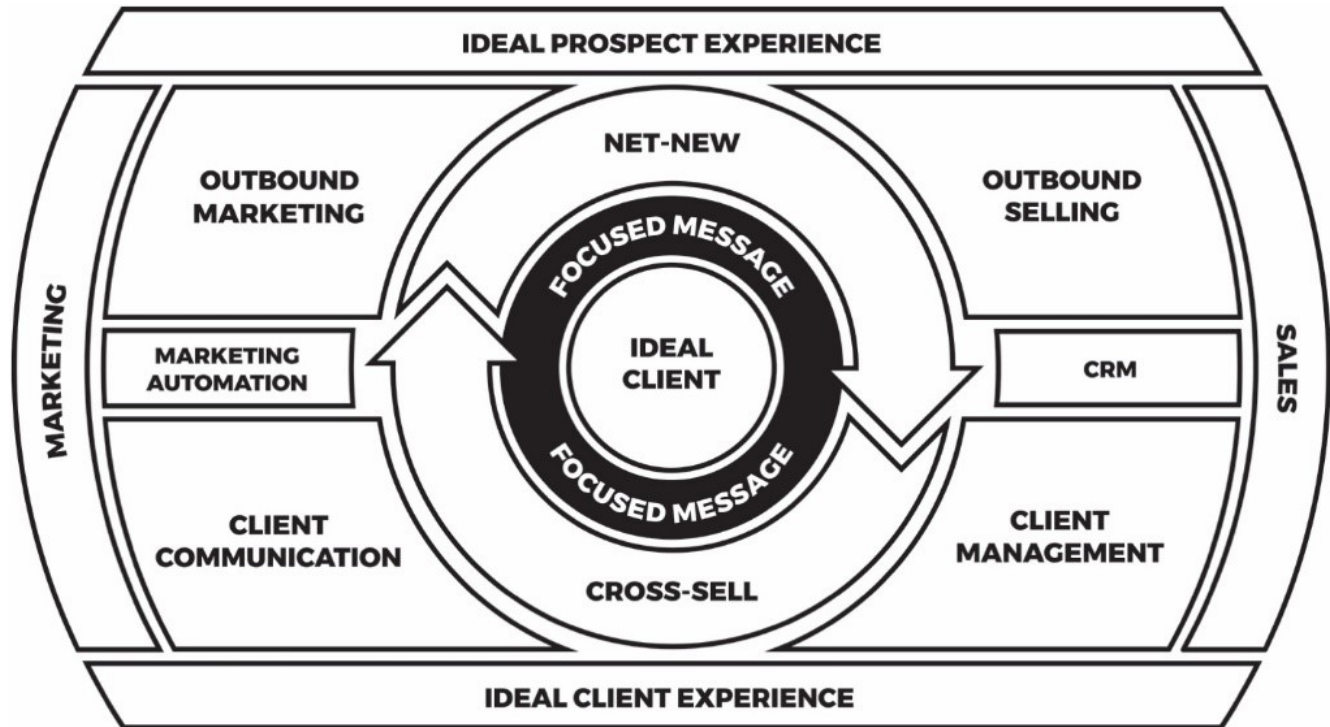


A powerful engine has force. With enough force, you can accelerate quickly and pull a big load. The energy for your Revenue Growth Engine comes from your Ideal Prospect and Client Experiences.

When you go to a Disney theme park, you can tell that they have put a lot of thought into the experience. From the time you get out of your car through the park entrance to the enjoyment of each ride, everything centers on making the experience amazing. As a result, millions of people stream into their parks each year.

You may not be a theme park, but your prospects and clients have experience with your company. The less friction and the more memorable your experience, the more trust and confidence you build. These are the levers that move your business forward faster. In the Ideal Client Experience chapter, you will learn how to map and optimize your client experience.

Fuel: A Focused Message



Every engine needs the right kind of fuel. The fuel for your Revenue Growth Engine is a focused message. Like all of us, your ideal prospects and clients are exposed to thousands of messages and advertisements every day. We all have finely tuned filters. Only things that are important to us get through.

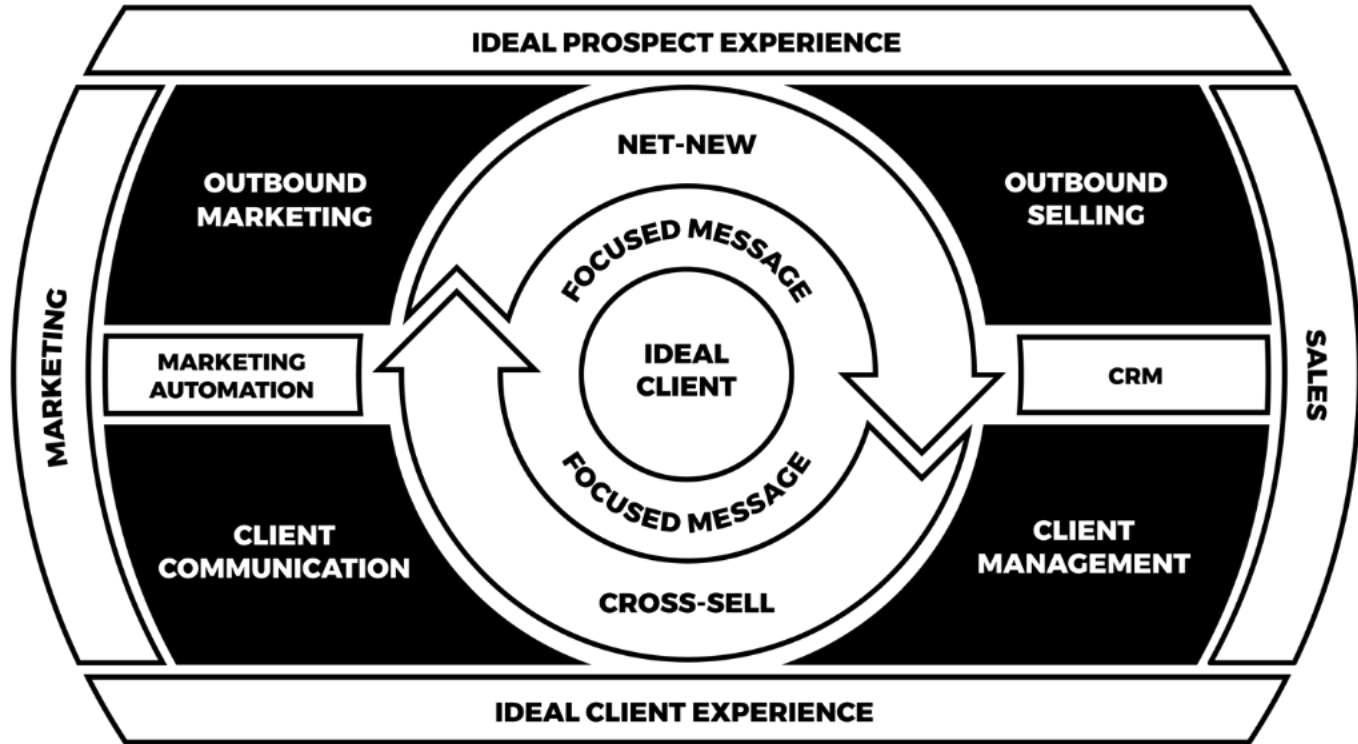
What is essential to your ideal clients? They are on high alert for ideas that will help them get the outcomes they want, which includes achieving their goals and solving their problems.

I firmly believe that buyers do not buy your products and services; they buy the outcomes your products and services create.

In the Focused Message section of the book, you will learn how to understand the outcomes your ideal prospects and clients want.

You will also learn how to create an outcomes inventory, a catalog of all the results you can deliver. The inventory will become the ingredients for all of your marketing and sales messages.

Flywheels: Sales and Marketing Processes



An engine needs to sustain motion. Think of the power of a spinning flywheel. The flywheels in your engine are the marketing and sales processes that support net-new business and cross-selling.

Boil any business down to its most basic level, and you find two things: people and procedures. Processes make things repeatable. Methods can also be optimized. As Gino Wickman says in the book, *Traction*, “Nothing can be fine-tuned until it’s first consistent.”

The challenge is that many marketing and sales teams do not have documented processes. In this book, you will discover four key process areas. These are kind of like the cylinders of your Revenue Growth Engine.

Net-New	Cross-Sell
1. Inbound Marketing	3. Client Management
2. Outbound Prospecting	4. Client Communication

Two of the Revenue Growth Engine cylinders are related to driving net-new business: outbound marketing and outbound sales. The other two are related to cross-selling more to your clients: client management and client communication.

Get Net-New Clients

New clients are the lifeblood of every business. A properly-tuned Revenue Growth Engine ensures you are on the radar of ideal prospects with outbound marketing and sales processes. The goal is 100 percent coverage meaning that every key decision-maker or influencer in your ideal prospects hears from your company regularly with valuable insights on how they can achieve their outcomes.

Outbound Marketing

Traditional marketing focuses on getting leads. You do not need leads if you already know who your ideal prospects are. Instead, you need engagement with these prospects. You need to be on their radar.

Outbound marketing processes combine multiple channels of communication, sharing helpful insights related to the outcomes they desire. It begins with a process to send relevant messages on multiple channels including email, direct mail, social media, and targeted advertising.

These messages are highly targeted either to individual accounts or specific buyer personas. Next, you need processes to listen and engage, tailoring the message, and responding based on signals and triggers from your ideal prospects. All of this works together to ensure you have 100percent coverage of your ideal prospects.

Outbound Selling

While the goal of outbound marketing is to provide coverage to get on the radar of ideal prospects, the purpose of outbound selling is to build relationships in these accounts. It begins with a target account process that ensures every ideal prospect is assigned to a salesperson. The process includes the expected cadence for outreach.

Next, you need a prospecting strategy. Salesforce.com research showed that it takes 6–8 touches with a prospect to get an appointment.¹ This takes a process. Another process you need relates to engaging the entire buying team during a sales cycle. With today's world of B2B buying teams, you need tools and tactics to reach each person that influences the buying decision.

Cross-Sell Current Clients

The second half of the Revenue Growth Engine drives cross-selling. The goal is to sell more products, services, or solutions to your existing clients so that you can increase your average revenue per client. The challenge is that many companies do a poor job of letting clients know about additional products from which they could benefit.

There are two parts to the cross-selling motion. The first client management has to do with sales. The second client communication is related to marketing. Together, these create your client experience.

Client Management

The way your sales team manages your client relationships determines how well you cross-sell. The first stage of client management is onboarding. Not only should the onboarding experience be memorable, but it should also set the stage for additional sales.

Next are periodic business reviews. Depending on the size and potential of the client, you should meet with them on a regular schedule to review your performance, suggest improvements, and showcase additional products, services, and solutions you could bring to the table. The third component of a client management strategy is your renewal process.

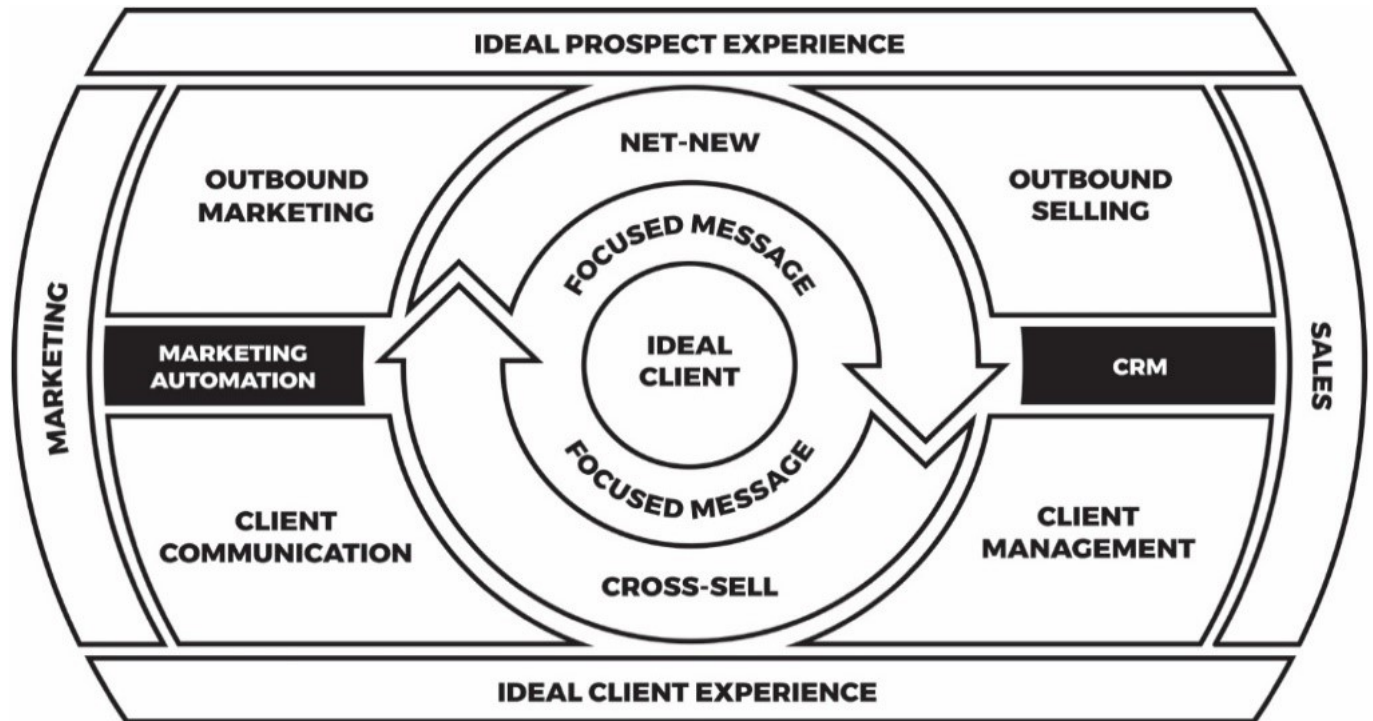
Client Communication

How often do your clients hear from you? Ironically, most companies use email to spam non-clients while they neglect to communicate with the clients who have permitted them to communicate.

Your clients should hear from you regularly. When they do, communication should always include additional ways you could help.

An effective communication strategy includes regular communication cadence, like a client newsletter. The second component is the cross-selling messages. These are messages targeted at segments of your client base that are a great fit for specific products, services, or solutions. The third component of a cross-sell strategy is client events where you invite targeted groups of clients to experience additional ways your company could help them.

Data and Technology



Just as all of today's vehicles use data and technology to optimize the performance of the engine, your Revenue Growth Engine also requires data and technology.

Most companies are frustrated about the quality of their prospect and client data. I have discovered that while it may feel impossible to maintain data for every single client and prospect when you narrow it down to maintaining accurate data for ideal prospects and clients, the task becomes much more manageable. Keeping your data current is not a one-time event. In the chapter on data, you will learn how to build a process to ensure your data stays current.

You need marketing and sales technology. It needs to work together, seamlessly sharing data. When we look at what we call the revenue technology (revtech) stack in a company, we typically find one of two things: they either have way too many platforms, or there is hardly anything at all. Given that there are well over a thousand vendors in the marketing automation and sales enablement spaces, it is no wonder there is confusion and paralysis when it comes to technology. Later in the book, you will get a framework to make good decisions on your revtech stack.

Rating Your Revenue Growth Engine

Before we go further, let's pause for a moment and take an inventory. How is your Revenue Growth Engine doing?

Based on what you have learned, rate the effectiveness of each component of your Revenue Growth Engine on a scale of 1–10.

	Excellent	Poor
Prospect Experience	1 2 3 4 5 6 7 8 9 10	
Client Experience	1 2 3 4 5 6 7 8 9 10	
A Focused Message	1 2 3 4 5 6 7 8 9 10	
Inbound Marketing	1 2 3 4 5 6 7 8 9 10	
Outbound Prospecting	1 2 3 4 5 6 7 8 9 10	
Client Management	1 2 3 4 5 6 7 8 9 10	
Client Communication	1 2 3 4 5 6 7 8 9 10	
Technology and Data	1 2 3 4 5 6 7 8 9 10	

The area where you gave yourself the lowest score is the place where you could probably see the quickest returns. The lowest-scoring component is the low-hanging fruit for the growth of your organization. Get this area right, and you have a good shot at moving towards the growth that could double your revenue.

What Now?

Over the coming chapters, we will take a close look at each cylinder in your Revenue Growth Engine. As you proceed through each chapter, I encourage you to take notes on the specific areas that you could improve. The goal is to build a strategic plan to fine-tune your growth engine.

To help with this, I put together the Revenue Growth Engine Tool Kit. On this page, you will find the Revenue Growth Engine checkup along with many other resources that will help you on your journey. You can find this on our website at

<http://www.RevenueGrowthEngine.net/free-tool-kit>

Are you ready to grow? Let's get to work!

Important Points

1. Most businesses' Revenue Growth Engine only has a handful of cylinders running.
2. The fuel for your Revenue Growth Engine is a focused message. If your message is clear and resonates with your buyers, then you have good fuel.
3. The force for your Revenue Growth Engine is your Ideal Prospect Experience and Ideal Client Experience.
4. You need marketing and sales processes that drive net-new and cross-sell business.
5. Two of the Revenue Growth Engine processes are related to net-new business: outbound marketing and outbound selling.
6. Two of the Revenue Growth Engine components support cross-selling: client management (sales) and client communication (marketing).
7. You need processes to maintain data on your ideal prospects and clients.
8. You need the right mix of marketing and sales technology (revtech) to support your engine.

Resources

Congratulations on finishing this book. Now it is time to take action. As I like to say, “Let’s get growing!” To help you accelerate your growth, I have put together the following resources.

Free Tool Kit

Throughout the book, you saw helpful tools that you can download for free. To save you time, I’ve put them all on one page that you can access here:

www.RevenueGrowthEngine.net/free-tool-kit

Free Revenue Growth Engine Discovery

Would you like to get your team on the same page? Meet with one of our certified Revenue Growth Engine Implementers. Your team will get an overview of the Revenue Growth Engine framework along with examples of how companies similar to yours are growing. We will discuss your company goals. You’ll learn about two ways that you can build your engine. Learn more here. www.RevenueGrowthEngine.net

Book a Speaker

Would you like to motivate your audience to accelerate their revenue growth? Darrell Amy brings energy, excitement, and practical ideas to audiences of business owners, marketing professionals, and sales leaders. Learn more about how to book Darrell for your upcoming conference: www.RevenueGrowthEngine.net/speaking

More Resources

If you have a great company, I want to help you grow. Here are some resources you’ll find helpful. While you’re on the website, make sure to sign up to get updates when we add new content.

- Revenue Growth Podcast: www.revenuegrowthpodcast.com/
- Revenue Growth Blog: www.RevenueGrowthEngine.net/blog
- Favorite Revenue Growth Books: www.RevenueGrowthEngine.net/favorite-books

About Darrell Amy



Darrell Amy is a growth architect and is passionate about helping great companies and people grow. He is a blogger, professional speaker, and podcaster and was recently nominated to the Forbes Business Council. He is also a consultant with the C-Suite Network Advisors team.

Always learning, Darrell continues to innovate, developing new strategies for companies to grow. He regularly interacts with marketing and sales thought leaders on the *Revenue Growth Podcast* and the *Selling From the Heart Podcast*.

His ideas are firmly grounded in practical experience. After beginning his career in sales and sales management in the highly-competitive office equipment business, he began helping office equipment dealers train their sales teams and develop marketing and sales plans.

In 2004, Darrell launched Convergo, a digital marketing agency that evolved from being a website development company to a complete digital marketing services agency. Through that experience, he had the opportunity to work with hundreds of small businesses, helping them develop and execute marketing plans. Today, the agency has evolved to help companies implement revenue growth strategies. As the Chief Innovation Officer at Convergo, he regularly interacts with leadership teams.

In the sales space, Darrell has trained thousands of solutions salespeople across North America, Australia, and the UK. He has helped Fortune 500 companies develop and deploy sales training programs. Today, he continues in the sales training space as a partner in Selling From the Heart, a sales training company that helps companies to integrate authenticity into every aspect of the sales process.

Darrell is actively involved in the non-profit world. He serves on the board of the Kingdom Missions Fund, a non-profit that finds and funds innovative Christian missions projects. Darrell

Darrell Amy

also helps lead the ManAlive EXPEDITION, an organization focused on helping men recover their hearts and find their calling.

When he is not helping companies or people grow, you will either find him in his shop or on the water. Following in the footsteps of his father, Darrell enjoys woodworking. He loves anything on the water, including sailing and canoeing.

Darrell was born and raised in Ontario, Canada. He now lives in the southern United States on the edge of the Ozark Mountains with his sweet wife, three children, and a growing list of grandchildren.

End Notes

ⁱ Fergal Glynn, "It takes 6 to 8 Touches to Generate a Viable Sales Lead. Here's Why," <https://www.salesforce.com/blog/2015/04/takes-6-8-touches-generate-viable-sales-lead-heres-why-gp.html>, (April 16, 2015).