

**ENT-2040: Spring 2024**  
**Strategies for Revenue Leadership**

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**Class:**

**Google Classroom Link: TBA**

**Instructor: Gaurav Rastogi**

Email IDs:

## **Course Overview**

This 18-session curriculum is designed for the next generation of leaders. We will address the pain-points of entrepreneurs, CEOs, Chief Growth Managers, Product Managers, and Chief Commercial Officers who seek to master the art and science of growing and sustaining revenue growth in the Enterprise B2B ecosystem.

Participants will gain an understanding of go-to-market strategies, product-market messaging, solution selling, deal closure, and sales performance management for scale. The course combines theory, real-world case studies, interactive activities, and expert insights to equip students with the knowledge and skills necessary to drive revenue growth and lead successful organizations.

## **Evaluation & Pedagogy**

### Proposed Grading:

1. **Attendance & Class Participation:** 15%
2. **Pop Quizzes:** 15%
3. **Mid-Term Exam:** 20%
4. **Group Presentation:** 50%

### Pedagogy:

This course is structured around four pedagogical tools.

- *Repetition with Variation:* Students will master core concepts through repeated engagement with varying complexities. The persistent case study of a fictional startup and regular pop quizzes allow students to progressively develop a sophisticated understanding of the subject matter.
- *Field and Forum:* This aspect of the course blends theoretical learning with practical application. Students are not only taught the concepts but also given opportunities to apply these ideas in real-world scenarios, particularly in the group presentations.
- *Active Learning:* Reflective learning is a key component, enabling students to actively engage with the material. This is facilitated through class participation and discussions.
- *Immersive Game Experience:* By incorporating competitive game-design elements, the course aims to immerse students in a learning environment that emphasizes strategy and practical application.

## **COURSE OUTLINE**

This course has been conceived across 5 modules solutioning the challenges of enterprise startups going from seed to scale.

1. Go-To-Market Strategies
2. Product-Market Messaging
3. Solution Selling for Startups
4. Strategies for Deal Closure
5. Managing Sales for Scale

These modules will be delivered in sync with a persistent case study on a fictional startup.

## **Fictional Startup – Persistent Case Study**

Startup Name: BBrAlniacs

This is a case study series that describes one startup's quest for revenues through meeting a series of challenges.

BBrAlniacs is an enterprise sales startup founded by two recent graduates. The company has developed a new software platform that helps sales teams close more deals. The founders are excited about the product and have a lot of confidence in its potential. However, they face many challenges as they take their company from startup to scale-up.

This case study will explore five key challenges that BBrAlniacs faced on its journey to success and the lessons that other startups can learn from their experience.

## **SESSION 01: GTM STRATEGIES**

### **1.1: Introduction to Revenue Leadership for Enterprise Sales**

- Introduction to Revenue Leadership for Enterprise Sales.
- Understand the role of founders and initial teams, including technical teams, in driving business growth.
- Introduction to BBrAlniacs, a fictitious B2B enterprise startup whose journey we will explore in the class.
- Introduction to the 5 Challenges of Revenue Leadership, as sourced from Paul Graham.

### **1.2: GTM - Building a Go-to-Market Strategy**

- Introduction to Go-to-Market Strategy.
- Crafting a comprehensive Go-to-Market Strategy.

### **1.3: GTM - Market Segmentation and Targeting**

- Understand the dimensions of market segmentation (e.g., Demographics, Need-based).
- Identify the most promising customer segments for your business.
- Initial excitement and the frustrating search for a go-to-market strategy

## **LEARNING OUTCOMES**

- Engage users and buyers through the product-design process
- How to define a clear go-to-market strategy before launching a new product or service.
- The importance of product-market-messaging fit for success.

## **SESSION 02: PRODUCT-MARKET MESSAGING**

**Guest Faculty: Product Manager, Facebook/Amazon/Google.**

### **2.1: Achieving Product-Market-Messaging Fit**

- Use analytical tools/techniques to understand the customer's needs.
- Distinguish between stated and derived importance.
- Learn how to ensure your product aligns with customer needs.

### **2.2: PMF - Crafting Compelling Messaging**

- Understand the "CRUST" framework.
- Develop messaging that resonates with your target audience.

### **2.3: PMF - Content Strategy and Marketing Collateral**

- Create effective content and marketing materials to support your messaging.
- Learn how to use GenAI tools to turbo-charge your content creation.

- Fine-tune your messaging through A/B testing and optimization.

### **LEARNING OUTCOMES**

- Tactics to revisit and revise your go-to-market strategy.
- Generating insights from customers about needs and challenges.
- Methods to communicate the value of your product or service clearly and concisely.

## **SESSION 03: SOLUTION SELLING FOR STARTUPS**

**Guest Faculty: Industry Consultant/s**

### **3.1: Introduction to Solution Selling**

- Introduction to solution selling.
- Understand the principles of solution selling in complex B2B environments.

### **3.2: Building and Presenting Solutions**

- Develop solutions and practice presenting them to potential clients.

### **3.3: SS - Handling Objections and Overcoming Challenges**

- Understand the cues (e.g., Body Language) to look out for via practical exercises.
- Learn techniques to address objections and challenges in solution selling.

### **LEARNING OUTCOMES**

- Identifying persuasive solutions for enterprise buyers.
- Methods to address enterprise needs and challenges.
- How to develop a sales process that is aligned with the target market.

## **SESSION 04: STRATEGIES FOR DEAL CLOSURE**

**Guest Faculty: N/A**

### **4.1: Deal Closure – Negotiation**

- Understand principles of negotiation (e.g., BATNA, Anchoring)
- You play a game in which you make decisions during a mock sales meeting. See how those decisions affect your company's bottom line, and learn to look beyond price to drive value.
- Identify the common negotiation pitfalls to look out for

### **4.2: Deal Closure - Closing Complex Deals**

- Understand the "ABC" mindset, its uses and limitations
- Master the art of closing complex B2B deals
- Conduct a post-mortem analysis of a closed deal

### **4.3: Deal Closure at Scale**

- Creating an enterprise deal-closure gameplan

### **LEARNING OUTCOMES**

- Identify obstacles to deal closing and develop strategies to overcoming them.
- Learn to effectively negotiate complex enterprise sales deals. Understand the nuances of debating price, features, and other aspects of the term sheet.
- How to be proactive in driving and closing sales.

## **SESSION 05: MANAGING SALES FOR SCALE**

**Guest Faculty: Industry Leader**

### **5.1: Managing Sales for Scale - Sales Metrics and KPIs**

- The importance of Sales performance management
- Optimal ways to set clear metrics, accountabilities and targets
- The "SMART" way to set KPIs with clear differentiation between leading and lagging indicators

### **5.2: Managing Sales for Scale - Sales coaching and dashboards**

- Usage of dashboards to improve sales force performance.
- Coaching salesforce to the sales metrics discussed in prior session

### **5.3 Managing Sales for Scale - Insights from Sales Team Leadership**

- Learn from Industry experts on how to lead high-performing sales teams and drive continuous growth.
- AMA sessions (Ask Me Anything) enable groups to raise questions ahead of project presentations.
- Scaling the business beyond the founders by hiring a sales team and managing through process and metrics.

## **LEARNING OUTCOMES**

- Systems to track and measure the sales process.
- Methods to add capacity to sales teams.
- How to invest in the sales process.

## **SESSION 06: CONCLUDING SESSION**

**Guest Faculty: Industry Experts**

### **6.1: Group presentations and Conclusion**

- Students present their course projects, applying the knowledge gained to real-world scenarios.
- Apply learnings to practice.
- Get feedback on the strength of their operating model from peers and experts.

## **FACULTY PROFILE**

Gaurav Rastogi, an alumnus of IIM Ahmedabad and Delhi College of Engineering, is a seasoned Silicon Valley executive renowned for leading substantial global sales transformations. With over 40 years of combined expertise in sales, learning, and IT services, he has made significant contributions to the field of enterprise sales and learning. His executive tenure at Infosys from 2003 to 2013 marked a period of profound growth and innovation. As an author, his book "Global Business in the Age of Destruction and Distraction", published by Oxford University Press reflects his deep engagement with technology, transformation, and spirituality. He is currently dedicated to enhancing professional productivity through Ekrasworks.com and invests in nurturing spiritual care institutions.