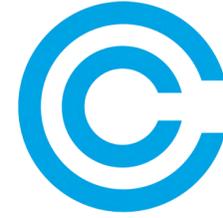


Building a CRO-Ready Organization

Or, How to mitigate the risk
of hiring your Chief Revenue
Officer

crocollective.com





CRO COLLECTIVE

Who We Help

CROs

Looking for tools, strategies and a community **to Win in the Role**

CEOs

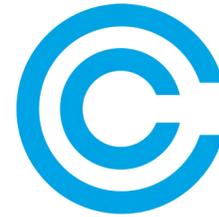
Looking to **mitigate the risks** associated with the appointment of a CRO, and to ensure that their CRO – and **their company - succeeds**

Aspiring
CROs

Business Leaders looking to **advance to the next level**



How We Help



CRO COLLECTIVE

Programs for Chief Revenue Officers that include a [CRO Development Course](#) and a Professional Certification and a CRO Community

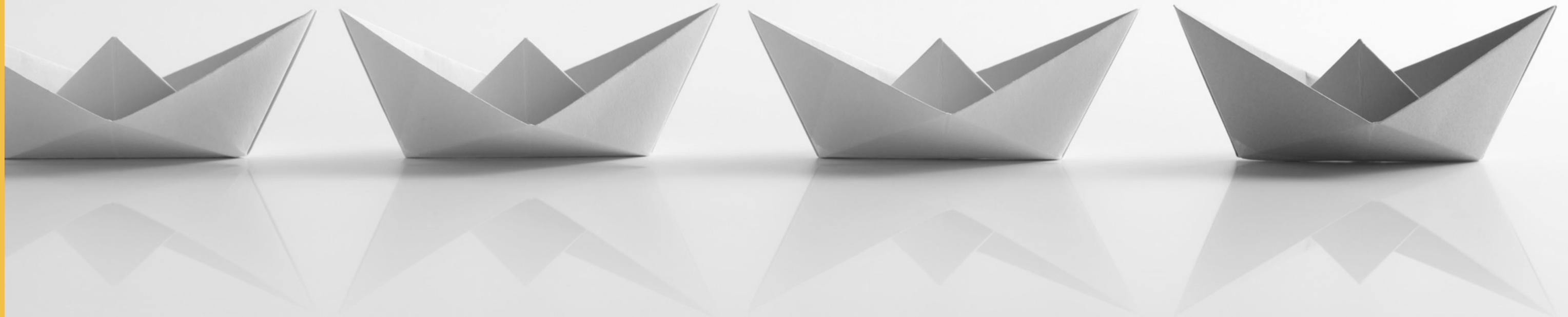


←
→
CRO candidate sourcing from pre-qualified CRO Collective talent pool.

Hands-on Advisory and Consulting program for CEOs who are considering the appointment of a Chief Revenue Officer. Building CRO-Ready Organizations.



The role of Chief Revenue Officer (CRO) has evolved into a critical executive function over the last 8 years.





**CROs are now
vital pillars of
the leadership
structure.**



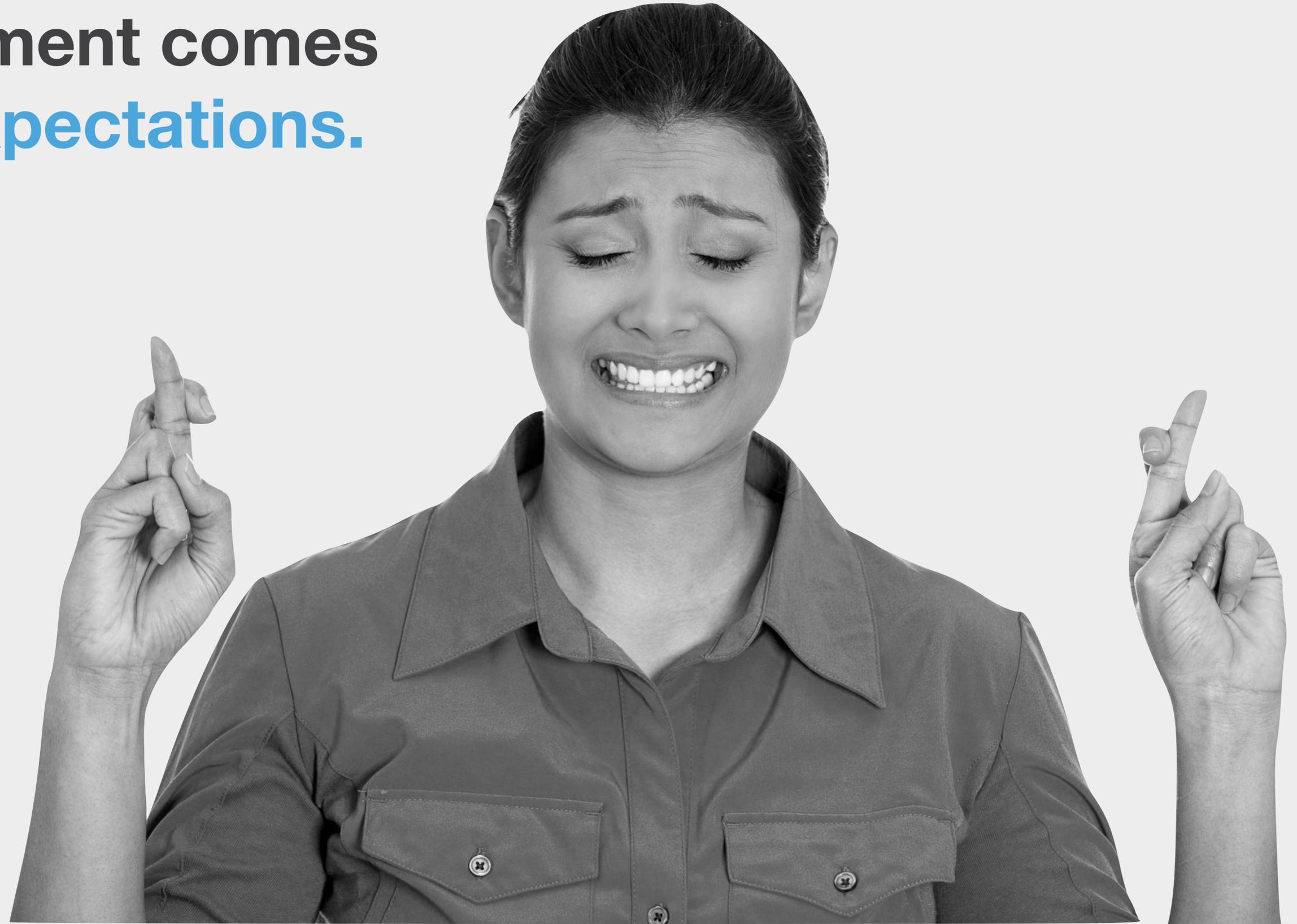


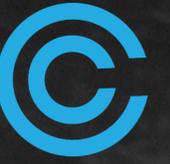
CRO is the **“hot”** new title
in the B2B space.

It brings Prestige, Power,
Credentials and the promise
of a stellar career trajectory.



The appointment comes
with **huge expectations.**





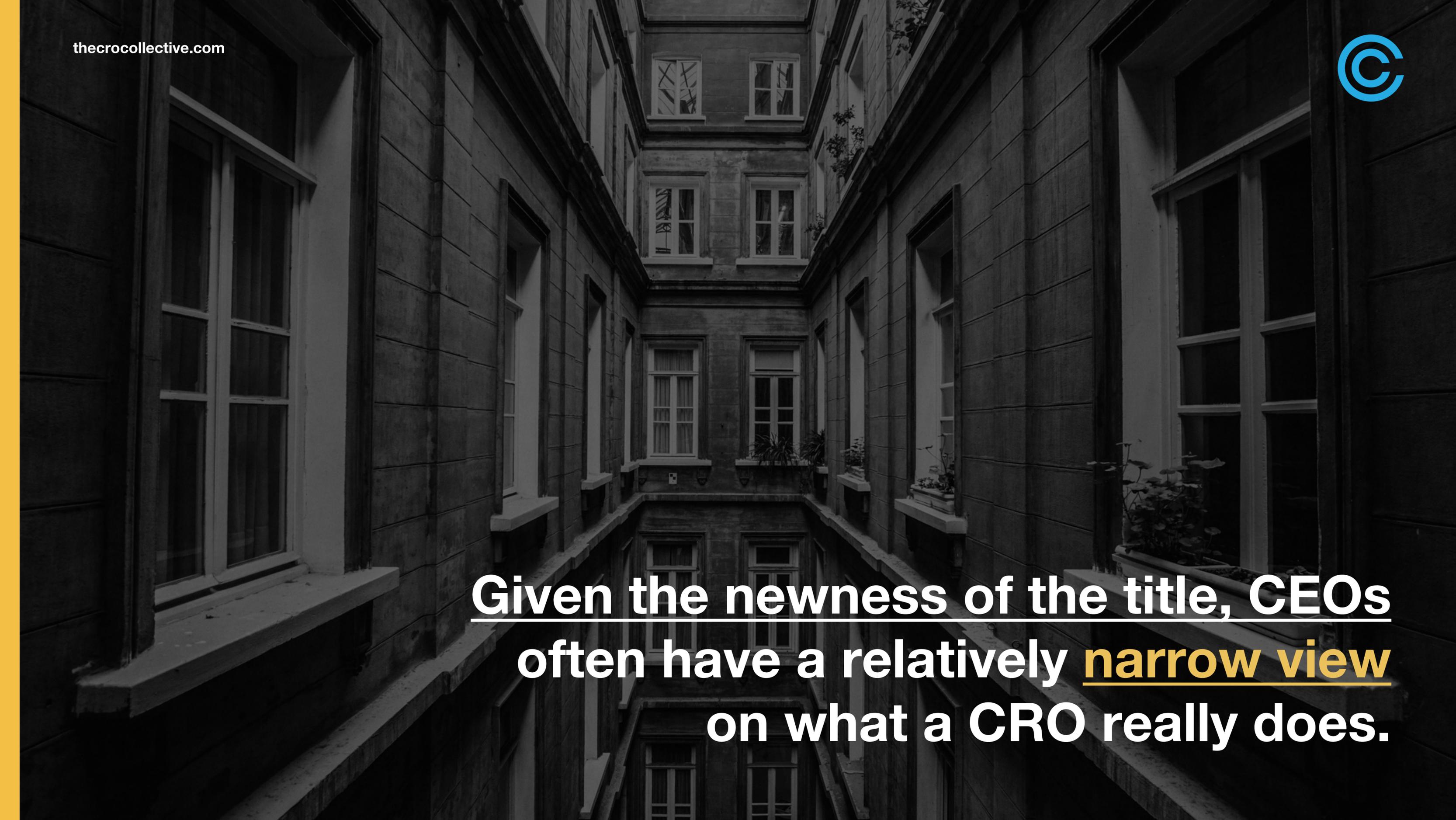
As well as **Massive Risk-**

**For both the CRO as
well as for the employer
organization.**





CROs are seen as miracle-workers, and rainmakers coming to the rescue to take the company to the next level of sales revenue growth.

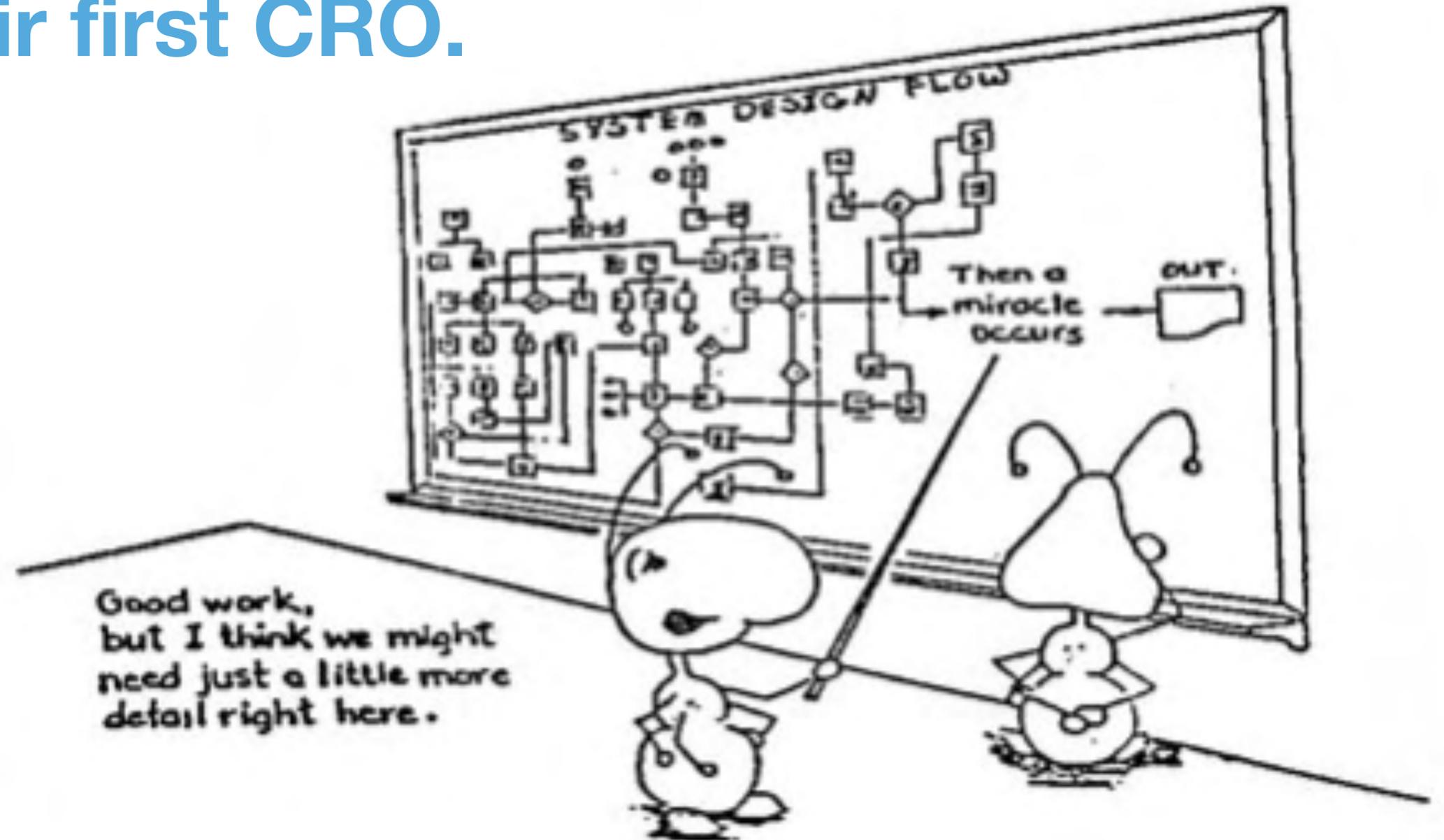


Given the newness of the title, CEOs
often have a relatively narrow view
on what a CRO really does.

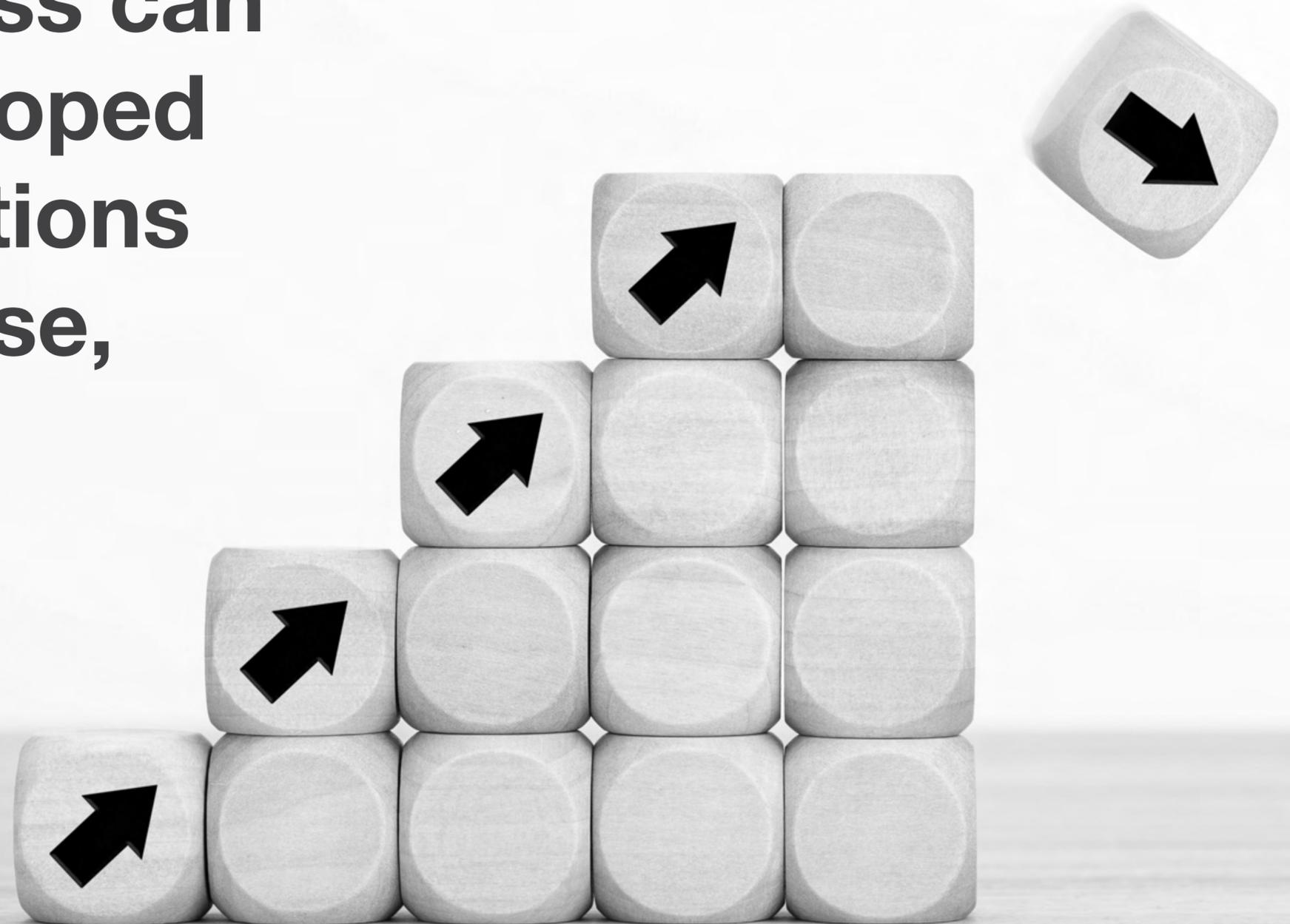


Or of the qualities
that an effective
CRO needs to bring
with them into an
organization.

Very few organizations
prepare themselves
properly for **their first CRO.**



False expectations and under-preparedness can lead to less than hoped for results, frustrations and wasted expense, time and effort.





Here at The CRO Collective, we have observed widespread confusion as to the **ACTUAL** role and responsibilities of an effective CRO.

- How does a CRO function, really?
- What is the CROs actual role?
- What do they really do?
- Where does a CRO ideally sit within the organization?
- Where should their focus be?
- What is the scope of their oversight and accountability?
- How should a CEO support their CRO's success?



**This lack of understanding
can have dire implications.**



The risks of getting it wrong are huge,
but so are the rewards for getting it right.





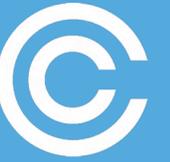
**The Way to Get it Right is by
building an aligned and coordinated
company -**

or a CRO Ready Organization



**You do this by having all the
Revenue Facing Functions aligned
around a common focus:**

The Customer



Building a 'CRO Ready' Organization is not Trivial.



**The issue at hand
is that the
alignment between
Sales, Marketing
and Customer
Success is broken.**





This is a pervasive problem, but too often one that B2B CEOs do not make a priority.



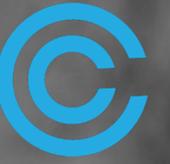


**The majority of
CEOs accept this
disconnect simply
as a casualty of
running a modern
business:
“It is what it is”.**



Very few CEOs understand nor appreciate the enormous bottom-line potential of having an aligned organization.



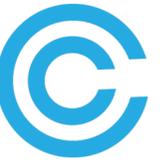


**Nor are most aware of the
grave financial costs that
result from misalignment.**





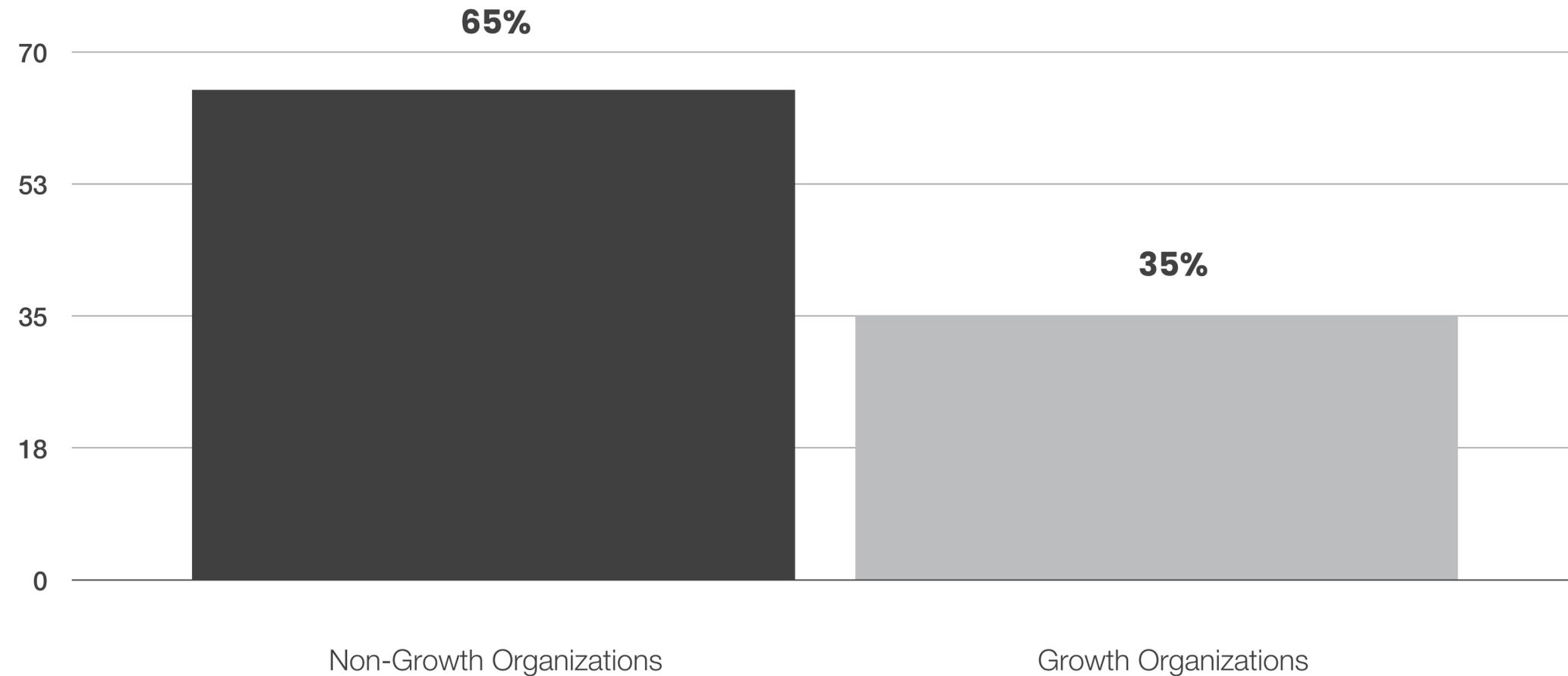
Misalignment is an extremely expensive problem.



Our Research shows:



Organizations with poor **Sales + Marketing Collaboration** almost double their risk of declining sales.

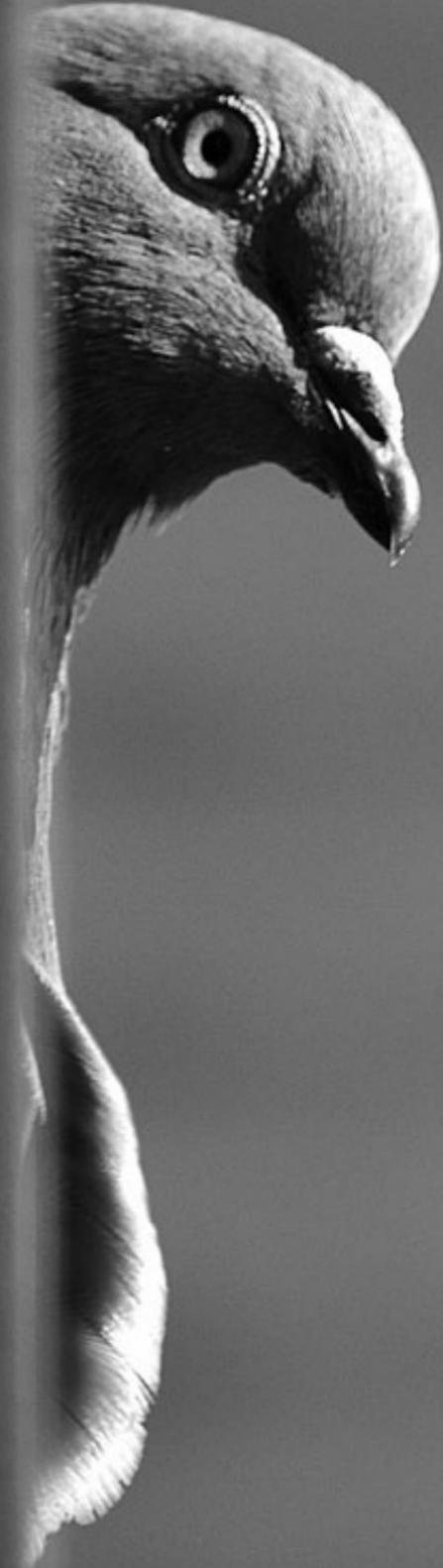


Growth Organizations: sales revenue increased over the past 12 months.

Non-Growth Organizations: sales revenue remained flat or decreased over the past 12 months.

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The costs vary:
Low morale, high turn over,
employee disengagement,
and most importantly:
lost customers and revenue.



**But....there is something more
pernicious happening here.**

**There is a
fundamental lack of
alignment around
the customer and
the customer
experience.**



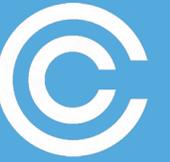


The 3 departments are inward-looking and Hyper-focused on their own KPIs (survival), while forgetting about the customers' perspective.



But to most CEOs it just looks like an interpersonal problem between departments (symptoms), not like something systemic (disease).





**Ok. this all makes sense - but -
how does it relate to the topic of the CRO?**



Really glad you asked!



CROs, are uniquely qualified to fix this issue permanently when:

- **qualified**
- **properly appointed**
- **properly integrated**
- **properly supported**



But - Here's the issue:



Most (almost 90%) of CEOs hire CROs mainly or purely as Sales Leaders.



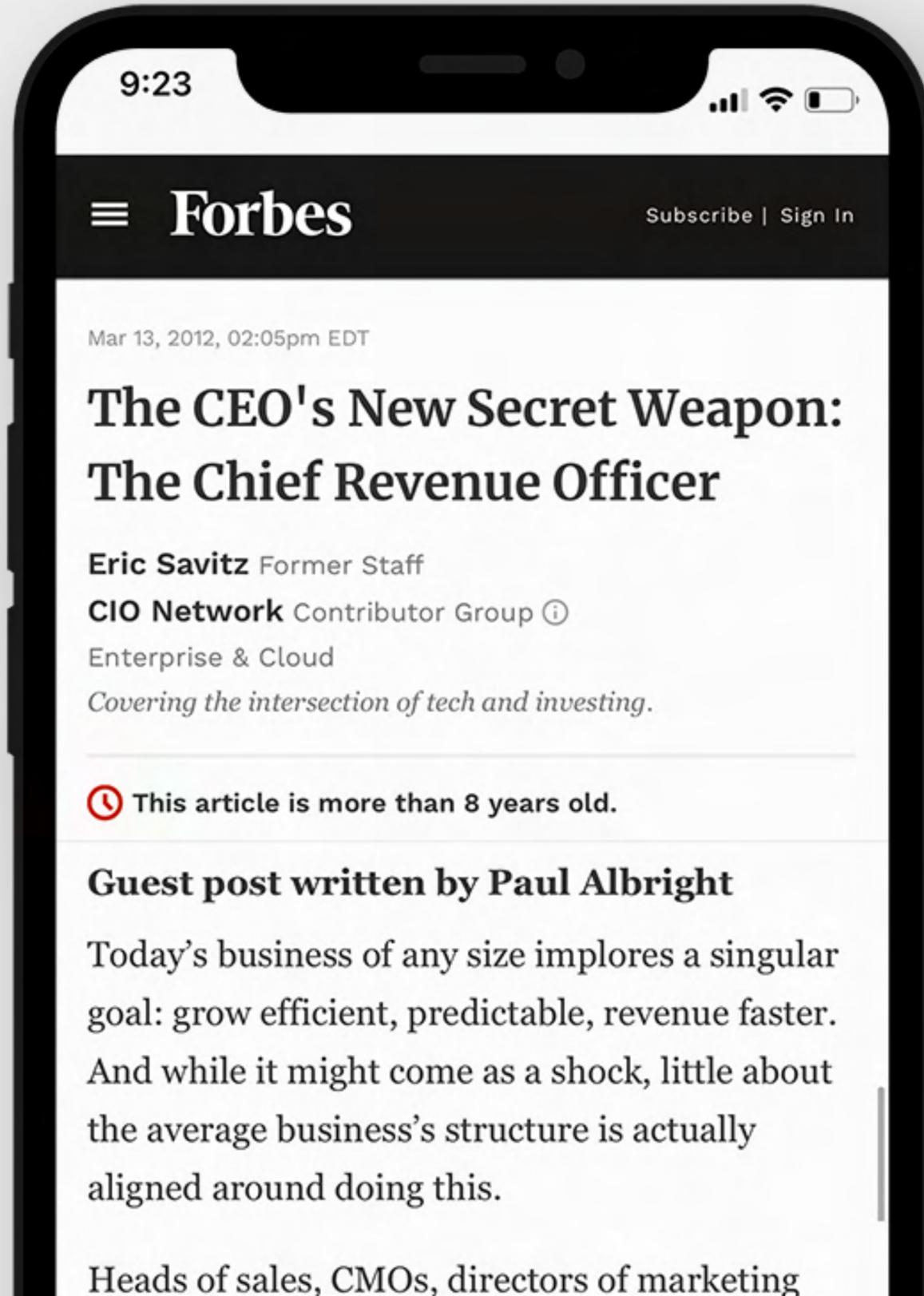


**And bringing a CRO into
a company as a Sales
Leader only makes
these systemic
problems even worse.**





A lot of Lip Service is being paid to claim otherwise. Among the chaff of poorly written CRO job descriptions I come across a few that claim to understand alignment.

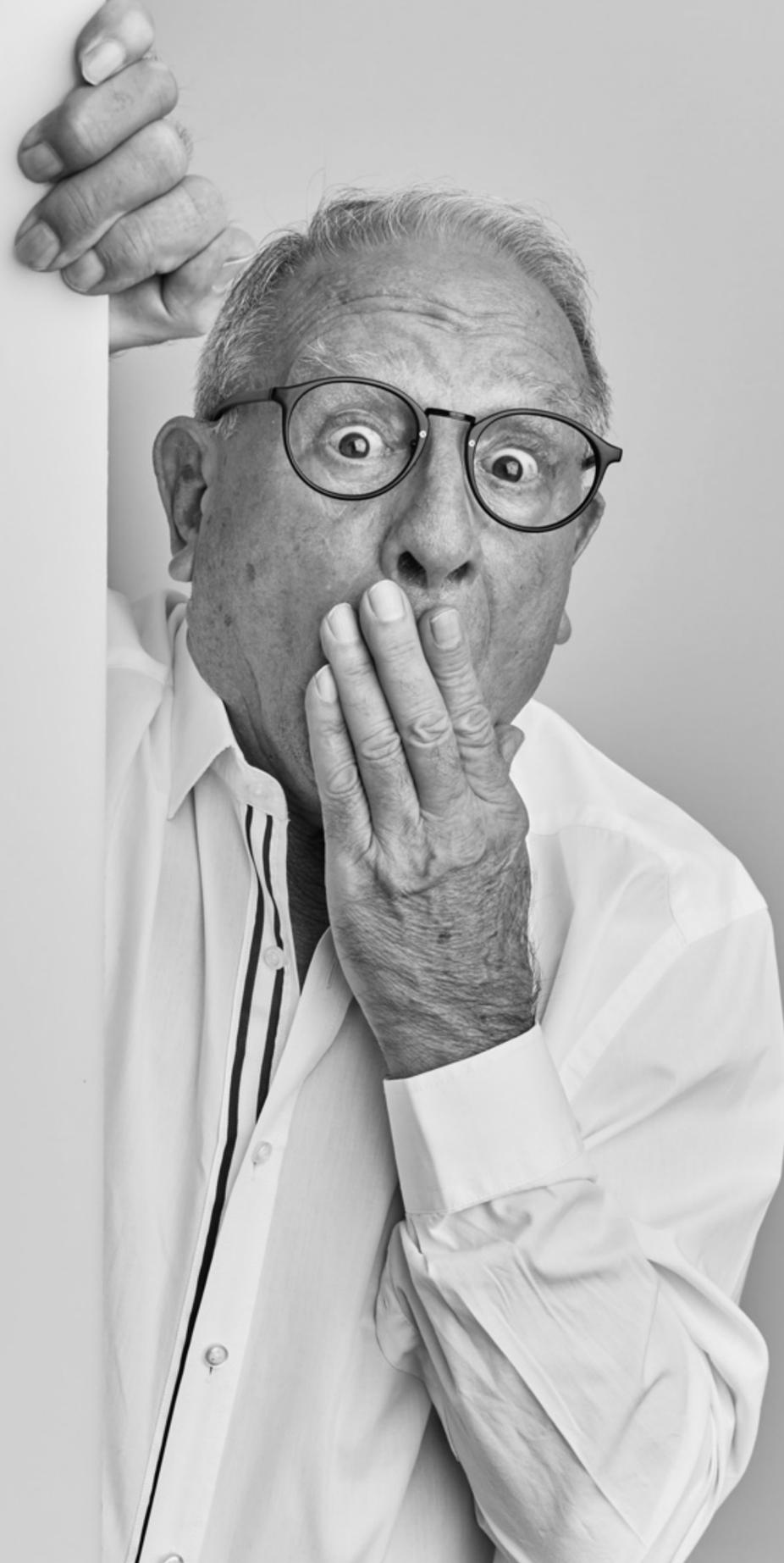


Forbes

There is plenty of
good advice.
It's just that it is not
adhered to or listened
to or adopted.



**But something
happened on the
way to the forum.**





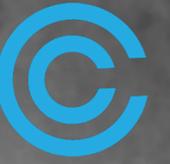
I've worked with, coached, trained, mentored, hired and sold to 100s of CROs- and everyone of them has similar challenges:

- Average tenure of only 18 months
- Undefined objectives and role focus, lack of coaching by the CEO
- Fighting to implement strategies - battling with siloed factions
- Lonely Leader syndrome
- Not aligned with CEO and C-Suite
- Survival mode - 'Selling' their way into security
- Left wondering "How did this happen?"



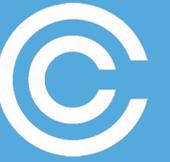
The CEOs I work with who hire them have their own set of challenges:

- **“What is my CRO doing?”**
- **Why does he want to focus on THAT?**
- **No one likes him, he’s creating more problems than solutions**
- **No one seems to know what he's supposed to be doing**
- **I thought I hired a professional**
- **Why does it seem like this made things worse?**
- **My revenue team is now even more at odds**
- **My business is not growing as expected**
- **People are leaving / morale is low How will I explain this to the board?**



**Why is this
happening?**

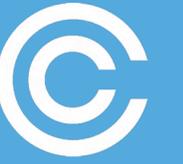




A number of factors that emerged over the last 5 years have infected the B2B sector:

The rise of:

- The VC/ Investment industry ('quick tech')
- Hyper Growth - Programmatic Deployment
- Obsession with Data and Analytics (software addiction)



**This has resulted
in a new strain of
‘short-termism’**



- ✓ **Fixation on Quarterly financial projections and targets,**
- ✓ **Top-Down Sales Quotas,**
- ✓ **CRM pipeline micro-management,**
- ✓ **Valuation-chasing**
- ✓ **The ‘Scale-at-all-costs’ culture**



All of these are extremely powerful forces that too frequently become the foundation for a Short-Term Revenue Culture.



Short termism results in:

- **Siloed and fractional organizations defined and hamstrung by individual function**
- **KPIs and Metrics that motivate departmental and leadership survival behavior**
- **Encouragement of behaviors that are inward-focused and not customer-focused (office politics)**
- **Boards or VC firms running companies, not CEOs**



This results in a stagnant culture:

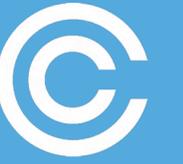
- **Nothing ever gets solved or fixed**
- **Every quarter/year feels the same**
- **No chance for improvement**



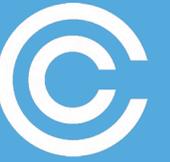


Organizations like this
NEED a CRO to establish and
sustain operational, functional
and cultural alignment.



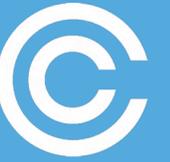


Building the CRO Ready Organization



CRO Ready organizations are companies which are culturally, functionally and operationally aligned.

A CRO-Ready organization is prepared for the appointment of leader who can successfully oversee a unified revenue team.

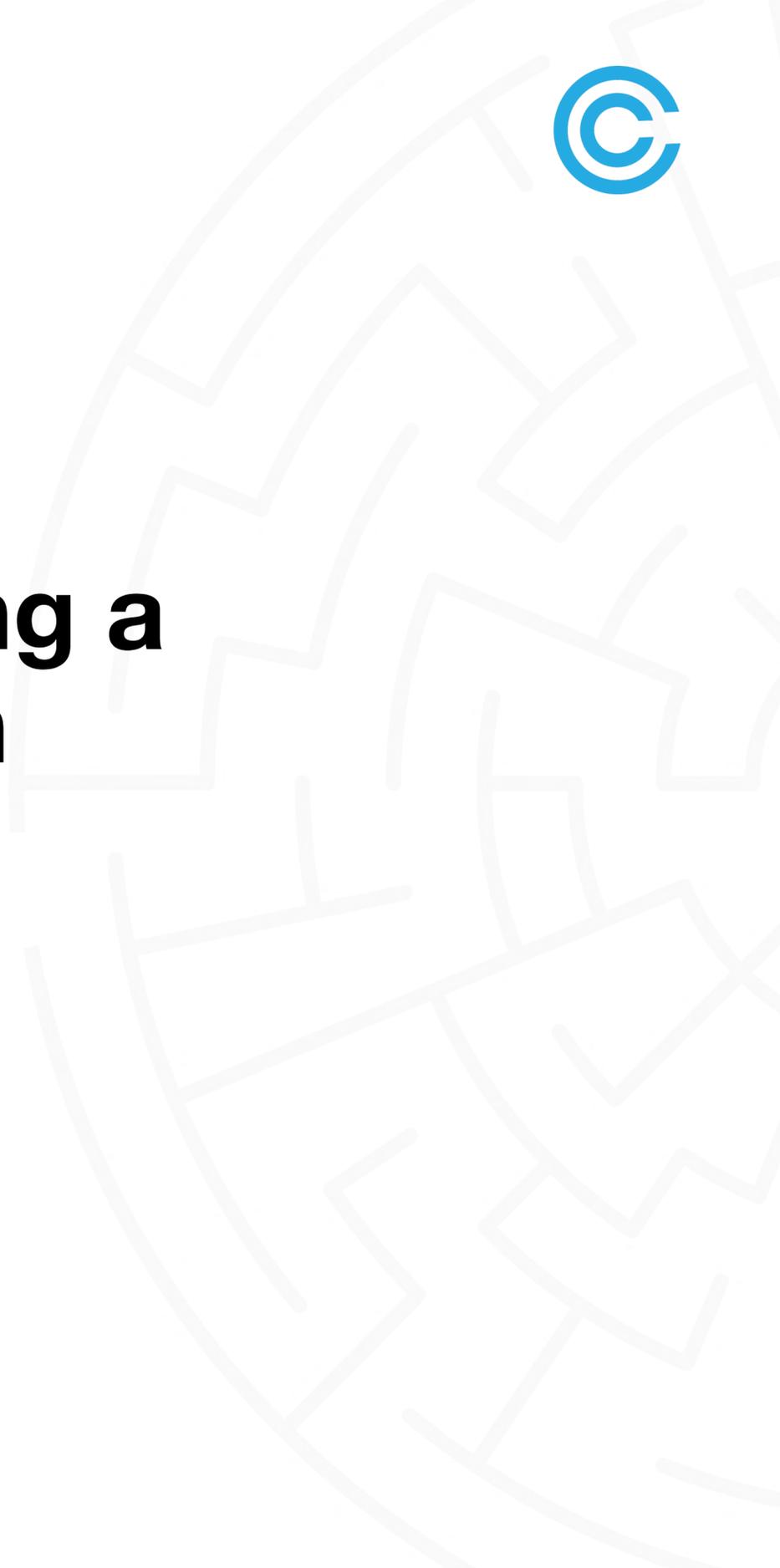


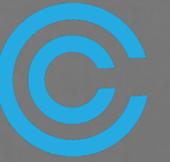
The Revenue Team consists of
Sales
Marketing
& Customer Success.

The 3 most “customer facing” parts of
the company.



There is a method to creating a CRO Ready Organization

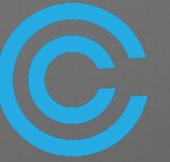




The Right Way:

1. Be a Leader ✓
2. Quantify / Qualify the Problem ✓
3. Build Consensus ✓
4. Run the CRO Readiness Program ✓
5. Hire a Qualified CRO ✓
6. Support and Empower ✓
7. Create the Growth Engine ✓





The Wrong Way:

~~Make promises of huge revenue growth to the board,
asking them to approve the hire of a CRO~~

~~Hire a gun VP of sales as your new CRO~~

~~Watch on as the new CRO solely focuses on the sales team,
disenfranchising huge parts of the organization and the workforce~~

~~Realize too late that the promised growth is not
eventuating and not likely to be forthcoming either~~

~~Blame the CRO for the failure~~

~~Let the CRO go and somehow manage
to explain it all away to the board~~

~~Repeat the above~~

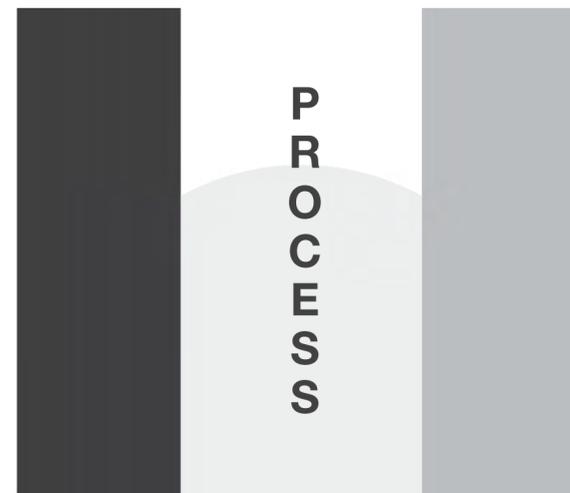


What is your "CRO Readiness" Score?

Silo Mindset
0-40 points



Process Mindset
41-80 points



Collaboration Mindset
81-100 points



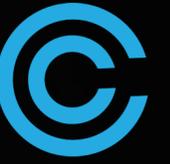


Find out your own CRO-Readiness Score.

Go to our site:

thecrocollective.com/b2b-assessment

Take the Assessment and get your own Score.



**Sounds simple,
but of course, it's
not. But it can be
corrected.**

**And it will change
your company into
a **Growth Engine.****

QUESTIONS?

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