

The Purpose of Achieving CRO Thinking Mastery

The purpose of an individual or enterprise to master CRO Thinking is to build a “Buyer Back” Revenue Strategy that is deployable, executable, and continuously improved achieving the maximum predictable growth immediately and for the long-term.

The attendee’s purpose for mastering CRO Thinking is to provide their buyers great value resulting from science-based habits, process, and skills that when deployed, executed are monetized by the buyer who willingly pays for that monetize value.

SOW for CRO Thinking Certification

CRO Thinking uses OnZoom and virtual group sessions to help students get certified. CRO Thinking is for those business leaders and team members committed to applying Revenue Science™ to achieve predictable growth of sales and profits no matter what is happen in the world.

Session members will receive a session invite that will include prework and content for review. Then after each session, the video for the session with session content and homework will be placed on a landing page created for you (there will be a specific URL provided).

Preparation for week 1 pre work consists of reviewing the 5 Stage Achievement Model that follows, the CRO Thinking Syllabus, the 2 videos and PDF below. There may be additional pre-work that will be provided at least a week before the first session.



Simon Sinek_ How great leaders inspire



Socialnomics 2018.mp4



buyer seller gap vRM.pdf

The Simon Sinek video is 18 minutes long, and the Social Media is about 4 minutes long. Please watch each at least twice and be prepared to talk about your learnings as they apply to you today and going forward. These two will reoccur as they apply to the Revenue Strategy, diagnostic aids, and deployment.

In week 1, everyone will have 5 minutes to:

- ✓ introduce themselves (Share why your passion for business).
- ✓ share backgrounds and greatest skills that apply to Revenue Generation.
- ✓ tell WHY (think the Simon video) CRO Thinking is important to you.
- ✓ Share your learning goals for the next 7 weeks.

The following SOW Elements are required elements of the certification process:

- Certification will cover 7 weeks and each session will be 3 hours. Each session has approximately 60 minutes of independent work assigned preparing for the next session.
- All sessions will be using virtual technology. A computer with high-speed internet, a camera and a headset (USB connected is best) with a microphone is required.
- In addition to participating in the sessions, the demonstration of the ***mastery of CRO Thinking with the intent to deploy and monetize is required*** for certification (See examples and guidelines below).
- There are 10 foundation elements everyone must demonstrate mastery of. In addition, there are another 14 tool elements, and 5 of those are chosen by each individual to be mastered for certification. (Since ***CRO Thinking™ is the context for business, so the principle is Concept first and then monetize.***)
- The demonstration of mastery can take many forms and is not intended to be documentation intensive. Anyone with questions or concerns about their path to mastery should speak with Rick no later than the 5th week.
- Demonstration of mastery will be taken seriously since it determines the enterprise's ability to monetize and the quality of our certified community.

Session attendees will get the first agenda and prework at least a week prior to the first session.

Like the CRO Thinking process, this agenda will be continuously improved based on the actual outcomes for previous sessions to ensure everything is covered and mastered.

If at any time the calendar (page 5) for this session becomes impossible for the attendee, they should email rick.mcpartlin@therevenuegame.com to make arrangements. (All sessions will be recorded. Recordings and consultation with other team members who were on the call will get the absent member caught up and will help their fellow team members practice teaching this to others.)

Mastery Examples and Guidelines

Those to be certified will master:

- Foundation elements (see below)
- 5 of the 12 support and tool elements (see below)

Normally homework and group work demonstrate mastery, but for those who are concerned or want to create documentation of Mastery of Elements to apply or teach, these are options:

1. Journal
2. Teach others
3. Written stories, questions or applications
4. Examples from homework
5. Doing actual revenue generation or sales work guided by CRO Thinking
6. Helping your organization transition to CRO Thinking
7. Working with your organization to get them to want to transition
8. Helping clients grow through CRO Thinking
9. Presentations
10. Account plans
11. "Revenue Strategy" developed
12. Diagnosing a current situation for your company, a product or an opportunity
13. 60-minute call with Rick
14. Diagnose revenue opportunities and challenges using CRO Thinking elements for things like:
 - a. WHY the elements are important
 - b. HOW the elements can help the organization create predictable growth of profitable revenue
 - c. WHAT are examples of deployment
 - d. True North
 - e. BellCurve
 - f. Revenue RoadMap
15. Review, comments on and application of
 - a. The Revenue Game® LLC website videos, webinars and blogs
 - b. Books, articles and post from all sources
 - c. Writing of blogs or articles

*Documents for review
in preparation for the session.*

- I. CRO Thinking Session Culture
- II. Demonstrated Mastery of CRO Thinking
(Foundation and Support/Tools)
- III. CRO Thinking – The 21st Century Six Sigma
- IV. CRO Thinking Certification WHY & For WHO?
- V. 5 Stage Achievement
- VI. CRO Thinking Syllabus

CRO Thinking Session Culture

- I. Missed sessions must be communicated in advance and require acquiring the material in another way starting with the video of the session.
- II. Certification is based on mastery of CRO Thinking. The ways to demonstrate mastery are part of this document and will be reinforced during the sessions. Keep all notes and work examples of CRO Thinking for yourself and to apply to IRD.
- III. There will be a communications platform (provided URL) for all sessions to make access available from devices with internet and headphones.
- IV. Everyone will receive a calendar invitation to the session with a link to the zoom technology and should test the connection before the session.
- V. Learning information and homework will be on The Revenue Game website for easy access.
- VI. Questions, problems, or suggestions emailed to rick.mcpartlin@therevenuegame.com or phoned to Rick at 800-757-8377 x701.

Demonstrated Mastery of CRO Thinking

10 foundation elements of CRO Thinking:

1. 5 Revenue Strategy Questions, Do you have a Complete Revenue Strategy?
2. Your True North, Do you have a defined or deployed with clear NOs?
3. "Revenue Generation" Principles, Do you have written principles linked to your True North?
4. Setting the value, you transfer and get paid for Business & Operational outcomes, What is the problem (from your Revenue Strategy that compels your ideal buyer to pay for the joint SOW?
5. BellCurve tool, Show your company, key staff, key customers, key competitors, partners, marketing plan, messaging, etc.
6. Revenue RoadMap critical metrics, What are the most important behavioral metrics you see by color and how can they be systematically applied?
7. An operational definition of a qualified lead, What is the written definition, and what are the behaviors to measure?
8. An operational definition of selling, How are the functions of GOLD, BLUE and RED measured and managed
9. "Cost of Chaos" to grow profitable revenue, What are the most obvious examples of the "Cost of Chaos," and which can you just stop doing with a positive result?

Use examples (like in blue) from your work of the mastery of these foundation elements, have a call with the certifying master instructor or answer the following questions for these 9:

- Why is this important (Business and Operationally) to your success in the market? (200 words or less)
 - How does this apply today (examples internal and or the market)? (200 words or less)
 - How would you like it to apply in the future (What would be the outcomes)? (200 words or less)
 - How will you measure (business & operational)? (200 words or less)
10. Summarize CRO Thinking as it has impacted you, your clients and your organization (with examples) to this point and project the future impact you expect with examples of predicted outcomes.

Support/Tool Elements for CRO Thinking

Use examples from your work of the mastery of the first 5 of these elements and at least 2 others.

1. Buyer's frame of reference, What can you do to assure process and communication is customer first?
2. Using CRO Thinking to diagnose a client or situation, Which foundation elements and tools have you applied?
3. Offers and Offer Management, Are any offers complete and how many offers are there?
4. Developing a client focused joint SOW process with metrics, What are the steps for developing and deploying client focus?
5. Strategic Revenue Account Strategy, How does your Revenue Strategy align to a specific account?
6. Planning how to make CRO Thinking habitual for your team, what does it take to make CRO Thinking habitual for individuals?
7. Using CRO Thinking to measure a current or proposed investment, What are the examples, and what did you learn?
8. Using CRO Thinking for: What has been important to alignment between developing and deploying to have predictable outcomes?
 - a. Developing a Revenue Strategy
 - b. Deploying a Revenue Strategy
9. Using CRO Thinking to predict the next year and beyond, What about CRO Thinking is giving you the ability to predict and show others the revenue future?
10. Using CRO Thinking to help select, How are the parts of CRO Thinking aligned to help you select?
 - a. Staff
 - b. Partners
 - c. Qualified Leads
 - d. Marketing Investments
 - e. Compensation Plans
 - f. Fee to Charge Clients
11. Measuring the "Cost per Sales Hour," What have you done to measure and improve the "Cost per Sales Hour"?
12. Developing a formula to determine the value of revenue investments, What is the formula, and how do you do deployment?

CRO Thinking – The 21st Century Six Sigma

Sustainable business success in the 21st Century will be a result of establishing a relationship between buyer and seller where working together their businesses are “better than any other option.”

The faster and more chaotic the world becomes, the more this partnership is critical for both.

The deployment of *CRO Thinking* intentionally creates this “better than any other option” relationship much the way Six Sigma transformed manufacturing, supply chain and logistics in the 20th Century. Those who didn’t deploy Six Sigma, or a similar discipline became insignificant and disappeared. Today any organization who does not learn and deploy *CRO Thinking* will suffer the same fate.

History

Starting in 1985, The Revenue Game founder, Rick McPartlin watched the steady deployment of Six Sigma and Lean in the automotive and related manufacturing industries and asked, why won’t this type of discipline transform sales. It immediately became clear that was the wrong question, and it was about "Revenue Generation" not just sales (a subset of the "Revenue Generation" process).

Rick was fortunate to spend the next 15 years working with the world’s largest companies (Siemens, Johnson & Johnson, E&Y, AT&T, Sun Microsystems, etc.) to perfect the technology of *CRO Thinking*. After 15 years of enterprise success, *CRO Thinking* was deployed to the SMB world through a 15-year relationship with www.vistage.com and the Vistage member CEOs.

The Revenue Game has perfected *CRO Thinking* Intellectual Property to the point it is teachable, trainable, measurable, and transferable to any organization of any size and in any industry. This transfer, like other methodologies, has at the core science, language, metrics and tools that apply to all the stakeholders in an organization (The C-suite, the operational leadership and the execution level) so they all engage from a common platform with role specific Intellectual Property.

CRO Thinking has an immediate impact on every organization willing to deploy. Examples are:

- Immediate reduction is the "Cost of Chaos" (10 to 40% of top line) releasing top line growth and dropping the savings to EBITDA.
- All future growth investments are reviewed for leverage, which makes them dollar for dollar comparable to all other possible investments and supports continuous improvement.

- Forecasting is both accurate and supports improvement in both workflow and outcomes.
- The major "Revenue Generation" elements become aligned (Marketing, Selling, Delivery) in operations, budget and outcomes.
- There are behavioral metrics for the Revenue RoadMap that assure accountability and outcomes.
- As a result of the Revenue Strategy, there is a measurable True North, which results in saying NO to bad clients, deals, staff and partners, while attracting the near ideal clients, deals and partners (with less effort and resource).

Next Steps

CRO Thinking works for the largest organizations, the best SMBs and startups starved for success. It is teachable, trainable, measurable and transferable to any organization. ***CRO Thinking*** has been presented to the world through the Conference Board, Vistage CEO groups, Trade and Professional Association keynotes as well as Business Journals, Fortune, YouTube and hundreds of posts shared around the world by The Revenue Game, Vistage, Executive Forums and thought leaders.

Based on the speed of adoption for elements of ***CRO Thinking*** like CRO (Chief Revenue Officer), Challenger Selling, technology, metrics and training, it is time for Intellectual Property to pull all of them together in a single body of knowledge and deployment model. Any organization that tries to create this for themselves will waste time, money and opportunity. No organization can build their version of ***CRO Thinking*** and keep current while doing their core business.

The power of ***CRO Thinking*** certification is the market gets the benefits and outcomes without the years and cost of figuring it all out. The three levels, C-Suite, Operational Leadership and Execution, need to be delivered as a unifying core of science and language as well as the individual deep dives. All of this has a CEU (Continuing Education Units) requirement for continued certification.

As "***CRO Thinking*** and certification spreads, there will be enterprises who build and deploy their science-based strategy supported by certified staff, partners, suppliers and vendors. All these groups will have common language, models, processes, metrics and tools to deliver high returns on investments with rapid aligned deployment staying in front of client and market change.

Those who apply ***CRO Thinking*** have control over their growth of sales and profitable revenue.

CRO Thinking Certification WHY & for WHO?

The purpose of *CRO Thinking* Certification:

The deployment of *CRO Thinking* intentionally creates a *“better than any other option”* relationship between Marketing, Selling, and the Delivery of Customer Value based on available resources. *CRO Thinking* acts in the way Six Sigma acted when it transformed manufacturing, supply chain and logistics in the 20th Century.



Those who didn't deploy Six Sigma or a similar discipline became insignificant and disappeared. Today **any organization who does not learn and deploy *CRO Thinking*** will suffer the same fate.

Unlike other areas of business that have narrow certification applications like Microsoft technicians, tax accountants, HR professions, *CRO Thinking* impacts and is impacted by every person in the company. **It is rare that there is any employee who does not have an impact on "Revenue Generation."**

"Revenue Generation" is an organization-wide effort that **governs the level of success** achieved, so it is important that *CRO Thinking* become cultural.

The best way to make *CRO Thinking* cultural is to make the deployment of *CRO Thinking* habitual for the people. The best way to do that is to first **certify the core team members** in *CRO Thinking*.

Level 1 certification of *CRO Thinking* covers the specific language and body of knowledge practiced by *CRO Thinking* professionals in the same way doctors, astronauts, football teams and lawyers use certain words, models, metrics and methods to be sure their work is delivered as perfectly as possible at every execution point organization wide. This creates specific outcomes in the short-term and predictable strategic outcomes for the long-term.

CRO Thinking is the foundation for universal language, tools, metrics, and models. But thinking alone does not assure the required strategic outcomes. *CRO Thinking* execution like in medical, legal and the NFL requires a lot of practice for the individuals and the team. **Level 2 certification** is aligned deployment of *CRO Thinking* in the real world to achieve the required outcomes.

Those certified in *CRO Thinking* like those in Medicine and Accountancy, learn to apply the foundation elements guided by norms and ethics. Level 2 is where each person practices the deployment aligned with the customer, patient, or client to learn the **real-world application of the science**. Doctors have internships, accountants do audits to learn all phases of organizational accounting, and **those in *CRO Thinking* do Level 2 certification** to learn real-time application of the science.

CROs, just like other professions, **attain certification by demonstrating mastery** of the science in the real-world within the norms, methodologies, principles, and ethics of the profession. Since the business world is in constant and rapid change, certification needs to be continually refreshed.

The **3 functions requiring certification** are the c-suite (the strategic leadership team), the deployment / operational leadership team (head of sales, marketing, controllers, customer service, product development, etc.) and execution teams (sales, marketing, product engineering, proposal development, etc.). This is where making *CRO Thinking* habitual happens.

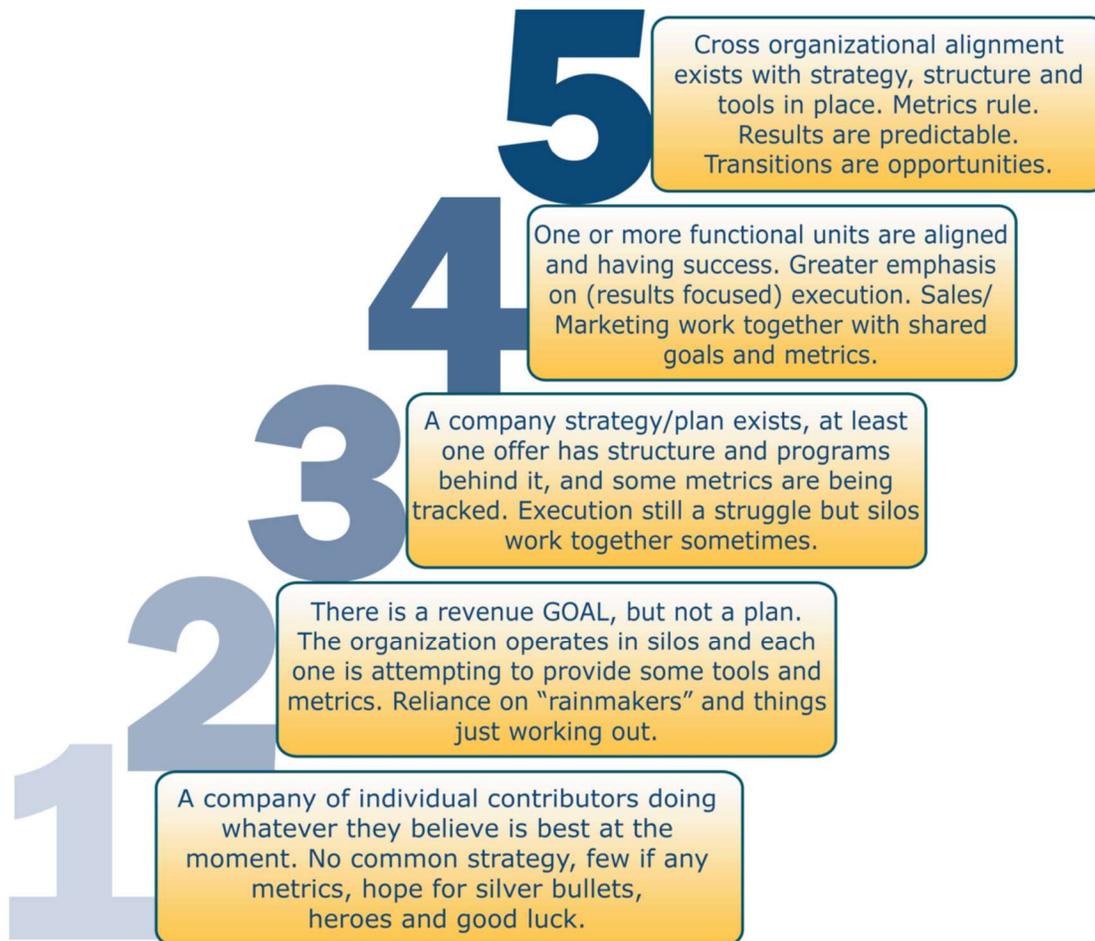
After these 3 functions have been certified in Levels 1 & 2, there are **immediate benefits** like reduced "Cost of Chaos" and predictable top-line growth with a higher margin requiring less investment.

Based on that short-term outcome, many organizations not only require **the CEUs** but expand the staff to be certified and additional certification areas based on opportunities or challenges.

The answer to Why *CRO Thinking* Certification and for WHO is – WHY is it to survive and thrive. The WHO are those 3 functional groups before the whole organization.

The Path Those Who Are Certified Lead Others Along

5 Stage Achievement



CRO Thinking Syllabus

Business is learned in silos, conducted through relationships, while CRO Thinking manages the Context.

CROs Who Have Mastered CRO Thinking
Own 5 Survival Responsibilities

1. CRO's own – **the Revenue Strategy** that fulfills the purpose of business, *creating and keeping customers* by transferring unique value that monetizes for both the buyer and seller.
2. CRO's own – **deploying the 3-level Revenue Generation platform** that transfers unique value monetized by buyer and seller.
3. CRO's own – **the offers that compel buyers to buy** to experience the value as well as owning the continuous improvement of those value producing offers over the long-term.
4. CRO's own – the **allocation of the Revenue Resources Required**, the **removal of Cost of Chaos** and achieving **predictable strategic results**.
5. CRO's own - the business **continually producing more sales and profits** sustaining the business at a Six Sigma level.

CRO Thinking Certification Weekly Syllabus

All the CRO Thinking content will be covered in the 7-week period. Assignments and the order of the material will sometimes move between weeks to maximize the specific session member's learning and experience.

Week 1

1. *CRO Thinking history and future*
2. *The Purpose of Business*
3. *Creating and keep customers by transferring Value*
4. *Glossary and Key CRO thinking words and tools*

Week 2

1. Always start with your Ideal Future State
 - a. Your purpose
 - b. Your principles
 - c. Your TrueNorth
2. Finite vs infinite –
3. CRO Thinking™ 5 step model
4. Answer your 5 Revenue Strategy questions intentionally to create a deployable Revenue Strategy
5. A Process and Culture to Continuously Improve

Week 3

Deploying a 3-level platform Revenue Strategy that transfers that unique value to be monetized by buyer and seller – How to Think About Deployment & Execution Part I

1. 3 Rules of Exceptional Companies
2. BellCurve – the essential tool to operate today and reach your Ideal Future State
3. Are you a thought leader and what does that require?
4. Language Matters WHY – HOW – WHAT
5. HQ out vs Buyer Back
6. True North and the power of saying NO

Week 4

Deploying a 3-level platform Revenue Strategy that transfers that unique value to be monetized by buyer and seller – Remember - Bad systems beat good people every time Part II

1. Finite vs infinite – The Metrics are different
2. Apply your principles 100% of the time.
3. The 3 levels – Revenue Strategy > Deployable Structure > Execution
4. "Dumb Stuff"
 - a. Blind Men and the Elephant
 - b. Value before vs after
5. People first
6. Your purpose
7. Your principles

Week 5

Your Revenue Strategy, True North, and Continuous Improvement the key to transferring buyer value – you get paid for.

1. Answer your 5 Revenue Strategy questions creating a deployable Revenue Strategy
2. Continuously Improve
3. Revenue Resources Required your only true inhibitor
4. CRO Formula
5. Your True North

Week 6

Deploying a science-based process removes the Cost of Chaos and releases the topline to grow.

1. Goldfish
2. Trust with Clarity, Integrity and Transferring value
3. The buyer Seller Gap
4. Challenger Sale
5. Social Media and other digital
6. Cost of Chaos
 - a. CPSH
 - b. Operational definition of sales
 - c. Operational definition of a qualified lead

- d. Revenue Resources Required
7. The 3 levels
8. Revenue RoadMap and flow
9. Colors
10. Revenue Strategy 5 Q Revenue Strategy

Week 7

Deploying a science-based Revenue RoadMap with Metrics

1. IQSCD
2. Revenue RoadMap – flow = velocity, volume, and value
3. Joint SOW
4. BellCurve
5. True North
6. Focus on Before
7. Put Challenger Sales in place
8. Align buyer value to purpose
9. The 3 levels
10. Alignment internal & external
11. Behavioral Metrics