



Key Note by DAVID SHERRY

Outreaching in the New Era

Reaching revenue milestones in EMEA together





Dave Sherry

AdRoll 2014 - 2017:

- Part of initial landing team.
- ARR Growth during tenure: \$2M → \$20M
- Headcount growth during tenure: 8 → 121

Amplitude: 2017 - 2020

- First hire in Europe
- ARR Growth during tenure: \$1.8M \$30M
- Headcount growth during tenure: 1 67
- Managed teams to generate +\$80M in pipeline over 24 months

Expertise:

Hiring Training Coaching Outbound experimentation Deal management & execution

Company Beliefs:

Culture comes first
If it can be automated, it should be
Always hire above the mean
If you're explaining, you're losing.

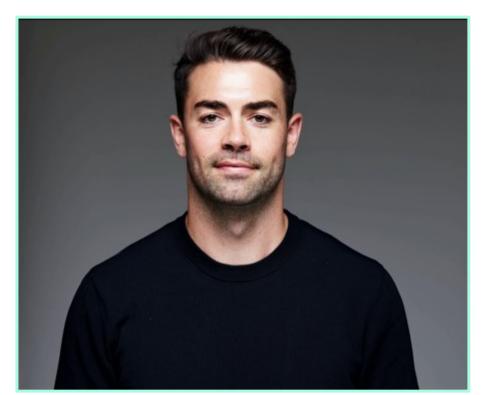


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Intro **The Pipeline Problem Sales-Driven Solutions Mastering Sales Economics** Unanimity on Messaging Sales tool stack audit LinkedIn brand-building AAA Approach **A** Gift



Problem

- 1 Droviskile into the prospecting effort of reps & SDRs
- Poor or misaligned messaging is sprayed out to prospects in isolation
- The end-to-end prospecting process has inefficiencies & gaps
- Reps & SDRs are "on LinkedIn"....but have no plan
- The context of buyers is has rapidly changed, but prospecting approach has not.



- → Mindset concerns Reps not hunting.
- → No predictability.
- → No effective med-long term planning.
- → Not seen as trusted expert.
- → Reflects badly on the business.
- → Opens the door for competitors.
- → Lost revenue
- → No learnings shared with wider team.
- → Missed opportunities = missed business
- → Resources are not utilized.
- → Damages morale of reps.
- → Poor reputation (individual & business).
- → Not seen as trusted expert.
- → Damages morale of reps.
- → Knowledge gap between seller and prospect widens.
- → Sales cycles begin with with poor customer experience.
- → Not seen as trusted expert.
- → Frustrated reps

Problem

Solution

1 Driviers prospecting effort of reps & SDRs

→ Sales economics: Measuring prospecting effort

Poor or misaligned messaging is sprayed out to prospects in isolation

- → Mutual alignment and messaging.
- → Clarity on on the company's ICP, prospectpersonas & compelling events.

The end-to-end prospecting process has inefficiencies & gaps

- → Deploying a sophisticated tool stack.
- → Taking the Sniper approach 10x.

Reps & SDRs are "on LinkedIn"....but have no plan

→ A LinkedIn brand-building checklist.

The context of buyers is has rapidly changed, but prospecting approach has not.

- → Systematic improvements:
 - AAA Approach (Adopting An Agile Approach).



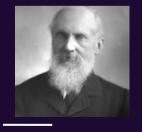
Pipeline Generation Solutions



Mastering Sales Economics

Solution 1

"If you cannot measure it, you cannot improve it".



Lord Kelvir

Sales Economics for AE's



Quota	
Annual Rev Target	\$ 1.5 M
Average Deal Size	\$45 k

Efficiency Rates					
Prospecting Activities> Positive Responses	2%				
Positive Responses> Qualified Meetings	70%				
Qualified Meetings> Demos	50%				
Demos> Proposals	40%				
Proposals> Closed Won.	40%				

SDR/Marketing Contribution	Monthly
Average # of Qualified Meetings generated by SDR/Marketing/Other Source p/month	5

Required Inputs	Yearly	Monthly	Weekly	Daily
Prospecting Activities	20,833	1,736	417	83
Positive Responses	595	50	12	2
Qualified Meetings	417	35	8	2
Demos	208	17	4	1
Proposals	83.3	6.9	1.7	0.3
, Closed Won	33.33	2.78	0.64	0.13

Required Inputs	Yearly	Monthly	Weekly	Daily
Prospecting Activities	7,167	597	149	28
Positive Responses	100	8	2	0

Sales Economics for SDR/BDR



Monthly Target	
Qualified Meetings (e.g Stage 2 opportunities)	14

Efficiency Rates	
Prospecting Activities> Positive Responses	2%
Positive Responses> Qualified Meetings	70%



Required Inputs	Yearly	Monthly	Weekly	Daily
Prospecting Activities	12,000	1,000	240	48
Positive Responses	240	20	5	1
Qualified Meetings	168	14	3	1



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Unanimity on Messaging

- a) Ideal Customer Profile
- b) Prospect Persona
- c) Compelling events

Solution 2

"The secret to success is to do the common things uncommonly well"

hn D Rockefeller



a) Define Ideal Customer Profile

Target Account Criteria						
Characteristics	P1 Accounts	P2 Accounts	P3 Accounts			
Industries						
Number of products / services.						
Traffic Volume						
# of offices						
# of Employees						
Technologies Used						
Latest Funding Round						
Competition						
Business Model						
Profile of department leader (s)						
Characteristic 2						
Characteristic 3						
Characteristic 4						
Characteristic 5						

a)Example

	Target Account Criteria
Characteristics	P1 Accounts
Industries	B2B, FinTech
Number of products / services.	2-10 Products
Traffic Volume	>10,000 p/month
# of offices	> 2
# of Employees	>250 <10,000
	Competitor 1,2,3
Technologies Used	Complimentary Technology 1,2,3,4
Latest Funding Round	Series B
Competition	Highly competitive
Business Model	Subscription Based
Profile of department leader (s)	Engineering / product-management background
Characteristic 2	
Characteristic 3	
Characteristic 4	
Characteristic 5	



b) Prospect Persona: Challenges

Prospect Personas within Target Accounts						
Priority Account	Personas	P1 Accounts	Challenges	Your Tied Solution	Result & Impact	
			- Challenge 1	- Solution 1	- Result/ Impact 1	
	Persona 1: Potential Champion	Persona 1	- Challenge 2	- Solution 2	- Result/ Impact 2	
P1 Accounts			- Challenge 1	- Solution 1	- Result/ Impact 1	
PI Accounts	Persona 2: Key influencer / coach	Pesona 2	- Challenge 2	- Solution 2	- Result/ Impact 2	
			- Challenge 1	- Solution 1	- Result/ Impact 1	
	Persona 3: End user / advocate	Persona 3	- Challenge 2	- Solution 2	- Result/ Impact 2	
			- Challenge 1	- Solution 1	- Result/ Impact 1	
	Persona 1: Potential Champion	Persona 1	- Challenge 2	- Solution 2	- Result/ Impact 2	
Priority 2 Accounts			- Challenge 1	- Solution 1	- Result/ Impact 1	
Friority 2 Accounts	Persona 2: Key influencer / coach	Pesona 2	- Challenge 2	- Solution 2	- Result/ Impact 2	
			- Challenge 1	- Solution 1	- Result/ Impact 1	
	Persona 3: End user / advocate	Persona 3	- Challenge 2	- Solution 2	- Result/ Impact 2	
			- Challenge 1	- Solution 1	- Result/ Impact 1	
	Persona 1: Potential Champion	Persona 1	- Challenge 2	- Solution 2	- Result/ Impact 2	
Priority 3 Accounts			- Challenge 1	- Solution 1	- Result/ Impact 1	
Friority 5 Accounts	Persona 2: Key influencer / coach	Pesona 2	- Challenge 2	- Solution 2	- Result/ Impact 2	
			- Challenge 1	- Solution 1	- Result/ Impact 1	
	Persona 3: End user / advocate	Persona 3	- Challenge 2	- Solution 2	- Result/ Impact 2	





	Prospect Personas within Target Accounts							
Priority Account	Personas	P1 Accounts	Challenges	Your Tied Solution	Result & Impact			
			- Undertsanding user behaviour	- behavioural layer analyser	- ship product that increases engagement by at leat 3x.			
	Persona 1: Potential Champion	Product Manager	- Validating decision making	- predictive insights	- identify winning & losing hypotheses, saving hours each week.			
P1 Accounts			- Democratizing data	- flexible dashboarding	- accesible insights for all teams.			
P1 Accounts	Persona 2: Key influencer / coach	Analyst	- Overwhelmed with requests	- scheduled reports	- empowerment of non-technical folks.			
			- Understanding user behaviour from	- Pathfinder tool	- better budget allocation.			
	Persona 3: End user / advocate	Marketing Manager	- launching experiments	- insights solution	- better & faster decision making.			



b) Compelling Events

Compelling Event For Purchasing Your Solution				
Compelling Event	Your Tied Solution			
	- Solution 1			
Compelling Event 1	- Solution 2			
	- Solution 1			
Compelling Event 2	- Solution 2			
	- Solution 1			
Compelling Event 3	- Solution 2			
	- Solution 1			
Compelling Event 4	- Solution 2			
	- Solution 1			
Compelling Event 5	- Solution 2			



b) EXAMPLE (tbc)

Compelling Event For Purchasing Your Solution				
Compelling Event	Your Tied Solution			
	- localisation platform			
Entering new territories	- collaboration software			
	- Experimentation platform			
New product launch	- Product insights capabilities			
	- Solution			
Corporate initiative	- Solution 2			
	- Solution 1			
New leadership	- Solution 2			
	- Solution 1			
Compelling Event 5	- Solution 2			

Target Account Criteria					
Characteristics	P1 Accounts	P2 Accounts	P3 Accounts		
Industries					
Number of products / services.					
Traffic Volume					
# of offices					
# of Employees					
Technologies Used					
Latest Funding Round					
Competition					
Business Model					
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Target Account Criteria						
Characteristics P1 Accounts P2 Accounts P3 Accounts						
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# of offices			Prospect	Personas within Target Acc	counts	
# of Employees	Priority Account	Personas	P1 Accounts	Challenges	Your Tied Solution	Result & Impact
Technologies Used	P1 Accounts		describing of	- Challenge 1	- Solution 1	- Result/ Impact 1
Latest Funding Round		Persona 1: Potential Champion	Persona 1	- Challenge 2	- Solution 2	- Result/ Impact 2 - Result/ Impact 1
Competition		Persona 2: Key influencer / coach	Pesona 2	- Challenge 1 - Challenge 2	- Solution 1 - Solution 2	- Result/ Impact 2
Business Model			e de la companya de l	- Challenge 1	- Solution 1	- Result/ Impact 1
Profile of department		Persona 3: End user / advocate	Persona 3	- Challenge 2	- Solution 2	- Result/ Impact 2
Characteristic 2		Persona 1: Potential Champion	Persona 1	- Challenge 1 - Challenge 2	- Solution 1 - Solution 2	- Result/ Impact 1 - Result/ Impact 2
Characteristic 3			1 1 2 2 2 2	- Challenge 1	- Solution 1	- Result/ Impact 1
Characteristic 4	Priority 2 Accounts	Persona 2: Key influencer / coach	Pesona 2	- Challenge 2	- Solution 2	- Result/ Impact 2
Characteristic 5		Persona 3: End user / advocate	Persona 3	- Challenge 1 - Challenge 2	- Solution 1 - Solution 2	- Result/ Impact 1 - Result/ Impact 2
	Priority 3 Accounts	Persona 1: Potential Champion	Persona 1	- Challenge 1 - Challenge 2	- Solution 1 - Solution 2	- Result/ Impact 1 - Result/ Impact 2
		Persona 2: Key influencer / coach	Pesona 2	- Challenge 1 - Challenge 2	- Solution 1 - Solution 2	- Result/ Impact 1 - Result/ Impact 2
		Persona 3: End user / advocate	Persona 3	- Challenge 1 - Challenge 2	- Solution 1 - Solution 2	- Result/ Impact 1 - Result/ Impact 2

		Target Account C	riteria			
Characteri	stics	P1 Accounts	P2 Accounts	P3 Acco	unts	
Industries						
Number of products /	services.					
Traffic Volume						
# of offices			Prospect	Personas within Target Acc	ounts	
# of Employees	Priority Account	Personas	P1 Accounts	Challenges	Your Tied Solut	11411
Technologies Used		Persona 1: Potential Champion	Persona 1	- Challenge 1 - Challenge 2	- Solution 1 - Solution 2	- Result/ Impact 1 - Result/ Impact 2
Latest Funding Round		Persona 1: Potential Champion	Persona 1	- Challenge 1	- Solution 2	- Result/ Impact 1
Competition	P1 Accounts	Persona 2: Key influencer / coach	Pesona 2	- Challenge 2	- Solution 2	- Result/ Impact 2
Business Model		Persona 3: End user / advocate	C	ompelling Event	For Durchasin	g Vour Solution
Profile of department	-	Persona 3: End user / advocate	<u> </u>			
Characteristic 2		Persona 1: Potential Champion	Pr	Compelling E	vent	Your Tied Solution
Characteristic 3	Priority 2 Accounts					- Solution 1
Characteristic 4	, monty & racounts	Persona 2: Key influencer / coach	Compolli	Pi Commolling Front		
Characteristic 5		Persona 3: End user / advocate	Compelling Event 1			- Solution 2
						- Solution 1
		Persona 1: Potential Champion	Compelli	ng Event 2		- Solution 2
	Priority 3 Accounts	Persona 2: Key influencer / coach	D.	.9 =		
		Persona 2. Mey ambericar y coacis	10			- Solution 1
		Persona 3: End user / advocate	Compelling Event 3		- Solution 2	
						- Solution 1
			Compolli	na Event 4		- Solution 2
			Compelli	ng Event 4		
						- Solution 1
			Compelli	ng Event 5		- Solution 2



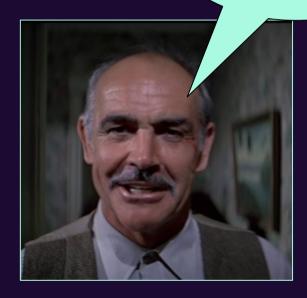
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Sales Tool Stack Audit

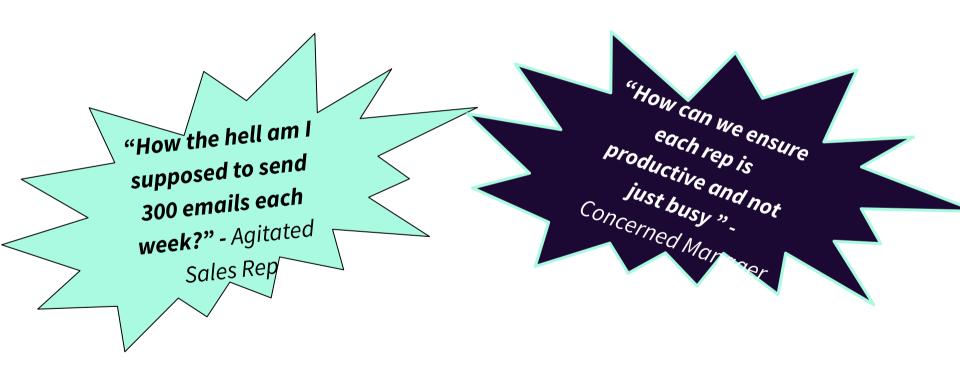
Solution 3

"You don't bring a knife to a gunfight!"





Inside the mind of....





Researching Casting Reeling



Researching Casting Reeling

Account Research (alerts):

- ZoomInfo / Owler
- Crunchbase
- Linkedin

Prospect Research

- LinkedIn
- LeadIQ/Lusha
- Twitter



Researching

Casting

Reeling

Account Research (alerts):

- ZoomInfo / Owler
- Crunchbase
- Linkedin

Prospect Research

- LinkedIn
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- Twitter

Automation & analytics:

- Social Automation: Octopus.CRM
- Outreach
 Automation:
 Outreach.io,
 SalesI oft

Personalisation:

- Audio: Voice notes via LinkedIn Mobile App
- Visual: Vidyard, Drift



Researching

Casting

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Account Research (alerts):

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Prospect Research

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Automation & analytics:

- Social Automation: Octopus.CRM
- Cold-email Automation: Outreach, SalesLoft

Personalisation:

- Audio: Voice notes via LinkedIn Mobile App
- Visual: Vidyard, Drift

Snippet Extension:

Text Expander/AText

Chat bot:

- Intercom
- Drift

Call scheduling:

Calendly



Tip

Let Sales Ops

Own Tool

Decision

Making

Researching Casting Reeling

Account Research (alerts):

- ZoomInfo / Owler
- Crunchbase
- Linkedin

Prospect Resear

- LinkedIn
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Snippet Extension:

Text Expander/AText

Conversation management:

- Intercom
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Call scheduling:

Calendly



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LinkedIn Brand-Building Checklist

Solution 4

"Your brand is what people say about you when you're not in the room"

Jeff Bezos





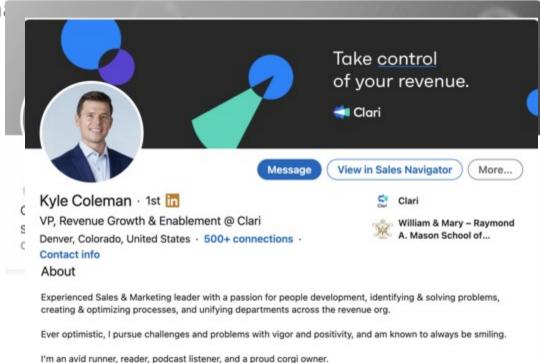
✓ Professional Profile & Cover Im







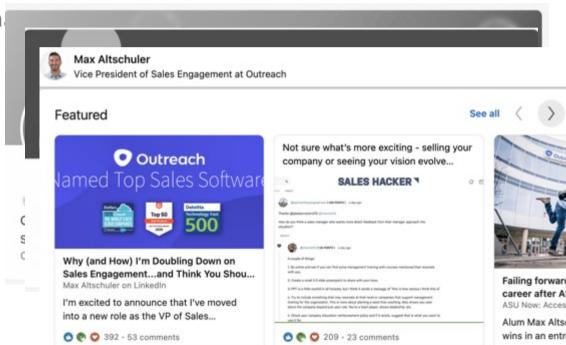
- ✓ Professional Profile & Cover Image
- ✓ Headline & About Section



Checklist

L&E

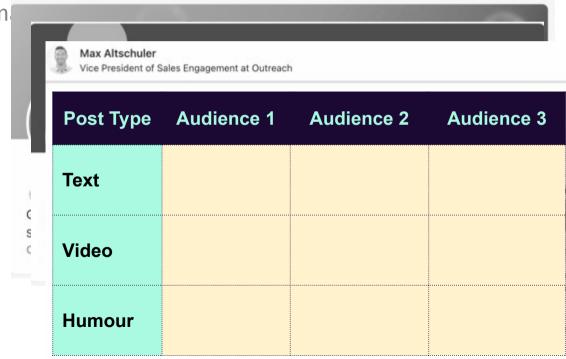
- ✓ Professional Profile & Cover Im
- √ Headline & About Section
- ✓ Articles



Checklist

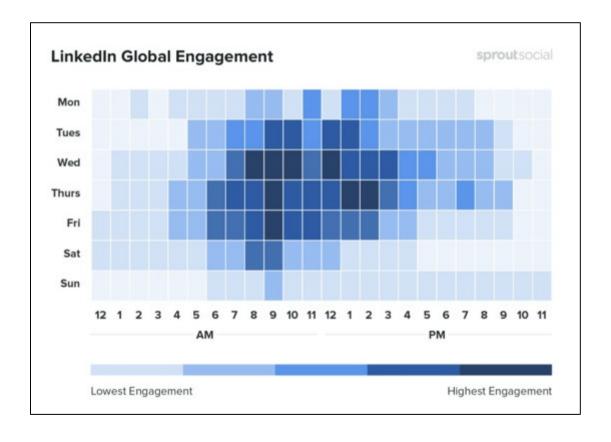


- ✓ Professional Profile & Cover Iml
- ✓ Headline & About Section
- ✓ Articles
- ✓ Content Strategy
 - Consistent
 - Eye catching
 - Viral algo



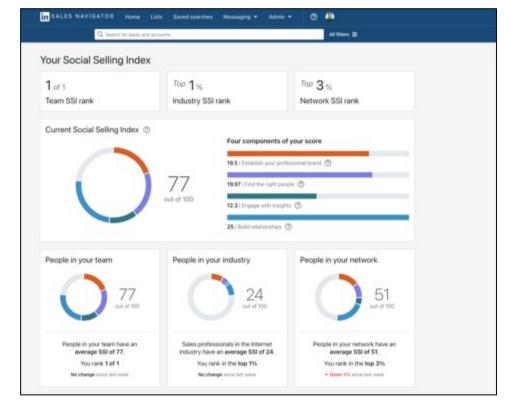
Best Time To Post?







Start review Social Selling Index!



Tip
Choose 1 x rep
to present
his/her brand
plan monthly



Pipeline Generation Solutions



Adopting An Agile Approach

Solution 5

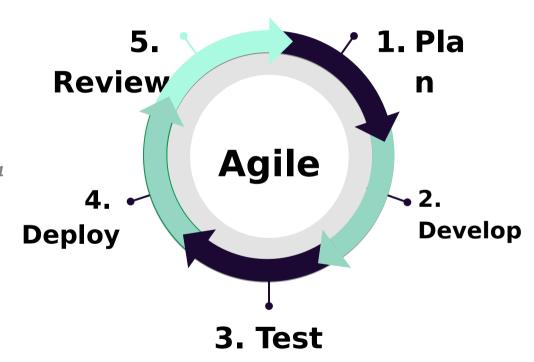
"Intelligence is the ability to adapt to change."

stephen Hawking

L&E

What is it be agile?

- Work is confined to regular, repeatable work cycles (sprints)
- Sprints are times defined by the number of user stories consisting of 3 x main parts: a role, objective and reason: e.g
 - "As a buyer, I expect to be expertly supported 1:1 with great speed, domain-expertise and transparency during an evaluation"
- The beauty = short incremental milestones, constant feedback loops and iteration.
 - i.e Rep is closer to the prospect



Agile sales in action



Product Owner (Manager or top rep)

Identifies what metrics we intend to achieve, and how.

The Team (3-5 reps)

Contributes to hypotheses process. Responsible for testing. Must provide prospect feedback as often as possible.

Scrum Master (Manager or top rep)

Sets up meetings, facilitates trainings, makes sure project runs smoothly.

Sprint example:

Product Owner: "Our goal is to improve the Positive Response rate by 10% by EOQ. Let's prove in/out 3 x hypotheses to achieve this".

Guidelines:

- Work in one-month sprints for each hypothesis
- Weekly standups:
 - What did you achieve last week?
 - What will you achieve this week.
 - Are there any obstacles?



2020: The Need for AAA

How B2B sales have changed during COVID-19

Nontraditional channels, particularly video, drive the lion's share of revenue ...

Go-to-market sales model during COVID-1912

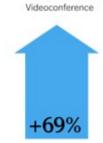
% of respondents

Traditional/In-person



From 28% to 13% since COVID-19





From 11% to 19% since COVID-19



Online chat

From 40% to 49% since COVID-19

3,600

B2B decision makers 11

Countries

12

Sectors

14

Spend categories

2020 Learnings from AAA Approach

Lead prospecting with LinkedIn (Voicenotes). Promote on-demand demo event hosted by rep.

Hunting in packs (AE & SDR together).



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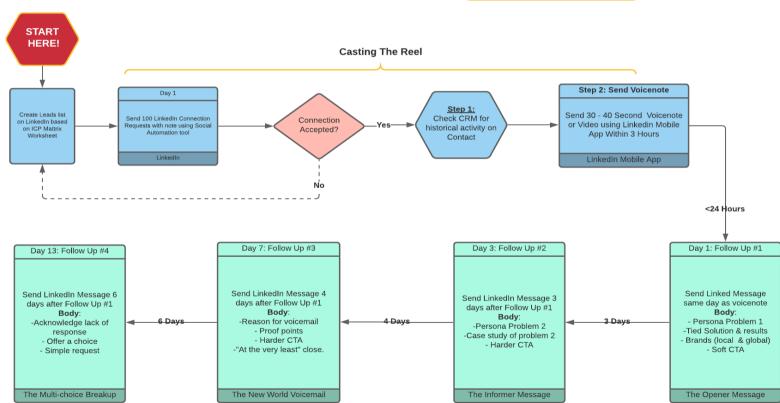




LinkedIn Gameplan

Dave Sherry | January 17, 2021

Legend
Manual Task
Tasks that are performed in Messaging Automation Tool
Automatic Task
The Hook
Milestone Event









Let's make a Thumbs Up Screenshot



