



HOW
12 VISIONARIES
ARE CHANGING THE GAME



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DEAN FORMERLY FROM PENDO



HAGGAI LEVI

CO-FOUNDER & CEO
AT SETSAIL



LETTER FROM HAGGAI

Sales is experiencing the biggest shift of our lifetime. Everything is moving remote. Inside sales is becoming inside-home-sales, and field sales is becoming field-home-sales. Since the pandemic, **58% of sales reps think their job has changed forever.**

So how do revenue leaders guide their teams through the disruption?

We interviewed sales leaders and CROs from Amazon Web Services, Pendo, HappyNest, Salesforce, Drift, and more to understand how they are navigating the sea change. Their message is clear — adapting to the new age of selling must include:

01 *Holistic data (machine learning/artificial intelligence)*

03 *Leaning into automation*

02 *Cracking the code of motivation*

04 *Challenging the status quo in market forces*

Each leader we profiled is deeply committed to empowering teams with a new way to sell. Outreach's Anna Baird offers tips on building empathy and trust in her piece *The Non-Traditional Sales Leader*. You'll also read thoughtful insights from McAfee's Pilar Schenk on *Science, Strategy and the Future of Sales*. Not to mention Drift CRO Todd Barnett's suggestions for *How to Sell to the Hyper-Informed Customer*.

The tectonic plates of sales are shifting, and industry visionaries will be critical to navigating these uncertain times. We hope you enjoy learning from the 12 leaders highlighted across these pages to learn more about new approaches to sales technologies, mentoring, and incentives.

Haggai Levi

www.setsail.co

HUSTLE & AUTOMATE

THE NEW SALES SUCCESS FORMULA

ALEX ALLEYNE

**SPECIALIST SALES LEAD AT
AMAZON WEB SERVICES**



HUSTLE & AUTOMATE

THE NEW SALES SUCCESS FORMULA

From selling candy in the schoolyard to some of the world's leading software solutions, Alex Alleyne has always had a hustler's mentality. Alex launched his own sales consultancy while also leading the specialist sales efforts for Amazon Connect in EMEA. For Alex, winning is not an option, but it's a must, and there are certain traits he values most in every individual he hires.

TRAITS OF A GOOD SALESPERSON

For Alex, the will to win and being relentless is the key to a successful sales career. Through every touchpoint, he believes that you have to keep pushing and figuring out new channels to close the deal because *"If you don't quit, you can't fail."* The key traits he values in any individual are unteachable, like passion, drive, hunger, integrity, and a desire to learn. Everything else comes second, including a data-centric mindset along with intellectual and emotional intelligence.



**“ IF YOU
DON'T QUIT,
YOU CAN'T
FAIL.**

– Alex Alleyne

MANAGING THE IMPACT OF COVID AND THE BUYER BEHAVIOR SHIFT

With the COVID-19 pandemic in 2020 came a big shift in consumer behavior. With buyers now focused primarily on cost reduction, Alleyne also shifted his selling strategy.

He took on a new approach to highlight effective business cases and demonstrate quantifiable business solutions that show a tangible impact on either the bottom line or overall operational efficiency. This is where every CRO must embrace their inner data geek and zoom in on the metrics. Start by understanding what metrics are important to your customer's business, and then break down the total cost of ownership (TCO) and expected outcome for each solution so you can present the data.



THE CRO'S DASHBOARD AND ITS IMPACT ON YOUR TEAM

The CRO is responsible for all revenue-generating teams, so naturally, the scope of data is wider. However, revenue reigns supreme. Pipeline velocity, meetings scheduled, closing ratios, and win/loss ratios are essential KPIs on Alex's dashboard.

Having the mindset of being data-driven and coaching your teams to be so as well, he sees as key to a healthy and successful team. As a manager, you have to be efficient and know what's broken (KPI gaps) before you can fix it. While you have a trusted partner in sales operations, you must empower yourself to live in these systems and create your reports so that you can interpret and coach using this data much more effectively.

As long as you're always learning and focused on leveraging your dashboard to help optimize the top of the funnel, Alleyne foresees success and lots of closed deals in the future.



MOTIVATING YOUR TEAM FROM A COMPUTER SCREEN

The pandemic has altered the way we work and made many teams remote. Despite these challenges, Alex's key strategy to keeping a team engaged is to:

“REMEMBER WHAT MOTIVATED YOU EARLIER ON IN YOUR CAREER. ATTAINING TARGET NUMBERS IS A HUGE MOTIVATING FACTOR, BUT SO IS FEELING A SENSE OF CONNECTION TO YOUR TEAM AND ROLE ALONG WITH THE RECOGNITION FOR A JOB WELL DONE.

Sales teams want to be developed in three core ways: Intellectually, professionally, and financially. By introducing initiatives that enable sales reps to actively see progress in those three areas, you're well on your way to a motivated and productive team. Go back to those trusty spiffs and any other programs that might touch on these components, have a virtual coffee chat or host virtual team-building experiences to show your team that they're appreciated. A little TLC will go a long way in keeping your team engaged and motivated.

“KEEP PUSHING BECAUSE NUMBERS CURE ALL.

– Alex Alleyne

AUTOMATION AND THE FUTURE OF SALES

Aligning yourself to an industry that is in some way empowering the future of work will be key in your success, according to Alleyne. The role of the CRO is still relatively new and evolving. As the technology landscape matures and automation emerges, this will give rise to wider use of automation within roles such as Sales Developments Representatives to assist with lead generation.

Stay on the lookout for new tools that will help you optimize the sales process, especially those that can help on the administrative end so that your team can focus on what they do best — **selling**. And in Alex's words “*Don't quit and keep pushing because numbers cure all.*”

HOW TO SELL TO THE HYPER-INFORMED CUSTOMER

TODD BARNETT

CRO AT DRIFT

DRIFT



HOW TO SELL TO

THE HYPER-INFORMED CUSTOMER



Todd Barnett has come a long way from selling hardware equipment in his early twenties to leading sales at some of the world's fastest-growing companies like Drift and Confluent. But as the current CRO of Drift puts it, *“If you want to learn to sell solutions, try being a 25-year-old selling 2-to-3 million dollar contracts to execs with no products and only an understanding of their pain.”* It's no secret that the key to closing any deal is simply knowing how to solve your customer's pain points.

“DISCOVERY IS THE MOST IMPORTANT PART OF YOUR SELLING MOTION. IF IT TAKES CERTIFYING HUNDREDS OF YOUR SALES REPS ON A WHITEBOARD DISCUSSION TO GET IT RIGHT, THEN THAT'S WHAT MUST BE DONE.

– Todd Barnett

When it comes to excelling in sales, it all boils down to one thing: Discovery. According to Barnett, *“Discovery is the most important part of your selling motion. If it takes certifying hundreds of your sales reps on a whiteboard discussion to get it right, then that's what must be done.”* Your customers are more informed than ever so get to know them and their pains before embarking any further in your sales process. Proper discovery creates credibility which is the key to selling your product at the right value point.

MAKING EVERY CONVERSATION COUNT

Todd has spent decades leading end-to-end field operations and customer success teams and made many sales of his own, so how does he do it?

- Make every conversation count by leading with insight and adding value to the conversation. Todd shared, *“You are relegated to the person you sound like, if you talk about features and functions you will never get introduced to the economic buyer.”*
- Take the time to understand the customer’s needs and be intentional about listening rather than selling off the bat. This is a style where the best AEs give and take, add value, listen, and speak about your product in exchange for more information about the customer’s pain and current state.
- Provide real-time use cases and information. Todd explains that *“60-80% of the buyer’s journey is complete before they even talk to a salesperson. They come with presuppositions that they are trying to prove or disprove with a salesperson. If you don’t give them something insightful, they will assume they already know what value your product offers, and often it’s a misconception based on old information.”*



60-80% OF THE BUYER’S JOURNEY IS COMPLETE BEFORE THEY EVEN TALK TO A SALESPERSON.

ADAPTING QUICKLY TO YOUR CUSTOMER’S EVER-CHANGING NEEDS

The COVID-19 pandemic has accelerated the digital revolution, even for traditional businesses that never thought they would have to survive in a digital-only world. Ten years of digital transformation is happening at an unprecedented speed and Barnett sees new standards are being set:

- B2C has set a new standard for how customers engage with technology and B2B must align to this level of experience.
- Buyers are more informed than ever, so your sales team has to engage earlier, not just when they’re ready to buy, so you can be in control of the narrative.
- Put the customer first, and focus on educating them and understanding their needs. It’s not about selling at the right price point, because if you don’t sell them what they need, they will eventually churn.

CREATING THE PATH FOR FUTURE SALES INNOVATORS

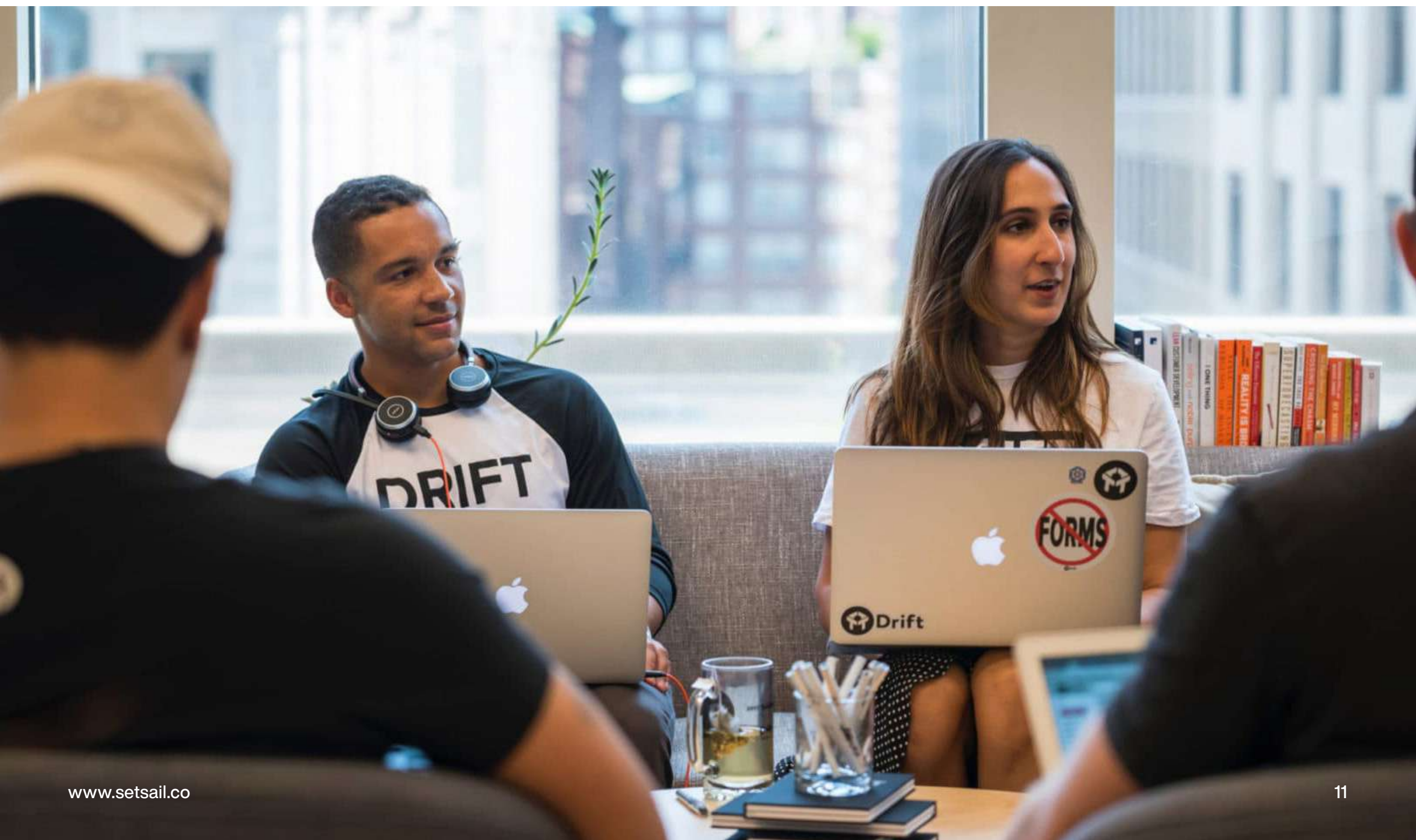
Barnett believes that *“These young, gen X sales teams can be some of the smartest and most powerful you’ve ever had, but they need the right path and milestones to stay motivated.”* Set expectations with your sales team, show them what winning looks like, and set the bar for their journey. Here are some of Todd’s tips for developing a hyper-successful sales team:

- Hire sales teams with the right DNA - who are willing to learn and hungry to win.
- Don’t be super prescriptive, but do give them a 12-to-18 month plan with end goals in mind.
- Provide ongoing instruction and training.
- Find them a mentor who will both challenge and educate them along the way.

The sales leader of the new era must be able to do all of the above. Their skills have to go beyond closing a deal. More than ever, they have to be willing to adapt and understand the ever-changing needs of their customers and sales teams alike.

“THESE YOUNG, GEN X SALES TEAMS CAN BE SOME OF THE SMARTEST AND MOST POWERFUL YOU’VE EVER HAD, BUT THEY NEED THE RIGHT PATH AND MILESTONES TO STAY MOTIVATED.

– Todd Barnett



SIMPLE TACTICS THAT WILL GO A LONG WAY IN MOTIVATING YOUR SALES TEAM



MARYANN WOFFORD

**AREA VICE PRESIDENT
AND CLOUD SALES LEADER
AT SALESFORCE**

salesforce



SIMPLE TACTICS

THAT WILL GO A LONG WAY IN MOTIVATING YOUR SALES TEAM



After graduating from college, MaryAnn had a choice for the direction of her career — medical sales or technology sales. She decided to go into the field of technology sales and has not looked back since then.

Today, MaryAnn Wofford is the Area Vice President for Salesforce’s marketing automation solution — Pardot. Pardot is one of the company’s fastest-growing solutions due to the increasing demand for data and automation. As her team doubled in size last year, MaryAnn has had to scale her motivational efforts to keep every sales rep engaged and focused on achieving the overall strategic goals.

THE EVOLUTION OF SOCIAL SELLING IS BRINGING ABOUT THE FUTURE OF SALES

Sales processes are continuing to be profoundly impacted by the shift in buying behavior, especially with the pivot to digital engagement models. With this pace of change, it can be hard to imagine what the future of sales will look like in the next five to ten years. However, one thing is sure; sales will continue to evolve to be more social than ever before. MaryAnn believes that as we will be increasingly connecting with customers using social channels, especially visually using video.



“ WE’RE NOT SITTING IN OUR CUSTOMERS’ OFFICES ANYMORE, BUT WE CAN CONTINUE TO EVOLVE THE WAY WE ENGAGE WITH THEM BY SENDING THEM VIDEO CLIPS OF INTERACTIONS. IN THE FUTURE OF SALES, AN ACCOUNT EXECUTIVE WILL REQUEST A MEETING WITH A VIDEO CLIP OF THEMSELVES EXPLAINING THE VALUE PROPOSITION OF THE SOLUTION AND THE BENEFITS TO THE PROSPECT.

MaryAnn believes that this approach will allow you to amp up the credibility while also giving a more human touch to a virtual message.



CRACKING THE CODE OF MOTIVATION WITH RECOGNITION AND FREE FOOD

Skip-level meetings are not the only solution to the motivation gap. MaryAnn has spent a considerable part of her sales leadership career interacting with customers and leading account executive teams. During this time, she's noticed a pattern around what consistently motivates her sales representatives:

- ① Getting recognition from their peers
- ② Getting recognition from their leaders
- ③ Free food

MaryAnn notes, *“These are the three things that every human being wants. You look at social media, and everybody wants likes. When you look at people who work for a living, the only way they can get a raise and improve their life is by getting recognition from their boss. And then, humans on a basic level love food.”*

THE NON-TRADITIONAL SALES LEADER

ANNA BAIRD

CRO AT OUTREACH

 Outreach



THE NON-TRADITIONAL SALES LEADER



The CRO role is not a traditional role, and neither is the path that Anna Baird, CRO of Outreach, took to get there. Anna started as a consultant at KPMG working on multi-million dollar enterprise deals before spending nearly two decades working her way up to SVP and CFO for companies like McAfee and Livongo (now a part of TelaDoc). She joined Outreach as COO and CFO, where she was crucial in establishing foundations for the B2B SaaS company to continue its strong growth trajectory.

Anna and her fellow executives soon realized how well-positioned she was to pivot her focus to full-time CRO — an exceptionally important role at a company that is leading the evolution of B2B sales. She took a slightly different path than most sales leaders, but through it all, she understood that the most important thing is to take care of your team and customers first and foremost.

HOW TO CARE FOR YOUR TEAM DURING TOUGH TIMES

Mental health became the focal point of discussion amongst leaders and their teams during the pandemic. Anna knew that it was her job to help her team navigate this time, personally and professionally. Historically, leaders didn't discuss personal lives or mental health with their teams, but this was an unprecedented time. As Anna puts it, *"I want to write a book on how you run a business during the pandemic so people can reference this a hundred years from now. This was a guide I wish I had."*

Anna decided to lead with empathy. She shares, *"You have to listen and be empathetic. Listen to what's working and what stopped working. Be creative and bold in experimenting with new ideas that may serve the greater good."*

From all-team 'rest days,' to unique sales incentive programs, to creative and engaging virtual Sales Kick Offs, Anna and the leadership team drummed up fun ways to keep the entire GTM team engaged.

BUILDING EMPATHY AND TRUST WITH YOUR CUSTOMERS

“SUCCESSFUL CUSTOMERS COME FROM GREAT CUSTOMER SUCCESS PEOPLE WHO LOVE THEIR JOBS AND ARE HAPPY.

– Anna Baird

With years of experience working directly with customers, Anna knows one thing for certain: *"Successful customers come from great customer success people who love their jobs and are happy."* She placed great responsibility on her team to listen to the customer. She wanted everyone from leadership, to SDRs to customer success managers to talk and truly listen to customers. It was no longer about selling features and functionality; it's about providing value. Take the time to understand what your customer is dealing with and how you can be the one to help them achieve their goals.

By keeping their ear to the ground to understand customer needs, they learned that their customers needed support.

They let some companies out of their existing deals and restructured others. As Anna explains, *"We took a hit to our business because it was the right thing for our customers."* This was not an easy discussion that she had with her CEO. However, it was this act of empathy that built a sense of community with their customer base. These same customers are coming back now in droves; and not just as customers but as members of a community with shared values.

THE THREE TRAITS OF A SUCCESSFUL CRO

A successful CRO knows how to leverage every skill and tool in their toolkit, but it comes down to three levers you can pull, according to Anna: people, process, and technology. The ideal CRO, according to Anna, has to be the following three things:

- 01 Data-driven.** Use data not just to hold your team accountable, but to help them deliver on their goals. Set objectives together with your sales and marketing teams. Understand levers for growth versus levers for scale across all stages of the funnel because “A leaky funnel is not gonna lead you anywhere good.”
- 02 A Technophile.** Lean into the technology that’s available to your team. Take advantage of the fact that you have so much more than just a CRM at your fingertips.
- 03 Customer-focused.** Focus on delivering outcomes for your customers and not just attaining your target.



FUTURE OF THE SALES INDUSTRY

If Anna could wave a magic wand, she knows what she would do to change the sales industry. She explains, *“Sales reps have to spend 40-50% of their time on administrative work. I would change that so that at least 80-90% of their time is spent prepping for and engaging in conversations with customers. We didn’t hire them for data entry, so why should they spend so much time doing it.”* As sales technologies evolve, so should the way you and your teams work.

HOW TO BUILD AND MANAGE A WINNING SALES TEAM

DANIELLE REPETTI

CRO AT CLEAN.IO

clean.io



HOW TO BUILD AND MANAGE A WINNING SALES TEAM



Baltimore is one of the most charming cities in the USA, with a long history as an important seaport. Fort McHenry, the birthplace of the U.S. national anthem, “The Star-Spangled Banner,” sits at the mouth of Baltimore’s Inner Harbor. However, the Baltimore technology industry is still small compared to the Bay Area, Austin, and New York. In fact, Danielle and most of her colleagues have grown in their careers not too far away from each other for the last 15 or 20 years. Many of them work in the same building to this day.

After working in various roles at companies like Millennial Media, Verizon Media Platform, and Whitebox Inc, Danielle Repetti decided to take on the role of Chief Revenue Officer (CRO) at clean.io. Throughout her 20-year career, she has had to overcome many of the challenges facing sales teams in various leadership roles and has formed a refined approach to developing a winning sales team.

“Sales is a challenging job - getting rejected on a daily basis can be burdensome for many. But you have to snap back and start all over again with renewed enthusiasm the next day. The sales leader’s role is to help their team to ride the good and the bad waves and ultimately, ensure that everyone is able to attain their target numbers,” says Danielle.

FIND THE RIGHT FIT

The first step in building a successful sales team is ensuring that the right people are on that team. One of the most challenging and rewarding tasks is hiring and investing in the right people to join your team as a sales leader. This task is especially difficult for Danielle due to the small pool of technology talent in Baltimore.

Finding salespeople who are competitive, innovative, and culturally fit will ensure that you are building a rockstar team of

high-performing sales representatives. Otherwise, Danielle notes that having the wrong people on your team can have dire consequences and set back the company.

“If you’re in a large company, sometimes those who are underperforming are hidden from plain sight but in small and medium-sized businesses, if everyone is not performing at their best, that means everyone else has to work that much harder to close the gap,” says Danielle.

LEAD BY EXAMPLE TO INSPIRE YOUR SALES TEAM

“IF I’M TRAINING SOMEONE NEW BEFORE THEY HAVE TO GO OFF ON THEIR OWN, I’LL LEAD THE INITIAL FEW CALLS AND SHOW THEM HOW TO BE A GREAT SALES REPRESENTATIVE

– Danielle Repetti

Danielle is not a fan of micro-managing; she believes that being a supportive sales leader who’s able to lead by example is the only way to keep your team motivated. For example, to train new sales team members, she often leads initial calls with customers herself to demonstrate the best practices and offers constructive feedback daily.

“If I’m training someone new before they have to go off on their own, I’ll lead the initial few calls and show them how to be a great sales representative,” Danielle notes.

While it is easier said than done, leading by example requires the sales leader to be an expert in the company’s products, target audience, and value proposition. This is why Danielle invests a considerable amount of time in self-development and education to familiarize herself with everything about her company and its products.

USE DATA TO BECOME A BETTER SALES LEADER

When sales leaders do not have clear visibility into the vital information about the sales pipeline, they can turn to micromanagement tactics in hopes of improving their team's performance. In contrast, having clear visibility into key metrics and customer communications content arms the sales leader with the knowledge required to coach their team towards better understanding.

“HAVING ACCESS TO DATA ABOUT EVERYTHING FROM CONTACT POINTS TO ACTIVITIES, WHOM THEY'RE TALKING TO, AND IF THEY HAVE THE RIGHT POINT OF CONTACT HELPS ME UNDERSTAND WHAT IS HAPPENING IN THE SALES PIPELINE. ALL OF THIS DATA ALSO OFFERS MORE OPPORTUNITIES TO LEARN AND COACH MY TEAM, EFFECTIVELY HELPING ME BECOME A BETTER SALES LEADER.

Danielle's formula for developing a winning sales team is simple but powerful. Finding the right fit, leading by example, and using data to help yourself and your team grow can have a profound impact on your sales organization's performance.



THE NEW SALES ARCHETYPE

LEYLA SEKA

**PARTNER AT
OPERATOR COLLECTIVE**



THE NEW SALES

ARCHETYPE

When your career is spent building software solutions with more than a decade focusing on sales technologies, you quickly realize what the winning formula is: a happy and effective sales team. Leyla Seka shares three top-of-mind things these days as a Partner at Operator Collective and co-founder of Black Venture Institute.

COVID'S IMPACT ON YOUR SALES ORGANIZATION

The traditional way of selling is over. Your salespeople can't get on a plane and go sell things like they used to. The pandemic has altered the way we work, but the sales goals haven't changed. Sales still have to meet their numbers, but the tactics now have to change from the way you engage with your customers to closing deals effectively without jumping on a plane.

Leyla explains that as a sales leader, *"You have to take a deep look at what your teams are doing, understand what motivates them, and start rewarding their actions. A great customer experience starts with an even better employee experience."*

THE MARKET IS CHANGING AND SO SHOULD YOUR TECH STACK

Sales organizations went from working in the ACT database to SQL, and then the game was changed when Salesforce came in. For Leyla, it is about realizing that your sales operation is a very expensive part of the business and that you have to keep looking for ways to improve the process and optimize pipeline generation. You need a technology stack that allows you to do more than that. According to her, *“50% of your data never makes it into your CRM system, so you’re never working with all of the information you need.”* Instead of just focusing on getting more opportunities or moving a deal to the next stage in the pipeline, you need a technology stack that enables humans to do the high-value work that a computer could never do.



50% OF YOUR DATA NEVER MAKES IT INTO YOUR CRM SYSTEM, SO YOU’RE NEVER WORKING WITH ALL OF THE INFORMATION YOU NEED.

The sales technology stack of the future looks for ways to get your account executives the most qualified leads, what to do with those leads, and how they should move forward to accomplish their own goals from compensation to recognition. As Leyla shares, these tools should guide your team on where to invest their energy to get optimal outcomes. Sometimes that big, shiny deal might not be a sure close, but two smaller ones will help you attain your number.





EMPATHY IS THE KEY TRAIT OF A NEXT-GENERATION SALES LEADER

As technology has made everyone more available and given everyone the power to have a say via social media and other outlets, many roles, including that of a sales leader, have shifted. As Leyla shares, *“The sales leader of tomorrow, and maybe this is even happening now, needs to be more empathetic. They need to consider more than just the pipeline.”* This doesn’t mean that you should forget about attaining the pipeline numbers, but you have to start thinking about the needs of your team, including what motivates and demotivates them. Your Rolodex can take you so far, but empathy and taking the time to value and understand your team, as you would a customer, will be key to becoming a successful sales leader of the future.

“THE SALES LEADER OF TOMORROW, AND MAYBE THIS IS EVEN HAPPENING NOW, NEEDS TO BE MORE EMPATHETIC. THEY NEED TO CONSIDER MORE THAN JUST THE PIPELINE.”

Sales as we know it has changed. With the impact of the pandemic and the evolution of sales technology, it is not enough to know how to hire great teams. The new sales archetype must be empathetic, data-driven, adaptable, and above all, a motivation master.

THE THREE CHARACTERISTICS OF A NEW-AGE SALES LEADER

SARIT FIRON

MANAGING PARTNER
& CO-FOUNDER
AT TEAM8 CAPITAL



THE THREE CHARACTERISTICS

OF A NEW-AGE SALES LEADER



With over two decades of experience helping to build companies and bring them to IPO and acquisition stages, Sarit Firon knows a little something about what it takes to inspire and lead a winning team. She is currently the Managing Partner of Team8 Capital but has previously held positions such as CEO, CFO, Chairperson, and board member at prominent high-tech companies in Silicon Valley, New York, and Israel. She has managed many great sales leaders during her tenure in the corporate world, and when it comes down to it, Sarit believes that for a sales leader to succeed, they must not only be data-driven and great at hiring, they have to be empathetic and emotionally available. It is also important to celebrate the little wins along the way.

CELEBRATING THE LITTLE WINS

According to Sarit, sales processes today should be more iterative. It's not all or nothing. She explains, *"A salesperson needs to have small wins along the way so it will provide them the incentive to go after the most strategic accounts for the enterprise."*

Regardless of the organization that Sarit was leading, the major challenge was keeping sales teams motivated to drive towards the company's strategic goals. It proved impossible without a proper reward system in place.

THE THREE CHARACTERISTICS OF A NEW-AGE SALES LEADER

In this increasingly virtual world, we need to think differently about how we motivate salespeople and sales teams. Being a data-driven sales leader is not only about measuring lagging indicators but also the leading indicators. You have to be equipped to go beyond forecasting and leverage data to extract signals about each deal. The new-age sales leader's success will be based on three factors: empowerment, incentives, and human connection.

01 Empower your sales managers.

Your sales managers are used to seeing their teams in person and having water cooler chats. However, they no longer have the ability to monitor things in person. Sarit suggests, *"We need to equip sales managers with tools that will enable them to motivate their salespeople, coach them, and monitor their progress in order to help them reach their goals."*

02 Incentivize your team.

In sales, it's always feast or famine in big deals. Instead of having them wait for that big deal, motivate them ahead, because *"you need to provide small compensations along the way for these small wins."*

03 Form a human connection.

Sarit shares, *"It is very important to find ways to keep this feeling of being connected to each other despite the fact that we're in a virtual world and we are working remotely."* Enable your teams with tools that will bring on the spirit of fun, competition, unity, and learning.

Sarit has applied this winning formula across many start-ups and enterprises, and it is one that has brought her lots of success.

BUYING SALES TECHNOLOGY TO ACCELERATE GOAL ACHIEVEMENT



RICHARD HARRIS

**FOUNDER OF THE HARRIS
CONSULTING GROUP**



BUYING SALES TECHNOLOGY

TO ACCELERATE GOAL ACHIEVEMENT



The art of selling comes naturally to some and feels like second nature. This is the case for Richard Harris, long-time sales advisor and founder of The Harris Consulting Group. While Harris feels like he's been in sales his entire life, his true passion is teaching. In fact, Richard often explains his role as "teaching salespeople how to earn the right to ask questions, which questions to ask, and when." And it's not just the salespeople, the goal is to also teach customers about the true value of what they're buying.

To achieve this goal, we must be patient, use technology to our advantage, and always ensure that we are empowering the teams around us.

PATIENCE IS KEY IN TEAM DEVELOPMENT

According to Richard, *“Intent and integrity are the soft skills that every modern sales leader needs to have, above all.”* The next generation of CROs is going to look for talent that is inherently curious to learn. They will:

- Be intentionally patient and give their team the ability to fail.
- Coach their team on becoming great conversationalists because they know that conversation invites integrity across all activities surrounding any deal.

THERE IS NO EFFICIENCY WITHOUT TECHNOLOGY

As the buying process becomes more and more digital and the ability for prospects to “ghost” their sales contacts gets easier, salespeople will have to become both more conversationally and technologically savvy. Richard shares, *“There are 45 categories of sales technology and 1000s of tools inside them. Each leader must dig deep and identify in what step of the sales process their team needs technology to make them more efficient.”*



THERE ARE 45 CATEGORIES OF SALES TECHNOLOGY AND 1000S OF TOOLS INSIDE THEM.

“ MAKE TECHNOLOGY DO THE HARD WORK, SO YOU CAN FOCUS ON MOTIVATING AND DRIVING YOUR TEAM TO BE MORE EFFECTIVE.

– Richard Harris

Don’t buy technology for the sake of buying it. Instead attach KPIs that are associated with the new tools you purchase. Richard advises, *“Make technology do the hard work, so you can focus on motivating and driving your team to be more effective.”*

Richard even has a handy guide on identifying your pain points and needs before you buy anything from technology to training. Check out how you can purchase the right technology to drive your business goals.

GET READY FOR **THE SALES DATA REVOLUTION**

PETER WAGNER

FOUNDING PARTNER
AT WING VENTURE CAPITAL

WING



GET READY FOR

THE SALES DATA REVOLUTION



Peter Wagner has been an advocate of data-driven leadership throughout his career. As a Founding Partner of Wing Venture Capital, he spent his career helping to build solutions for the needs of today's enterprises with data and AI. He has been a well-recognized sales visionary and has led investments in dozens of early-stage companies, including Snowflake, Gong, and many others that have completed IPOs or successful acquisitions. The sudden changes brought on by the pandemic put his ideas and vision in the spotlight more than ever.

YOUR SALES AND MARKETING ORGANIZATIONS ARE MORE DATA-DRIVEN THAN EVER

The current crisis completely changed the way sales and marketing organizations operate. The shift to remote work meant that people no longer worked side-by-side with their managers and colleagues. This shift led to new challenges for leaders, and they started to look for answers to questions like, *“How do we continue to motivate our teams?”* and *“How do we stay aligned across teams towards a single goal?”*

And like Peter had been advocating for many years, for most organizations, the answer to these questions was to take a data-driven approach to solve everyday challenges.

THE RISE OF AI-POWERED SOLUTIONS FOR SALES

Sales technology started with the essential solutions for systems of record. However, people with biases put these systems together, so the data was incomplete and of low quality — they didn't add much value other than capturing data and displaying it.

The advancements in AI and Machine Learning have created new opportunities to deliver better results in revenue-driving organizations. These technologies help leaders extract insights from the existing sales and marketing data and put them to work in an actionable and automated way.

THE NEXT GENERATION OF GREAT SALES LEADERS WILL BASE THEIR DECISIONS ON DATA

Peter explains that modern sales organizations have become as data-driven as the rest of the digital enterprise in monitoring, managing, and driving results. This is the dawn of the sales data revolution. With the knowledge and confidence brought on by the data, sales teams can understand what matters the most to customers and deliver on those expectations in a highly personalized and automated manner.

“Similar to the current generation of sales leaders, the next generations of sales leaders are great sellers, and they understand what motivates their teams and how to get the most out of them,” says Peter. “However, the next generation of sales leaders are doing all of this in a more scientific manner by leaning on data to drive decisions.”

“HOWEVER, THE NEXT GENERATION OF SALES LEADERS ARE DOING ALL OF THIS IN A MORE SCIENTIFIC MANNER BY LEANING ON DATA TO DRIVE DECISIONS.

– Peter Wagner

By leveraging the latest advancements in technologies, these leaders are able to extract raw and accurate data that has not been filtered through human biases. With the power of accurate data and insights, they can drive better results by tapping directly into the key motivators of their teams and lean on the signals that are coming from their customers.

THE THREE PILLARS OF THE NEW WAY OF SELLING

PRAVEEN AKKIRAJU

MANAGING DIRECTOR
AT INSIGHT PARTNERS

INSIGHT
PARTNERS



THE THREE PILLARS

OF THE NEW WAY OF SELLING



After decades of experience leading two Silicon Valley technology companies as their CEO, Praveen was well aware of the challenges in sales. He's spent numerous late nights on the last days of the quarter with his sales team trying to attain the quarterly target numbers. Today, as the Managing Director at Insight Partners, he's investing in technological solutions that help sales teams run more efficiently for organizations of all sizes.

THE PREDICTABILITY AND PRODUCTIVITY CHALLENGES IN SALES

Praveen believes there are two key challenges for sales leadership:

- 01 **The unpredictability of sales results.**
- 02 **The need to increase the productivity of all sales representatives.**

According to Praveen, in every sales organization, only 25% of the sales reps consistently exceeded their quotas and are considered top performers. Despite widespread attempts at increasing this number to the entire sales organization, many of those efforts do not lead to the majority of sales reps consistently beating their quotas.

SALES TEAMS ARE EVOLVING ALONG WITH THE TECHNOLOGY THAT DRIVES THEM

Just as technology has continued to evolve and advance over the years, so have the sales motions that drive revenue for organizations.

“We live at times of tremendous innovation, new business models, and new technologies. Sales professionals need to learn and evolve to be effective in today’s competitive environment,” says Praveen. *“The traditional sales model of enterprise-centric, direct, and in-person sales are no longer the most effective methods. As technology has evolved, so has the way sales organizations operate.”*

In order to be successful in the current environment, sales professionals need to have a 360-degree view of the sales process. With a holistic view of the sales cycle, they can be more agile and effective in determining the best modes of engagement and the best offers to put in front of customers.

THE THREE PILLARS OF THE NEW WAY OF SELLING

According to Praveen, there are three fundamental changes from the old way of selling to the new world of selling:

01 The explosive **increase of available data** due to digitization of all interactions such as social media engagements, messages, emails, and phone calls. Buyers and sellers used to communicate on the phone or via in-person conversations. But today, all of this information can be captured holistically to get a complete view of the environment that the sales representative is operating in.

02 The sales process itself is less about personality and relationships, and more about ensuring that **the right product is being offered to the right customer at the right time and at the right price point.**

The conventional image of a charismatic salesperson giving a passionate pitch to prospective buyers to close deals is no longer relevant — this process has now been systematized.

03 The availability of **modern technologies** like Machine Learning (ML) that can analyze massive amounts of data has made it easier to identify patterns in the sales process and, more importantly, simplify it.

Because the salesperson is dealing with so many variables throughout the life of the deal, they do not have the time to understand every aspect of the products they are selling or the important signals in the process. They need to have access to the right information at the right time to be more effective. Solutions powered by technologies like ML and data processing can help with this challenge.

The combination of these three trends is evolving the requirements of effective and productive sales organizations. Sales leaders that can evolve and adapt to the changing landscape with the use of data and technology will be the success stories of today and tomorrow.

SCIENCE, STRATEGY, AND THE FUTURE OF SALES

PILAR SCHENK

VP, GLOBAL STRATEGY
& OPERATIONS AT MCAFEE



SCIENCE, STRATEGY, AND THE FUTURE OF SALES

Pilar Schenk is confident that she didn't dream of one day becoming a Sales Strategy and Operations Executive as a little girl. However, with the right location, company, and support system, Pilar grew through the ranks at Dell to become the Vice President of Sales Strategy and Operations at McAfee. Being located in Austin set her up for a career in tech and provided the ability to explore roles in sales, supply chain, IT, M&A, and operations. As her mentors pushed her to take risks and try new things, Pilar learned that *“I thrive when I need to drive transformation, chase down a number, and stay close to customers. Fortunately or sometimes unfortunately in technology, we always need to evolve, or quickly become irrelevant.”*

LEVERAGING DATA AND TOOLS TO SERVE YOUR CUSTOMERS BETTER

2020 proved to be a tipping point and has changed lives personally and professionally for many. But Pilar believes, as Ruth Bader Ginsburg once said, *“so often in life, things that you regard as an impediment turn out to be great, good fortune.”* Companies fully embracing the digital experience were among the biggest positives of the recent events in Pilar’s eyes. One of the positive changes is that we learned to embrace a digital experience fully. She shares, *“We all have talked about ‘digital transformation’ for years, but in 2020 we all had to be digital. This trend has changed how our customers buy, and also how our sellers need to show up.”* This change is bound to result in companies and their leaders gaining a better understanding and deeper calling to leverage the plethora of data out there and the tools to connect and provide even better customer outcomes.

THE FUTURE OF SALES ISN’T ART; IT’S SCIENCE

As we move forward, Pilar believes that *“The most successful enterprises will harness the power of all things digital, putting our data and tools to work. We will lean far more into the ‘science of the deal’ and far less to the ‘art of the deal.’*

Pilar also cites Bain & Company’s finding that 83% of the time, when a buyer engages with sales, they already made their vendor selection. This means the buyer has done significant research digitally before they ever talk to a sales team. Over the next five years, Pilar sees a world where *“Sales leaders will become more adept at landing digital insights into the hands of the sellers to help them take the best path forward. These insights will be based on industry, vertical, customer persona, product, and digital engagement to maximize the opportunity for success.”*

Likewise, in sports, they have learned that science, data, and different types of training can be an athlete’s competitive advantage. Stephen Curry of the Golden State Warriors — one of the NBA’s leading players — is an excellent example of an athlete leveraging data to improve his performance. The team behind him uses advanced analytics to know every one of his habits and the habits of those he will encounter on the court. They then take this into a series of simulations and drills that improve his speed, agility, and coordination. Pilar believes that we can embrace this exact “science” for our sellers. Conceptually, we can apply the same deep-data approach behind the athlete’s habits with the real-time playbook to manage our seller’s performance.



A CLEAR STRATEGY IS A KEY TO AN IMPACT- FUL SALES LEADER'S DASHBOARD

Every sales leader needs a dashboard to identify mission-critical data points quickly. However, we often start building dashboards before understanding where we want to go and how. Pilar believes that sales leader's dashboards must evolve from the Go-To-Market strategy.

She also shares, *“Sales leader's dashboards need to quickly and timely tell you team performance all in one place, and allow you to get to the level of detail to then take action.”* This can come in so many forms, from rep activity to pipeline, enablement, participation forecasting, bookings, compensation models, and more. Too often, organizations don't spend the time on the strategy, so everything shows up on a sales leader's dashboard as critical. Pilar is a firm believer that when we have a clear strategy and we empower our teams to see their performance, we achieve great things.

THE THREE KEY CAPABILITIES EVERY TOOL IN YOUR MODERN SALES STACK NEEDS TO HAVE

In the past, the sales stack was just about CRM. If we believe that Bain is right about buyers and sellers being far more likely to use data to drive action, then we have to modernize. Not investing in some of the capability out there is a competitive disadvantage. However, the big question is how you decide what and how much.

Pilar shares, *“My role is to be an expert and drive better outcomes for my sellers and customers. I approach this task by solving major process functions, cost per user, and data integration challenges.”*

- 01 The primary process functions such as “Strategy to launch,” “market to quote” (sales enablement, campaign management, contact management, lead and opportunity management, quote management), “order to deliver to cash.”
- 02 The overall cost per user to help understand the investment for each rep, along with productivity and gearing ratios.
- 03 Data integration, i.e., “does a seller have to go to ten different tools with different data sources?” CRM can be a hub, but minimizing how much reps have to go outside of it for their day-to-day work to access essential data could improve productivity.

As is the case for many, Pilar feels that the most challenging part is keeping up with the latest and greatest while running a business. She stays current through a broad network of fellow sales operations executives, operations councils, and forums. After all, for a sales leader to lead the team, they must always know about the latest technologies, the data at hand, and the right tools to empower themselves and their team to succeed.

UNLOCK YOUR SALES TEAM'S POTENTIAL WITH DATA AND CONFIDENCE

DEAN PATTON

FORMERLY SVP
OF AMERICAS SALES
AT PENDO



UNLOCK YOUR SALES TEAM'S POTENTIAL

WITH DATA AND CONFIDENCE



Dean didn't just lead Pendo's sales team; he embodied Pendo's mission of helping companies build software solutions that people love. As the SVP of Americas at Pendo, he was responsible for leading the company's sales team and ensuring that they were motivated and productive to drive revenue.

The secret sauce to his success in this career has been his scientific approach to decision making. He continuously looks for ways to leverage data and technology to understand the critical insights about the sales cycle and nudge his team towards the activities that drive efficient execution.

**“ WE CAN BASE DECISIONS ON DATA NOW
RATHER THAN INTUITION WHICH IS WHAT
USUALLY USED TO HAPPEN.**

EVIDENCE-BASED SALES INSIGHTS MAKE REVENUE ORGANIZA- TIONS MORE EFFECTIVE

According to Dean, one of the major trends in modern sales leadership is the instrumentation of the sales process. According to Dean, *“We can base decisions on data now rather than intuition which is what usually used to happen.”*

Sales leaders now have visibility into data on the actions of the sales representatives and the types of activities that are driving the deal forward throughout the sales cycle. What’s even more impactful is that they now have access to evidence-based data extracted using cutting-edge technologies like Artificial Intelligence and Machine Learning. Evidence-based data is derived from objective information, timelines, and metrics. Leveraging this data creates opportunities for sales leaders to identify gaps and set up coaching and decision-making processes.

“Historically, sales forecasting has been based on self-reported data, but moving to an evidence-based model gives us, as sales leaders, a better ability to understand the status of deals that are in-flight, how to move those deals forward, and how we can help our sellers win.” says Dean.

SUCCESSFUL MODERN SALES LEADERS BASE DECISIONS ON DATA

The modern sales leader’s most important job is to create an environment where each sales representative can be successful. To accomplish this goal, it is more important than ever to make decisions based on data and establish principles to base those decisions on.

Dean explains, *“The hallmarks of a modern sales leader are the ability to not only act on instinct and motivation but also add a scientific element to their decision making. Understanding the data, knowing how their sales team is doing, and instrumenting the sales cycle in a way that helps drive the right activity arms the modern sales leaders with the knowledge to make the right decisions.”*

Making key aspects of this data transparent to the entire sales organization can have a profound impact on results. Set your team up for success by helping them understand how to use the data, coaching them on navigating the sales process, and reminding them daily to focus on the most meaningful activities.



MOTIVATING SALES TEAMS IS MORE THAN JUST ABOUT DATA

Sales is very much a people-driven function, and keeping your sales team motivated is key to attaining revenue goals. The fact of the matter is that every sales representative joins the company motivated, and it's the role of the sales leader to help build their confidence so they can attain their full potential. Data and technology can help leaders amplify the productivity and drive of their sales organizations by assisting them in ramping up faster, educating them about what "great" looks like, and rewarding them for carrying out the right activities.

"For modern sales leaders, motivating their team isn't about standing on stage and saying inspirational words - it is about providing the focus and building the confidence in sales reps, day-in, and day-out." according to Dean, "So the key question is, how do you help your sales representatives achieve success by keeping them focused on the activities that lead to success?"



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