

The Top 10

# B2B REVENUE ACCELERATION

TACTICS FOR TECHNOLOGY  
SALES LEADERS

SALES ACCELERATION  
**OPERATIX**<sup>∞</sup>

## Introduction

This e-book was launched to celebrate the first anniversary of the B2B Revenue Acceleration Podcast.

Our special guests are B2B Sales Executives and thought leaders within the Technology industry and have shared their challenges, successes and lessons learned throughout their careers. With our guest speakers sharing their useful insights, they also tell us their best practices and real stories from their experience in working in the ever-growing, fast changing tech world.

With a selection of the best content generated from the 10 most listened to podcasts, topics such as 'SCALING SALES IN FAST-GROWING B2B TECH COMPANIES' made big impressions with our audience.

From CEO's to CRO's sharing their stories, there's a wide variety of subject matters to read through in our e-book.

So, let's get into the show! – As our host says.



### About the Host

Aurelien Mottier is the co-founder and Chief Executive Officer at Operatix, overseeing growth of customer relationships and delivery of results for its customers. Aurelien has an enviable track record of growing sales revenues beyond clients' expectations, in the technology sector.

He started his career in marketing at Philips, before moving to the UK to take up his position with the International team at Optima Consulting Partners. He progressed through operations and Sales Management positions and, further to the Acquisition of Optima by Rainmaker Systems Inc. (Nasdaq: RMKR), became General Manager for EMEA, where he led the organisation to 300% revenue growth in 18 months.

In 2012 he founded Operatix, a fast-growing sales acceleration company with offices in London (UK), San Jose and Dallas (USA).



## About the B2B Revenue Acceleration Podcast



The B2B Revenue Acceleration podcast is dedicated to helping software executives stay on the cutting edge of sales and marketing in their industry. Whether you're looking to follow emerging trends in B2B technology, learn from venture capital experts about their latest strategies, hear about pipeline and revenue acceleration tactics, or simply get more mileage out of your demand generation, this is the podcast for you.

Launched in June 2018 by Operatix, it's available to listen on iTunes, Spotify, Soundcloud and on: <http://www.operatix.net/b2b-revenue-acceleration-podcast/>



**Don't miss out!**  
I found the podcast to be of great value to me and will look to apply some of the techniques moving forward. Definitely worth a listen :)



**Highly recommended!**  
I'm really enjoying listening to the B2B Revenue Acceleration Podcast. The discussions are very insightful and the host makes great contributions to the conversation. I can highly recommend listening to it.



**Great show!**  
I enjoyed listening to the first couple of podcasts and I'm looking forward to hear the next ones.



**Business Building Bliss**  
Aurelien and his talented guests cover anything and everything that will help in building your business, but it's so much more than that! You'll get tons of actionable advice and tangible tips, but you'll also get heaps of inspiration from truly engaging individuals that have been where you are and want to see you succeed. Thanks so much for putting out such a spectacular show Aurelien - keep up the great work!



**Insightful, entertaining and actionable**  
Aurelien and his guests provide some incredibly actionable and compelling content, spotlighting the absolute best marketing tactics and coming trends to help you effectively grow your B2B business without breaking the bank.

Highly recommend listening and subscribing to B2B Revenue Acceleration if you want the knowledge AND mindsets to get ahead of the curve (and reach your overall goals as a result!)

## About Operatix

Operatix is a Sales Acceleration Company doing business with technology companies across Europe and North America to identify new revenue streams, increase qualified sales pipeline, and/or accelerate channel development. Our approach combines a mix of account-based marketing and account-based selling activities, and our team is expert in networking with organizations in order to identify decision makers and set up the initial sales engagement between our client's sales team and their prospects.

With offices in North America (San Jose and Dallas) and London – UK, Operatix has a wealth of experience working with the biggest tech companies as well as a multitude of emerging technology companies.





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## SCALING SALES IN FAST-GROWING B2B TECH COMPANIES

with Chris Doggett – Chief Sales Officer – Fuze

### Your tech company is growing fast. Almost too fast.

“Maybe it’s time to scale our sales program?”

First of all, remember: This is a good problem to have. (On that note, congrats.)

Secondly, maybe you should check out what Chris Doggett (Chief Sales Officer at Fuze) has to say about scaling your sales program.

His advice is built on 15+ years of corporate sales, operations, and channel.

His experience spans from COO to Director of Global Channel Sales, from VP to SVP, so he’s seen the entire sales picture.

He came on the B2B Revenue Acceleration Podcast and gave us this message:

### The 2 Approaches: Reactive & Proactive

Essentially, there are 2 paths that lead a B2B tech company to scale its sales operations: reaction and proaction.

Smaller companies usually decide to scale (or consider scaling) their sales programs because they are reacting to their environment. Maybe they have tons of leads but not enough manpower to track them all down, or perhaps they have a partner model, and their partner is pushing for expansion to increase joint sales.

Usually, for these smaller companies, their growth is a surprise, and they weren’t prepared to scale so quickly (again, a good problem to have).

Larger companies tend to be more proactive, and there is a top-down approach to scaling sales operations. Leadership determines that growth is necessary, which leads the head of sales to hire more personnel or re-energize the program in some way.

### All the Ways You Could Scale Your Sales Program:

The most obvious way to scale any sales program is to dip into another geography. However, Chris says this is quite often not the easiest way to scale, even if it’s the most obvious. People often discount factors such as political differences, taxation, market or cultural nuances that have a large contribution or detract from success in expansion.

On the other hand, you could also scale by adding new products (or services) to your portfolio, or even by acquisition.

Or, you could scale by partnering with another organization or a retailer to reimagine your sales program.

### A Few Things to Consider When Acquiring a Channel Partner (Essentially, Be Picky)

If you expand your sales program via partnership, be choosy. Far too many organizations snag as many channel partners as they can and hope a sale or two sticks. Instead, Chris says you should double-down on the best-fit channel partners.

Choose those channel partners whose business models are complementary to your own. Further, consider how each runs their business — the cultural fit, their goals, their

attitude towards the market, etc. Once you’ve narrowed down your channel partners to the best choices, strategize and structure your business model around your goals and the strengths of you and your partner’s organizations.

### What About 1-Tier & 2-Tier Distribution?

Maybe you already have several channel partners, and you’re considering upgrading to a distributor. But ... how do I know when it’s time to get a distributor?

Here’s Chris’s very simple rule of thumb: You know it’s time to have 2-tier distribution when your channel network begins to strain your operational capacity. (That strain could come from the quoting process, the billing process, inventory, etc.)

Typically, there are few inventory issues with software companies, but quite often, the other operational pieces often start to fog up the rest of the business.

Pro tip: Don’t wait too long to go the tier-2 route. Here’s why: When you first jump to a tier-2 distribution model, you will necessarily give up some short-term revenue to the distributor. If you’ve put off obtaining a distributor for too long, that short-term revenue loss could easily be in the millions, which will be quite a jolt to your bottom line.

### The KPIs to Watch When Scaling a Sales Team:

An obvious KPI that comes to mind is growth rate. Most people know to watch their growth rate when they scale their sales team.

#### But you can't look at growth rate in a vacuum.

Something as simple as growing customer acquisition costs could put your business in the wrong place in the long run. So, the other 2 areas you must consider are efficiency and productivity.

Efficiency would be the cost of sales as a percentage of revenue, or customer acquisition cost, or any metric that determines the cost of new customers.

Productivity is a KPI that describes how much business each salesperson is bringing in.

#### Your Costs Should Go Down as You Scale

Yes, you may have an initial loss in revenue if you are taking on a distributor, but an overall goal should always include some sort of economy of scale.

As you grow, your costs should come down. When you were in the infancy stages of your business, most likely, you weren't very efficient. But hey, that's how we all start. However, as you grow, you realize efficiency in your niche, your streamline processes, and your sunk costs stabilize.

### Employee Retention & Development at Scale:

Don't forget your people as you scale. Those who started out with you as SDRs or BDRs, are often where your greatest human assets still lie.

Sure, it may be easier and faster to hire someone from the outside who's already done a leadership role. But look at their CV: If they are making yet another horizontal move in their career to join your company, you'll end up being the next 6-month entry on their resume.

Often, promoting internally is better for your organization, creates a stronger culture, and has a lower risk.

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**“The most obvious way to scale any sales program is to dip into another geography. However, this is quite often not the easiest way to scale, even if it's the most obvious.”**



## THE TOP 8 REASONS NO ONE IS BUYING FROM YOU with Adam Honig – CEO and Co-Founder – Spiro.ai

If your company is struggling to close the deals that you're going after, this is the article for you.

Adam Honig, Co-founder and CEO of Spiro.ai shared the top 8 reasons customers might not be buying from you. Understanding these issues can help you course correct if you're struggling and increase your success in going after deals. Here we go:

# #1

## You Don't Have a Unique Selling Proposition

You would be amazed at the number of sales people out there that are trying to build relationships or make connections, but never say "hey, here's the thing I can really help you with." That's a major problem for a lot of people.

You need a unique selling proposition, and you need to communicate it clearly to your clients. We encourage everyone to make that a part of the conversation very early on as soon as you start engaging with a prospect.

# #2

## You're Targeting the Wrong People

What we mean by "the wrong people" is that you're not talking with the person who's actually going to sign the contract.

You may be talking to an influencer, but not the ultimate decision maker.

And as you get further into the sales process, you lose perspective if you're talking to the wrong person. You forget what matters most to the ultimate decision maker. When you're in sales, you tend to think the whole world is your oyster. You think you can convince anyone of anything. That attitude is great to have, as being enthusiastic is super important. But you can really waste a lot of time going after everyone.

In fact, you can actually make a lot of progress with the wrong people, only to realize at the end of the process that they're not going to buy from you.

You've got to really know who the decision maker is and make sure they're part of the process.

# #3

## Sometimes the Product or Service You're Selling is Just Not That Good

This one can be difficult for us to think about. It can be common for younger salespeople to blame the product or its lack of features for lackluster sales. But sometimes, that actually is the issue. This can be a hard reality to face, especially if you're an entrepreneur and you've poured your heart into building a business around one specific product. But, just because you might be selling the wrong product doesn't mean all of your hard work is wasted.

New products are like caterpillars. There's a natural growth of a product that happens over time that can turn it into a butterfly. But a lot of early stage companies aren't really focusing on the growth that their product can achieve to make it into something more valuable. The goal is to sell the customer on the benefits of the butterfly, showing them the path of how to get there.

# #4

## You're Selling in a Very Competitive Market

Markets can become oversaturated. If you're selling something that can easily be purchased from many vendors, how do you differentiate yourself? Sometimes, you're just not in the right market and you have to niche down, get much more specific about what you're trying to do to help you stand out.

And this is one of the reasons why you need to have a great USP — it helps differentiate you in a crowded market.

# #5

## Your Buyers Are Getting Overwhelmed

Buyers can get confused or overwhelmed when your market is so saturated and they have so many choices. These feelings can prompt them to make an immediate "no" decision. In fact, a lot of studies show that the more choices people have available to them, the less satisfied they'll be once they actually make a decision. They just never know if they're really making the right choice.

Again, think about what differentiates you and whether or not you might need to narrow your focus.





## #6

### Your Product is Not Valued Enough

We see a lot of companies that are selling something that's the fifth or sixth priority that an organization has. But it really needs to be one of the top three priorities to make the cut these days. Unless your product is in one of those top three slots, it's just viewed as something that would be nice to have. Not something that is essential. What are some reasons your product might not be a top priority?

Well, maybe the ROI isn't strong enough, or it's just hard to quantify. Or maybe your product or service just doesn't fit with the corporation's strategy. As a salesperson, strive to understand the corporate strategy of your client, so you know how to make the case that your product will enable that strategy.

## #7

### Your Sales Reps Are Not Building Trust

It's very hard to fully assess the whole rational intent of purchasing a product. So, people have to rely on other clues to know if they're making a good decision. They tend to rely on what we might call emotional hunches. One of those is whether they trust a salesperson or their organization. One mistake we see with salespeople is that they go for the close prematurely. Doing this causes the prospect to lose a little bit of trust, because the salesperson is trying to make something happen on their time frame, instead of on the client's time frame. Keep your customer first and focus on building trust with them.

## #8

### Your Sales Reps Are Being Too Pushy

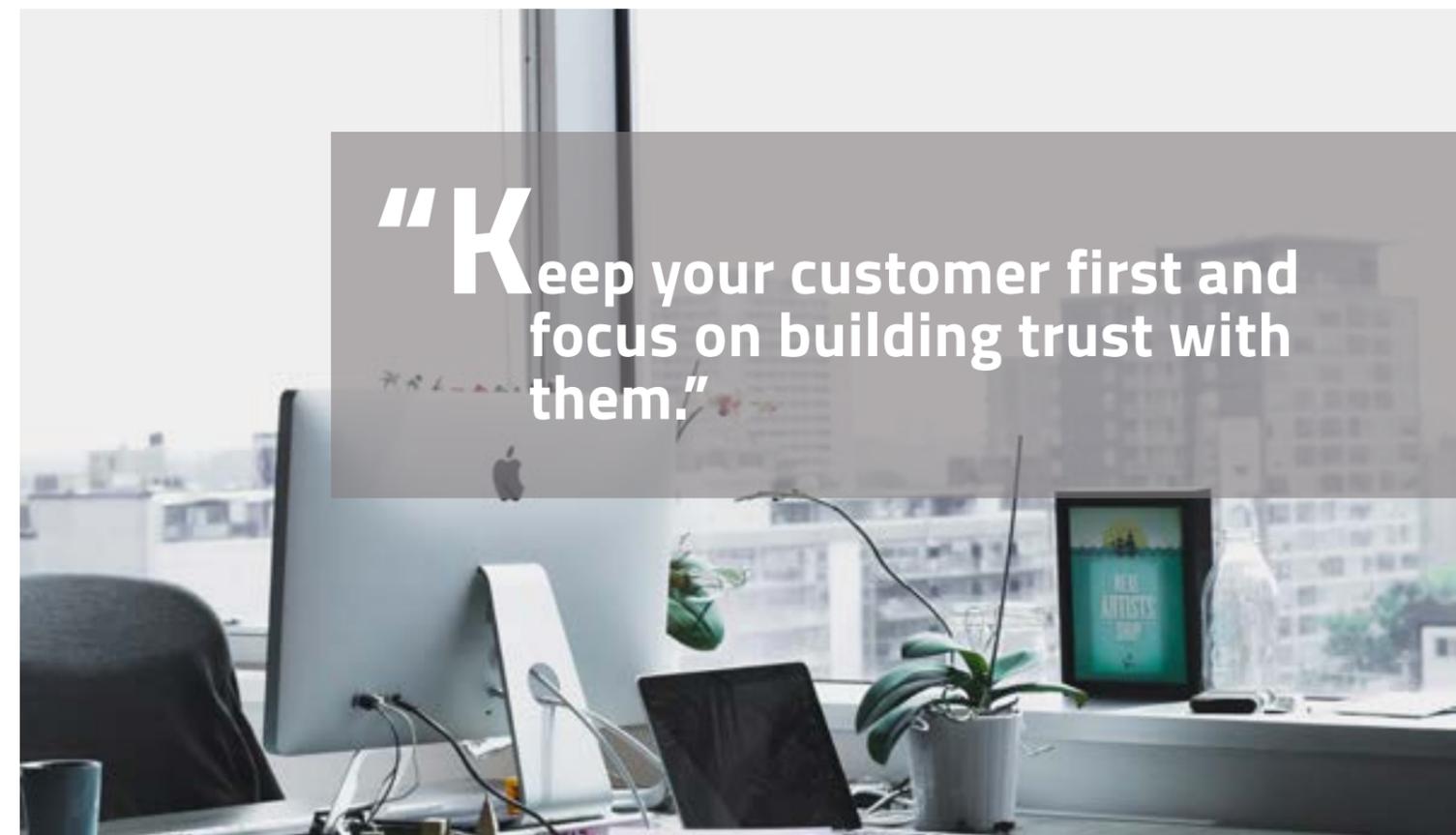
There's a lot of stories from customers who just feel like salespeople are being too pushy. That kills as many sales as anything else. So, how do you find the balance between being too soft and being too pushy? Again, it starts with keeping the customer in mind. As salespeople, we are there to help them achieve something, whatever that something is to them. We start to get too pushy when we try to make something happen for ourselves, maybe when we're approaching the end of the month or the end of the quarter.

The other thing that can make us too pushy is when prospects don't respond to us in the way that we would like them to. That frustration builds up and we lose sight of keeping the

customer first. It's our job to take what they need and merge it with what we need, but not try to push our own agenda on them. As long as you're doing that, you shouldn't come across as too pushy. If you're struggling to close the deals, spend some time figuring out if one of these issues might be the culprit. Dig deep to understand your customer, their key strategic initiatives, and what's going on in their industry. Focus on how your product can help them to increase your chances of getting the deal.

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### 3 COMMON MISCONCEPTIONS ABOUT BUSINESS DEVELOPMENT with Dan Seabrook – VP Sales – Operatix

“Isn’t it cheaper to build our own in-house sales development team?”

“How would an external, outsourced BDR mesh with our existing, in-house team?”

These are great questions, and Dan has the answers (and more).

Dan Seabrook is the VP of Sales at Operatix, where he’s been for over 4 years, coaching and developing sales teams.

In this article we tackle misconceptions businesses have about external BDRs and SDRs.

#### Misconception 1: Outsourcing SDR/BDR Teams Is More Expensive

This is a common question we hear:

Isn’t it much more expensive to hire an outside company to do business development?

At first glance, it may appear cheaper to hire and develop your own business development or sales development team. But you shouldn’t simply compare a single SDR salary to the price of an external service.

Here are the other costs associated with hiring sales or business development teams:

- Managing personnel
- 401K contributions
- Target account data collection & analysis
- Time to value: If it takes 90 days of onboarding, training, & teaching an SDR before they provide value, that increases your cost substantially
- Language barriers — If you have a variety of clients who speak different languages, it may not make sense to hire a single employee who speaks only English. Instead, you need a sales staff that speaks multiple languages

#### Other Considerations:

Product-knowledge versus problem-solving - Internal sales team often have a difficult time seeing past their product. They do well with inbound, because someone who has engaged with your company is probably interested in the technicality behind the product.

But in ABM, when you are proactively going after target accounts, especially within the C-suite, you need to be able to discuss issues. From experience we can tell you this: The C-suite is tired of hearing about products. They want to hear how someone will solve their problems.

#### Skill Shortage & Scaling Quickly:

Often times, our clients aren’t worried about price at all. Their issue is simply finding talent in the geography they need it, regardless of how much they are willing to pay. In tech sales right now, there are lots of jobs, and not enough people to fill them.

Then of course there’s retention. Recruiters will often tell employees they can get a higher increase in pay by switching companies than by internal promotion.

#### Misconception 2: Sales & Marketing Alignment Is Harder With External Sales Teams:

We understand the alignment concern — it’s a hot topic right now.

We think alignment has far less to do with internal vs. external, and everything to do with how aligned a company is from day one.

Here’s how we ensure sales and marketing alignment for our clients:

▪ **Day 1 clarity** — We ensure that from Day 1, there is clarity between our clients’ sales and marketing teams. We are typically hired by one team or the other, and the very first thing we do is approach the other side of the coin, and ensure we are all on the same page.

▪ **Define objectives** — “It’s about integration into the customer’s objectives,” says Dan. He’s right. An external team should only exist to ensure their customers’ objectives are accomplished.

▪ **Communication** — This extends beyond the quarterly, monthly, weekly, & daily business meetings, because we also know how important the anecdotal is. When we handle sales for a client, we relay back the qualitative feedback we are hearing from their customers.

### Misconception 3: Inquiries From Junior-Level Contacts Aren't Qualified Leads

When we ask our clients what issues they are having with their in-house sales and marketing teams, we often hear this:

Sales: "Our marketing team isn't sending us qualified leads."

Translation: Leads from marketing contain leads from junior-level contacts, or others who lack decision-making authority.

Solution: Wholistic outlook, and proactive ABM approach.

This is a problem we tackle a lot, and here's how we do it: First of all, only about a max 30% of the time, is an MQL from someone who's at the right level, at the right time, from the right account. But guess what? 100% of leads give you some sort of information.

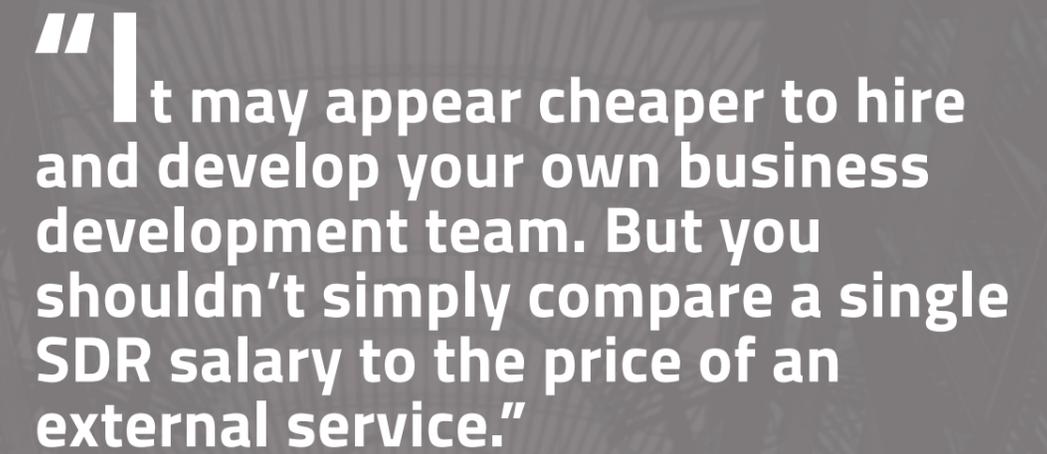
Let's look at an example:

Say that here at Operatix, an executive decides we need to buy a desk. The executive probably isn't going to be the person making the inquiry — they will likely ask another employee to check on it. The employee will report back to the executive, who will provide additional context/direction, and information will go back and forth, creating a long sales cycle.

However, from a customer service perspective, and from an information-gathering perspective, that junior-level employee is a key player. His or her inquiries tell you that Operatix is interested in a purchase, and now the question is: "Who are the other 5 to 10 people in the company with whom we need to engage to create a sale?"

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**"It may appear cheaper to hire and develop your own business development team. But you shouldn't simply compare a single SDR salary to the price of an external service."**





## SELLING HIGH TECH SOLUTIONS TO NON-TECH BUYERS

with Joel Passen – Head of Global Sales – Beamery

Are you attempting to sell a technical product to a non-technical crowd? If so, we'd love to introduce you to Joel Passen, Head of Global Sales at Beamery.

His company sells HR and talent acquisition products, or what they call a "recruiting CRM and marketing software." But not all their buyers have an extensive technical background.

So, Joel's uncovered first hand how to sell a highly technical product to a variety of buyers, many of whom are non-technical.

He gives us 3 ways we can sell our products to non-technical buyers.

### 1 : Hire Your Sales Team Directly From the Industry

If you are trying to sell a non-technical product to the less-than-technical ... use a sales team from the industry to which you are trying to sell.

They'll be able to empathize with the buyers, understand their pain, and connect.

### 2 : Make It an Educational Experience for Every Buyer

Procurement is taking longer, and the team of decision-makers needed for a purchase is expanding. Likely, you will need 8 to 12 yes's before a sale is completed.

Joel ensures Beamery creates content geared toward every stakeholder: C-suite, IT team, technical, non-technical, procurement, etc.

They hit every level with content by position, expertise, and technical ability.

### 3 : Let Your Product Tell the Narrative

Joel brings his sales team on-site to a prospect to show prior use cases and help build a business case around the prospect, to allow the prospect to become part of the narrative.



#### Tips on Differentiating in a Crowded Space:

Joel's space is crowded: There is about \$5 billion in the HR tech sector, and he's uncovered a few things about marketing to a crowded space:

First of all, you have to have an innovative product that cuts through the noise.

Be more operationally sound than your peers.

#### A Few Differences in Marketing to N. America vs. Europe:

The procurement and buying process is more formalized in Europe: Meetings are more formalized, committees are more formalized and communications are more formalized.

In the US, there is more of an ad-hoc approach, and the executives often don't get involved at all until the middle of the buying process.

#### A Brief Overview of the Current State of Talent Acquisition:

We couldn't let the head of sales for a growing HR tech firm go without asking him for his insights into talent acquisition. Here are 3 trends about HR, tech, and talent acquisition that Joel gave us:

### 1 : Talent Acquisition Is Becoming More Like Sales & Marketing

Here's the deal: Unemployment in the United States is at an all-time low. In some places, they're experiencing "negative unemployment" — i.e., there is a talent shortage — especially in tech, in Silicon Valley.

To acquire and keep top talent, you will have to court them, treating candidates as top-of-funnel leads. Use marketing, outbound calls ... the whole nine yards.

### 2 : Augmented Jobs (AI Assisting Humans)

AI is really noisy right now, but Joel doesn't believe humans will be replaced by AI; but that AI will be used to augment and upskill humans in their roles.

In other words, Joel thinks AI will be used to help humans be more efficient in their jobs.

### 3 : Acquisition is Becoming More Data-Driven

Just as finance, sales, marketing, and procurement have moved to a data-driven approach, talent acquisition is beginning to use machine learning and AI to eliminate bias and create a fairer, more data-based approach in talent acquisition.

*This article is based on an interview with Joel Passen from Beamery.*

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## WHY PIPELINE WILL CURE ALL YOUR SALES PROBLEMS with Sally Duby – Chief Sales Officer – The Bridge Group

Everybody needs a bigger pipeline.

Have you ever been in a scenario, maybe a business meeting, or a dinner with colleagues, and heard someone say, “I’ve got all the pipeline I need?”

Didn’t think so.

Every company needs a bigger pipeline, and every company is trying to do everything they can to get one, but very few are succeeding in building it. Why? What does it take to build a quality pipeline?

Sally Duby, Chief Sales Officer at The Bridge Group shares some great insights around the challenges that sales leaders are facing today, as well as a few helpful tips on what it takes to build a quality pipeline.

### Alignment, Alignment, Alignment

Now that The Bridge Group is a decade old, Sally shared that they still get by far the most questions around this issue of alignment. How do you align the sales and marketing teams? Even today, after we’ve been talking about sales

and marketing alignment for over twenty years, the industry is still primarily one of silos. Sales professionals focusing on selling, and marketing professionals focusing on marketing.

The problem is that to really get at the heart of things, and to get the most out of your efforts, you have to have alignment.

### Enabling Front Line Sales Managers

Think about your company and think about the people that get promoted to sales manager.

They’re probably former sales reps, right?

They are usually thrown into the deep end with very little training. There’s no training around HR issues. No training on how to coach another rep. No training on how to transition to be the boss of your former peers.

But what if sales reps don’t always make the best sales managers? Or at the very least, what if it wasn’t the sales rep making 200% of quota that would make the best sales manager?

The problem with those people who are constantly blowing sales numbers out of the water is that they’re usually lone wolves. They usually want to work by themselves, not get involved with the drama of the office, and as a result, they might not make the best sales managers.

Do you want to know how to identify the sales reps that would make great managers? Look at how they treat and help the other members of the team. Those are the ones that will make the best managers.

Sales and management require two very different skill sets, and the two aren’t always interchangeable.

### Pipeline Building Should be a Multi-Faceted Approach

This goes back to alignment.

It’s not just the sales reps that are responsible for building the pipeline. It’s marketing It’s SDRs. It’s the executive team. It’s everybody in the entire company.

Linkedin has become a vital tool over the last few years.

Everybody in the company can keep their profile up to date, and keep a network up to date. They can all help draw their network into what the company is doing by posting and sharing what the company is doing, milestones, and key moments. When the time comes, this can really help the sales team with introductions.

20 years ago this kind of networking wasn’t possible, but now it’s more than possible, it’s vital.

### Custom Fit your Pipeline

Most organisations aren’t just going after one segment. You’re most likely going after multiple segments.

You’ve got multiple markets, multiple buyers, and the complexity of your product and the average deal size all play into what kind of different pipeline building models you should be instituting.

You’re going to have a vastly different approach targeting a C-level executive with an average deal size of \$1M than you would targeting hundreds of mid-size companies with an average deal size of \$50k. You can afford to expand your resources and do what it takes to get that account.

Pipeline is at the center, or should be at the center of everybody’s mind. With just a few steps, you can help ensure that you build a quality pipeline that generates the most return.

*This article is based on an interview with Sally Duby from The Bridge Group.*

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## THE EVOLUTION OF SALES DEVELOPMENT with David Dulany – CEO and Co-Founder – Tenbound

Imagine being left behind.

Your ride leaves you behind. You miss the train. The bus runs early, and you're left standing at the stop bewildered.

It never feels good.

And in business, the more important the opportunity, the more profound being left behind is.

David Dulany, Founder and CEO of Tenbound, doesn't want you to be left behind. In fact, he has an entire Sales Development Conference in San Francisco to address the future of sales development in order to help you avoid just that.

It would be cliché to say that change is coming, but the reality is, this change has already come.

Whether we've noticed or not, things are different now than they were five, ten, or fifteen years ago. Businesses that are immune to change and fail to adapt to current realities – no matter how large or previously successful – are falling behind and, in some cases, closing their doors.

They've been left behind.

Will you be?

### Evolving Purchasers

"The way customers buy things is different than it was ten years ago. Our approach to getting their attention should have evolved as well," David says.

David challenges others to think about how they purchase things in their daily life.

It's frictionless. We don't even have to deal with a salesperson most of the time. One or two clicks and what we want is on its way.

There are some that even avoid salespeople while trying to make purchasing decisions.

Is it the best, smartest way to purchase? Perhaps not always. But increasingly, consumers are becoming resilient to traditional methods of outreach. Anything that adds extra complication to their day is often dismissed.

"If we're working under the traditional model, we have to become more careful and researched," David reminds us, "Spam and sending out massive number of emails and phone calls has a diminishing return."

There must be more research involved on the prospects and relevant messaging that makes them want to stop and take your call. "It's setting up your product in a way that makes it easy for people to get into the top of the funnel and then bringing in the sales development folks to help them – almost like a concierge."

### Evolving Sales Management

Seeing the change coming (or once it's arrived) is one thing.

But what do we do?

David looked around and realized that there was the absence of an industry-wide conference 100% focused on sales development.

So, he created one.

It started out as semi-regular meetings between others in the industry to fill a need for thought leadership, but the Sales Development Conference is expanding.

How do we set appointments?

How do we build pipeline?

How do we generate revenue?

There are a ton of helpful tools to do this, but what was lacking was true thought leadership around how to run a sales development program and how to train managers, reps and bring up the skill level.

First and foremost, the goal of the conference is to add value and help people to up-level their sales development professionals.

David's been around the sales industry for a long time. He even hesitates to say for how long.

What he imagines is a Chief Sales Development Officer (CSDO) position, that is able to affect how the product is developed, the marketing to support it, and how they go about moving people through the pipeline.

"If we really want to take it to the next level, it's blowing up the departments we have right now and blowing up our strategy about moving people seamlessly through the pipeline."

The days where disjointed departments could hide amidst sales metrics is gradually passing. What's left is a dire need for everyone to be on the same page in order to address a new buying situation.

*This article is based on an interview with David Dulany from Tenbound.*

*To hear the podcast episode from where this content was extracted, and many more like it, you can subscribe to [The B2B Revenue Acceleration Podcast](#) or listen to it [here](#).*



## DRIVING GROWTH BY ALIGNING SALES AND MARKETING METRICS with Tom Grubb – Chief Strategy Officer – Digital Pi

When was the last time your marketing and sales teams sat in the same room?

Do they know each other's objectives? Are they contributing directly to the other side's success?

Tom Grubb is the Chief Strategy Officer at Digital Pi where his role centres around helping companies do great things with marketing technologies. He specializes in getting decision makers to think about the outcomes and objectives of their marketing investments.

Executives can often get distracted with shiny pieces of new marketing technology, and Tom has seen countless examples of companies focused on the "best" technology rather than the actual end goals they are looking to accomplish.

While working with clients, Tom asks a lot of questions. His background makes him well suited for his job because he has a long history of working in the technology, marketing leadership, and product marketing spaces. He can see the big picture; the little details and he understands the overall technology landscape.

As a veteran marketer, Tom understands just how important it is to have aligned metrics for sales and marketing. It's more important than the metrics themselves! For this article, we spoke to Tom about how to align key metrics, viewing marketing in a different light, and choosing the right tech stack.

### Metrics and KPI

The conversation around Metrics and KPIs is not a new topic, but one that can be difficult to manage. Tom really believes that the keys to alignment really all centre around metrics. Metrics are the lynchpin that brings the strategy and teams together, so it is fundamental to get them right.

But which ones do you choose? The answer is that the best metrics are ones that sales, marketing, and executives all agree on. It matters more that everyone believes in the metrics you choose and are on the same page rather than the details of the actual metrics themselves.

Often, sales and marketing teams can be viewed as opposing forces. Each side thinks what they are doing is valuable and doesn't appreciate the hard work going on across the aisle. But if you get sales and marketing in the same room together and if everyone agrees on who is responsible for what, there is a sense of ownership and teamwork that can't exist without these first steps.

It's important to have this alignment conversation about metrics early on. The sooner that all teams are working toward the same direction, the sooner the company will start to see benefits. Sales will be able to tell marketing what they are seeing in the field, and marketing will be able to give sales better opportunities for warm leads and conversations. It's a symbiotic relationship that fundamentally starts when the teams agree on metrics and who is responsible for what.

### Perception of Marketers

Marketers can often be viewed as a cost centre rather than a department that is directly contributing to revenue. Sometimes this can come from a "what have you done for me lately?" perspective of executives and salespeople. This immediately puts marketers on the defensive and sets up unhealthy dialogue.

If marketers are constantly thinking about how to defend themselves versus thinking about how they can gain market share, that is a problem. This perception of marketers can come from impatience.

The root of impatience either comes from a lack of understanding or mismanaged expectations. Marketers often don't have a clear plan in place and this contributes to these issues.

But if executives and sales departments can start to trust their marketers, and marketers can effectively demonstrate the value they are producing with a clear game plan, that's when a marketing department can add a tremendous amount of value.



### Tech Stack

When choosing a piece of marketing technology, Tom believes that the most important thing a company can do is look at what business problem they're trying to solve rather than being distracted by shiny objects and new technology.

There is a staggering amount of marketing technology available, and companies can gorge on these products. Marketing technology can simultaneously dazzle and overwhelm those who don't have a solid understanding of what they are looking for.

Tom likes to encourage companies to make sure they have a plan in place. Get your key metrics aligned so you know what specific problem you're trying to solve, and don't go overkill. Tech isn't easy to build upon, so make sure you know what you're getting, why you're getting it, and that you're aligned across all teams!

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## THE STATE OF THE CHANNEL IN NORTH AMERICA with Bruce Johnson – Global Channels – BlueVoyant

Though the IT channel has been around for many years, it is changing rapidly to an integrated solution based model. One of the most significant change agents is the urgent need to integrate information security and cybersecurity into all IT products and services.

Bruce Johnson heads up Global Channels at BlueVoyant, a next generation cybersecurity provider built on a threat intelligence platform. BlueVoyant has leaders from diverse backgrounds, from executives at Morgan Stanley to members of the NSA and FBI. Bruce and his team at BlueVoyant have seen first-hand the widespread impact that information security and cybersecurity concerns have had on sales channels. If a company

is in the technology space, they need to have measures in place to protect their own information as well as the information of their clients. BlueVoyant helps neutralize those threats.

Bruce has experience working all over the globe, so we sat down with him to learn more about the state of the channel in North America, the differences between the North American Market and the European Market, and where he sees room for improvement.



### State of the Channel in North America

Bruce has been on all sides of his industry: the vendor, distributor and reseller spaces. Part of Bruce's job now is to build partnerships and find new routes to clients.

Most recently, he's seen the information and cybersecurity sectors of the North American channel make a difference in how companies are doing business. Since we live in an increasingly digital world, information security and cybersecurity threats are ever present for any large business.

Cybersecurity is driving companies to look at their business differently. They are moving away from the resale of products to a more recurring revenue model. Organizations are more focused in North America on tighter relationships; they want to look deeper into opportunities for partnerships and alliances.

More and more businesses are vetting each other's technologies, combining resources, and going to market together. This allows companies to wrap their security solution into all aspects of a partner's platform to pursue a recurring revenue model.

The North American Channel is driving toward more specialization. There is a lack of resources and talent in the general population to cover cybersecurity needs and Bruce believes there are up to a million unfilled jobs. There is a need for deeper and better solutions and expertise.

### Differences Between North America and Other Markets

Bruce comes from the perspective of a US based business expanding into different markets. In Europe, Bruce sees the role of distributors differently; they are becoming more of a value added position, a trusted advisor that dives deeper into product specifics and adds more resources around solution selling. He is seeing the same thing evolve in the US, but

at a slower rate. Distributors are taking on more of an added value position in the past five years, but there is a way to go.

In terms of cultural differences companies need to do their homework to understand how to do business in different regions. North America is vast, but there are so many differences in doing business even between the regions of the UK and France, for example.

Bruce knows that companies must spend a lot of time building a complex strategy on how to leverage sales channels within those different regions before becoming successful.

### Room for Improvement

Customers are leaning on distributors as trusted advisors. Rather than just displaying options, distributors assist in the form of decision support. They help put offerings together and assist customers in deciding which route to take. This is a large responsibility and something that can always be improved upon.

Bruce also thinks that vendors and partners need to build tighter processes between each other. This requires an investment of time, money, and personnel, and often means fewer partners with deeper relationships.

Partners and vendors can't be all things to all people. Distributors need to pick fewer vendors and go deeper with each relationship. This will lead to providing more value together and a deeper understanding of each other's business.

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## ESTABLISHING A US TECHNOLOGY VENDOR IN EUROPE with Patrick Conte – Senior Vice President & General Manager of International Business – HyTrust

It's tempting to think that just because you've had success in one market, you'll automatically be successful wherever you decide to expand your business.

Patrick Conte is the Senior Vice President & General Manager of International Business at HyTrust, and he understands the challenge in taking your product and moving it to another market like Europe.

HyTrust is a cyber-security company that specializes in cloud security. They protect the cloud workload for their clients (which is becoming increasingly important in this era of data protection we live in). They also focus on locking down the virtual infrastructure (cloud servers and admins) for their clients.

Patrick and his team were able to expand their services into the European market through careful strategy and execution. Patrick joined us to talk about the European expansion journey and the lessons learned along the way.

### The European Expansion Journey

Patrick believes the number one thing companies need when expanding to another market is leverage. In order to be successful, you need something that can help you lift more than your own weight.

There are different ways to gain leverage. They could come in the form of reseller channels, strategic partnerships, or even in an original equipment manufacturer (OEM) capacity.

Utilizing a large salesforce to sell directly to prospects before you establish relationships in that market gives you little leverage. In general, companies outside the US want

to buy locally from a source who is trusted. Partnerships and alliances help expanding companies establish trust; selling directly without this type of investment does not.

Patrick and his team took a look at other vertical markets that were different than the ones they saw success with, in the United States. HyTrust couldn't just rely on the previous success they saw with financial industry customers in the US.

When they moved to the European market, they shifted their focus specifically to manufacturing companies because that segment of business had the greatest need for their services. They also realized they couldn't cover an entire region; Europe is too large.

They needed primary and secondary markets because they couldn't spread their focus too thin.

### Biggest Challenges in European Expansion

Patrick's biggest challenge was finding partners that could meet all his needs. He views partnerships as a balance sheet, and these were the three things he needed from a partner in the European market:

- **A wider funnel** – He needed a partner to go talk to customers that would take him a long time to find in a new market.
- **A shortened sales cycle** – If a partner vouches for your product and brings it to the attention of their current customers, this helps tremendously in moving deals through your pipeline.
- **People on the street** – He needed local people in the local markets talking about his product and services in order to drum up interest.

People from the actual region he was expanding to needed to be involved and touting his product to their existing customers.

A partnership is a two-way street, and this is what Patrick was offering his partners:

A promise to uphold margin structure – All companies do business on margins, and Patrick's aim was to help his partners:

- Maintain or improve those margins they were already working with.
- New and cool products to talk to customers about.
- Added services supporting the partner's current product offering.

### More Advice for Expanding to New Territories

If Patrick could give one piece of advice for those companies expanding into the European market, it would be to find partners that want to evangelize your product for you in the new market. Those partners are very rare.

Successful companies from the US can't use the same models for success they've had previously. If you already have a successful business, many times your partners are content with simply taking orders for your product. They don't need to work hard to spread the word about what you are selling.

But if you are in a new market, you need to seek an evangelist partner. Find partners that agree with you: the number one priority is to knock down doors and to find customers who can be helped by your innovative technology.

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## THE DIFFERENCES BETWEEN THE DISTRIBUTION MODEL IN NORTH AMERICA AND EUROPE with Barrie Desmond – Chief Operations Officer – Exclusive Networks

Every Software Vendor headquartered in North America wants to expand. Or at least, every Technology vendor in North America should want to expand.

Most businesses start their lives by establishing a home market, and eventually, set their sights on expanding globally.

But with global expansion comes a whole new set of challenges.

When a US vendor looks at the challenges of expanding globally, they need a partner that understands the many nuances of global expansion and that can act as their proxy when they go into their global adventure.

Barrie Desmond, the Chief Operations Officer from Exclusive Networks, was kind enough to drop by recently and shed some light on the way that Software vendors in the North America market can adapt and adjust to the many changing distribution landscapes.

### North America Distribution

The distribution model in North America is historically different from around the world as it's seen more like a credit shield i.e. it works as a fulfilment transactional model. Vendors in the US often don't use the full potential of a distributor as they have historically done it all themselves.

Outsourcing services such as pre-sales, demonstrations, go to market strategy, sales lead detection, on-site support training and other added-value services can help vendors to rapidly scale into new territories or in different sectors of the market where they feel they are underrepresented in.

Exclusive Network's mission is to find the vendors' pain points and identify how they can help them with Value added services, so the vendors can focus their time and efforts in developing their products, which ultimately is their core business.

When expanding out of your market, the further away from that market you go, the more value-based services that you want to get from a distributor like Exclusive Networks.

### What is the Appetite for the Reseller?

There must be a US appetite for change in the distribution model. The cyber security & cloud transformation market is incredibly complicated. Hiring an agency to act as a proxy might be something that a company is far more likely to consider given the volatility of the market.

Many vendors and resellers can't keep up with the speed at which technology changes, and that is where a distribution agency comes in.

The time is right for this provocative model. Hopefully, every company can realize that maybe there is a different way than what they've been doing.

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**“The time is right for this provocative model. Hopefully, every company can realize that maybe there is a different way than what they've been doing.”**



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