



THE KIM BROWN STORY

December 2023

TOPICS

The Kim Brown Journey

Core Pillars

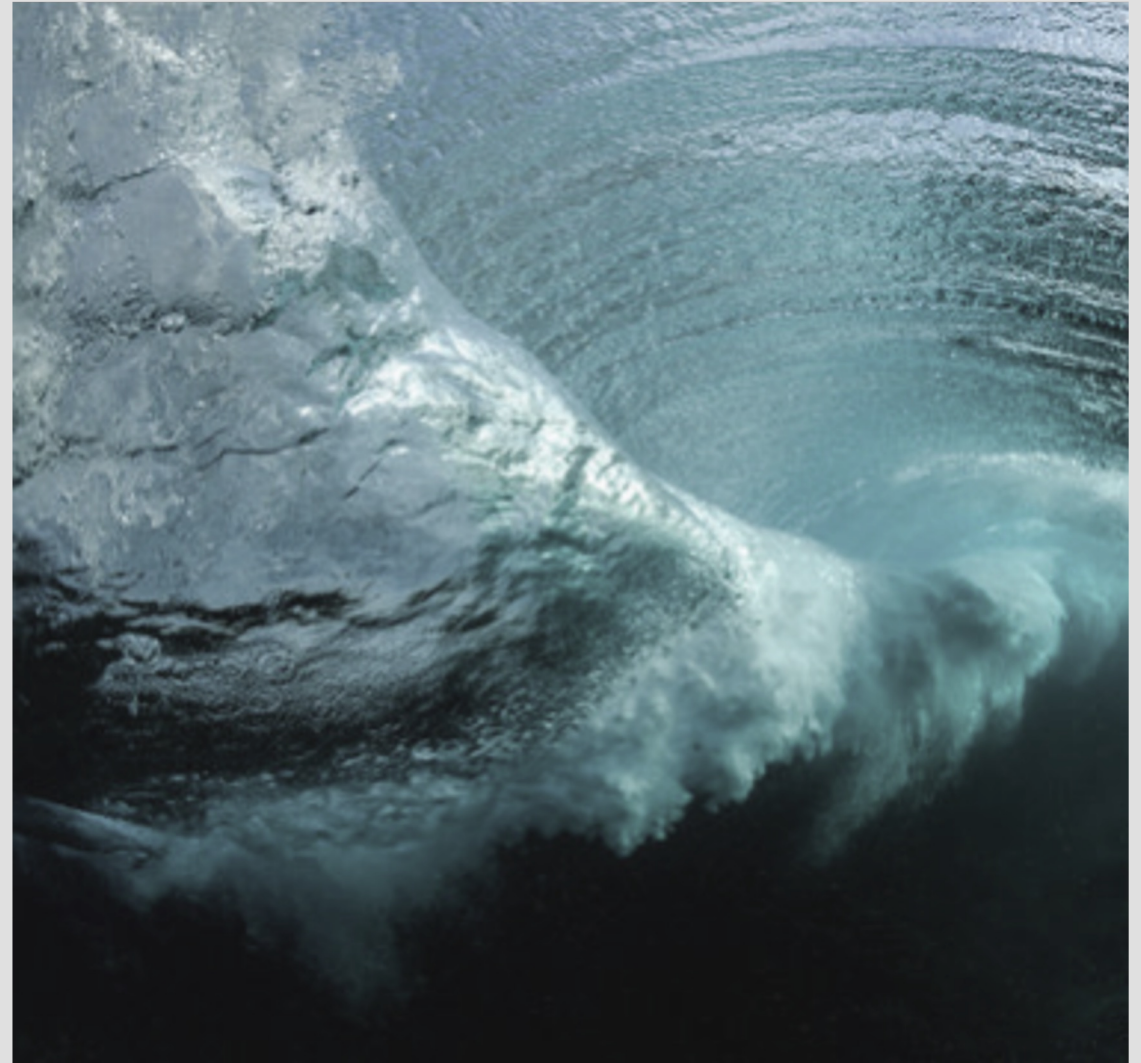
- New Org Transition
- My Foundation for Sales Dev

Proof Points

- Go-To-Market Philosophies
- Testimonials

Appendix

- Deep Dive 30/60/90 + Foundation
- Leadership Development
- Hybrid Office Model

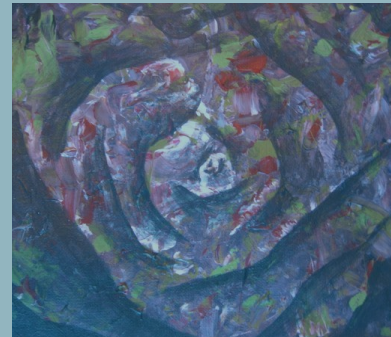
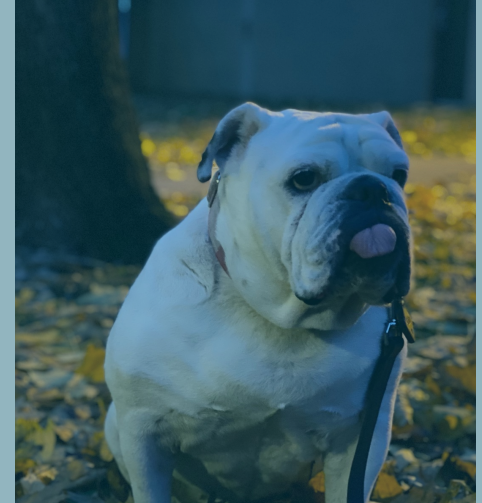
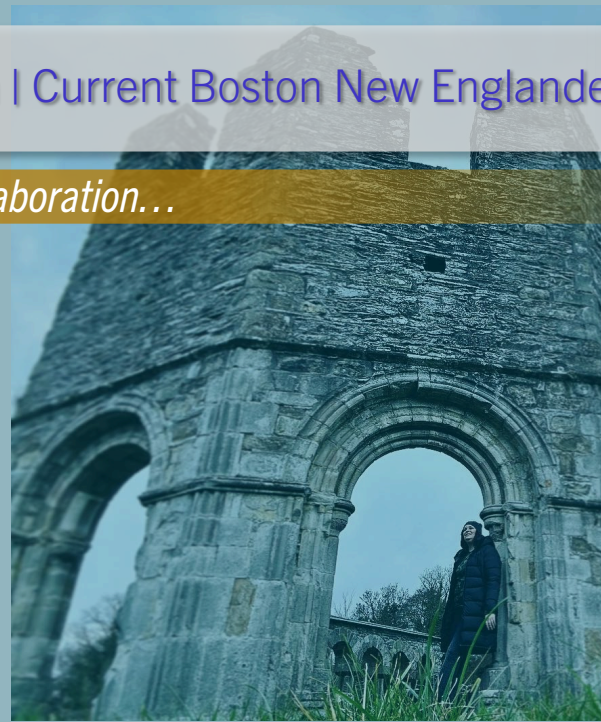




JOURNEY

KIM BROWN | California Girl by way of Nebraska | Current Boston New Englander | A brief stint in Atlanta, GA

Fiercely trying to conquer the world with the power of process, scale + collaboration...



THE JOURNEY SO FAR

15+ year history of leading + scaling highly productive organizations that hit revenue targets consistently

Full Resume Here: https://www.dropbox.com/scl/fi/1n7fyn6pwizkxebws6vn/KimBrown_2023Resume.pdf?rlkey=4r5p92yzrm5wy5lrareg6xq0e&dl=0

- Started a Coffee Shop Chain Out of High School in NorCal (still exists today!)
- Sabbatical at 23 - Traveled to Solo to 14 Countries in 6 Months
- Tech Sales Journey Starts –
 - SDR at NComputing, turned Manager in 3 months
 - SDR Manager at Catavolt, turned Director of Sales + Marketing Operations
 - Complete Overhaul of Demand Generation + Marketing Orgs
 - Catavolt Acquired by Hexagon AB
 - Moved to Atlanta - Corporate Lead for rebrand of Xalt Solutions under Hexagon brand
 - Executive Director of Divisional Sales + Sales Operations at Hexagon AB
 - Scaled, Trained, Initiated multiple teams in US/EMEA/APAC/India regions
 - Director of Sales Development at Quickbase, Turned VP in 2022
 - A “Find a Way to Win” Developer of Talent, Process-Driven Operator and Leader across Sales + Marketing

QUIKKBASE | SALES DEVELOPMENT REBUILD + SCALE

2020

3 Teams – 1 Inbound, 2 Outbound
30 Reps – 3 Managers – 1 Team Lead
2 Locations – Boston, Salt Lake City

Underdeveloped Practices:

- No Defined Activity + Effort Metrics
 - Limited Rep Sales Coaching
- Struggles to Standardize GTM Focus
 - Scattered Recruiting Engine
- Inconsistent Promotion/Career Paths
 - Reporting on Impact to Business
 - Stakeholder Management



2023

Scaled To...

6 Teams – Aligned by Expand/Land
50 Reps – 6 Managers – 2 Directors
3 Countries – Boston, UK, India

Next Level Sales Development Org:

- Company Rev Growth \$100M to \$250M
- 50+ Internal Promotions + Placements
 - Dynamic Outbound ABX Playbook
- Aggressive Recruiting Engine - *Always On*
 - Repeatable Coaching / Onboarding
- Reporting to CRO and CMO – executive stakeholder to Sales/Marketing Leaders

LESSONS LEARNED

It's a Team Sport

You don't get
anywhere without
a great team
It takes a village

Assume Best Intent

Everyone wants
to do a good job +
be successful

Quality is King

A successful Top-
of-Funnel Engine
needs excellent
Qualification

Developing People Always

The mark of a
true leader +
longest lasting
impact

We're Either Coming or Going

Being stagnant
kills growth

Everyone Prospects

At every level of
the GTM org

Always On Recruiting

Sales Dev is
constantly
reinventing itself



CORE PILLARS

WHAT GETS ME EXCITED?

Looking for the Next Epic Challenge...

REBUILD

Find the Gold + Elevate it
Build Upon Strong Foundations
Bring In Industry Best Practices

SCALE

Optimize for Growth
Repeatable, Winnable Processes
Developing People at Every Step

NEW ORG TRANSITION PLAN



ASSESS

30 Days

- Enablement + Recruiting
- Org + Play Draft
- Metrics + Efficiency




MECHANIZE

90 Days

- 
- Overall Talent Review
 - Stakeholder Alignment
 - Leadership Op Rhythm

PRIORITIZE

60 Days

- 
- Playbook
 - Org Structure
 - Company Strategy Alignment

Deep Dive
in Appendix

MY FOUNDATION FOR SALES DEVELOPMENT LEADERSHIP

ENABLEMENT

Onboarding
AE Readiness
Other GTM Roles
On-going
Development

TALENT

Org Structure
Roles + Comp Tiers
Recruiting Engine
Career Paths

CROSS- FUNCTIONAL

Sales Leadership
Rev Operations
Marketing

PLAYBOOK

Metrics
Efficiency
Comp
Plays
Tools
Spiffs

Deep Dive
in Appendix



PROOF POINTS

GO-TO-MARKET PHILOSOPHIES

Click "Link" to Watch or Read More!



TESTIMONIALS



Eric Olson · 1st

CMO at Quickbase | Vista Equity Partners portfolio | Change leader | Passionate about words & phrases
August 8, 2023, Eric managed Kim directly
 All LinkedIn members

Running a sales development team is one of the most operationally complex roles in GTM, bridging between marketing and sales - while building an engine to recruit, develop, and promote early career people.

Kim rebuilt our operation from the ground up, artfully arranging the team and orchestrating its operations to match our evolving go-to-market model. Her org has become a top source of pipeline and sales talent. She's a strong operator who left us with a repeatable motion across sales segments and a strong leadership team to run it.

Kim would be a strong add to any organization looking to strengthen its sales development and GTM operating models with good process, transparent metrics, and strategy-aligned org design.



Brendan Burke · 1st

Senior Vice President Of Sales at Quick Base
August 11, 2023, Brendan worked with Kim but on different teams

I had the pleasure of working with Kim at Quickbase for several years. I've never worked with a more talented SDR leader over my technology sales career, than Kim. Kim's command of understanding of how to drive demand generation across her team to support all of Kim's team always overperformed on pipeline generation against target, quarterly and annually. All of my sales organizations have always been a reflection of Kim's talents and strong



Michael Makatura · 1st

Director, Enterprise Sales
August 3, 2023, Michael worked with Kim but on different teams
 All LinkedIn members

Kim is a mature, intelligent leader, a student of the game when it comes to Sales Development of character with the courage to act on her convictions. Kim is thoughtful, brings a wealth of experience, and does a great job of collaborating with her extended teammates to arrive at smart, innovative solutions to today's challenges. Kim also practices radical candor in a professional manner while protecting the dignity of everyone involved. I highly recommend Kim for leadership roles in Go To Market functions: Sales Development, Lead Generation, Sales Operations.



Aby Varma · 1st

SVP Marketing | Digital | Growth & Demand | Brand | GTM | Analytics | Marketing
August 15, 2023, Aby was senior to Kim but didn't manage Kim directly
 All LinkedIn members

I had the pleasure of working alongside Kim, and she is really a remarkable / revenue operations and go-to-market professional.

Her ability to bring together sales and marketing teams to acquire new customers is truly impressive. I've personally witnessed the positive impact she has had on driving revenue growth.

Kim is a master of her craft. The part that impressed me the most is her ability to really get into the psyche of her ideal customer profile, genuinely empathize with their pain points, and then really make compelling plays to deliver value via the applicable product / solutions offering.

If you're looking for someone who combines strategic thinking with a knack for data-driven operations to accelerate your top line, look no further, Kim, is your go-to person!



Harri Vivian · 1st

Regional marketing leader
August 9, 2023, Harri worked with Kim but on different teams
 All LinkedIn members

Kim is a remarkable leader who is accountable, passionate, outcome focused and genuinely fun to work with.

Being instrumental in establishing the international SDR organisation from the ground up, Kim stood as a true beacon of knowledge for the team, particularly in the process of launching a new region. We leaned on Kim to share best practices across the business and guide us in implementing strategy and processes, which she did pro-actively and with unwavering support.

I admired Kim's ability to harmonise the needs of all parties, including her own, and converting them into tangible deliverables. Kim fostered an environment of collaboration and support, always willing to lend a helping hand or offer guidance. I would love our paths to cross again one day, working with Kim was a joy!



Mike McGuinness · 1st

Chief Commercial Officer at Quickbase
August 8, 2023, Mike managed Kim directly
 All LinkedIn members

Kim and I worked together for close to 3 years at QB. Her role centered around building and running our SDR program. She brought great passion to her job and built a strong program. Key metrics were consistent goal attainment, the promotion of many people on her team to sales, marketing and CS positions and then on to management roles, and hiring practices that contributed strongly to our diversity profile. Beyond that Kim was a frequent contributor to cross functional initiatives in the company. I enjoyed my time working with Kim and would be happy to do so again in the future.



Brian Frawley · 1st

Sr. Director; Sales Enablement at Quickbase
August 7, 2023, Kim was senior to Brian but didn't manage Brian directly
 All LinkedIn members

I worked closely with Kim in my roles a Sales Leader and the Sales Enablement Leader. It was a pleasure to collaborate with Kim in both roles. Many of the SDRs on her team were promoted to one of the Sales teams I was leading. Kim is excellent at developing quality leaders on her teams as well as preparing SDRs for the role of Account Executive.

Our collaboration grew deeper when I took on the Sales Enablement role. The SDR teams needed Sales enablement more tailored to their role. Kim was very hands-on in improving this experience. She not only helped create much of the required content and but also worked closely with me and my team to create a much more cohesive experience.

Kim's professionalism, creativity and leadership make her an asset to any organization.




Christophe Heyman · 1st

Chief Operating Officer, Hexagon's Xalt Solutions Division
August 3, 2023, Christophe was senior to Kim but didn't manage Kim directly
 All LinkedIn members

I have closely worked with Kim in various leadership positions for several years, and have found her to be an extremely valuable team player, with a strong focus on clear communications, achieving tangible results and optimizing processes to improve productivity.

Just to mention a couple of achievements, she successfully implemented a sales development process from the ground up. After the acquisition of Catavolt by Hexagon, she was instrumental in our product rebranding effort and repositioning of our solutions as part of the Hexagon portfolio of offerings. Her knowledge of sales operations and her ability to successfully put it into practice are exceptional.



Deeper Details on Select Areas

Appendix

NEW ORG TRANSITION PLAN



ASSESS

30 Days

- Enablement + Recruiting
- Org + Play Draft
- Metrics + Efficiency



MECHANIZE

90 Days

- 
- Overall Talent Review
 - Stakeholder Alignment
 - Leadership Op Rhythm

PRIORITIZE

60 Days

- Playbook
- Org Structure
- Company Strategy Alignment

ASSESS

30 Days

Talent Review + Hiring

- Outbound Potential from Current Teams
- Hire Backfills
- Hire for external Outbound Reps
- Build Team + Manager

Stakeholder Alignment

- Demand Gen Teams
- Inbound Mix Assess w/ Mops
- Sales Leadership Game Plan
- Discovery + Sales Process

Building Blocks: Plays + Metrics

- Assess Customer Base + ICP
- Align with Product Marketing
- Build Initial Plays Account List + Messaging

PRIORITIZE

60 Days



MECHANIZE

90 Days

Playbook

The diagram features three rectangular boxes arranged horizontally. The left box is teal and labeled 'Playbook'. The middle box is dark blue and labeled 'Company Strategy Alignment'. The right box is light teal and labeled 'Inbound Engine Integration'. The background is a dark orange-brown with a network of yellow lines and green circular nodes, suggesting a complex, interconnected system.

Company Strategy
Alignment

Inbound Engine
Integration

MY FOUNDATION FOR SALES DEVELOPMENT LEADERSHIP

ENABLEMENT

Onboarding
AE Readiness
Other GTM Roles
On-going
Development

TALENT

Org Structure
Roles + Comp Tiers
Recruiting Engine
Career Paths

CROSS- FUNCTIONAL

Sales Leadership
Rev Operations
Marketing

PLAYBOOK

Metrics
Efficiency
Plays
Tools
Spiffs

TALENT

The Life Force of Sales Development

ORG STRUCTURE

- Alignment Sales Org Structure
- Support for Inbound Demand Gen
- Everyone Prospects
- Optimize for Company Initiatives + Growth
- Management supporting span of control REP:MGR Ratio

ROLES + COMP TIERS

Inbound/Outbound as fits org

- 3 Rep Role Tiers
 - SDR
 - Senior SDR
 - Principle SDR
- Manager Tiers
 - Team Lead
 - Manager
 - Senior Manager
 - Director
- Comp aligned with GTM role transitions + competitive for market

RECRUITING ENGINE

- Always On - evergreen requisitions
- TA + SDR Mgmt Prospecting regularly
- Motivation Referral Program
- Crowd Sourcing Talent
 - Public Facing Value-Add Content for Prospective Talent

CAREER PATHS

- Stakeholder Alignment with Key SDR Promotable Depts
 - AE Teams
 - Renewals
 - Marketing
 - Rev Ops
 - CS
- Equitable Process for Handraising
- Lockstep with TA

ENABLEMENT

Developing the Next Generation of Sales Talent

ONBOARDING

- Company Training
 - Org Overview
 - Product Training
 - GTM Positioning
- Sales Process
 - The Funnel + Methodology
 - GTM Roles
 - Tech Stack
- Role Specific
 - All the Things “How to SDR”
- Sales Skills

AE READINESS

- Interlock w/ Career Pathing + Tiers
 - Performance
 - Skills Assessments
 - Conversion Rates
- eLearning – Self Serve
 - “How to AE”
 - Forecasting
 - Purchase Process
 - Closing + Neg
 - Required for handraising

OTHER GTM ROLES

- Not Every SDR becomes an AE
- Interlock w/ Career Pathing + Tiers
 - Performance
 - Skills Assessments
- Department + Role Specific Alignment
 - Align with Stakeholders
- Make the path equitable + transparent

ON-GOING DEVELOPMENT

- Never Stop Learning
 - Team Role-Plays + Call Coaching
- Refreshing the Basics
 - Quarterly Topics from Onboarding
- Layering on Skill Building
 - Interlock w/ Tiers
- Staying Close to the Tech/Product teams
 - Invite open door

CROSS-FUNCTIONAL ALIGNMENT

It's a Team Sport

SALES LEADERSHIP

- Shared Goals + Incentives
- GTM Strategy Alignment
- Org Structure Coordination
- Regular Pipeline Generation + Play/Campaign Review
- Radical Candor + Assuming the Best Intent
- Staying Close = Always Communicating

REVENUE OPERATIONS

- Sales Enablement
 - Partnering on Everything Enablement
 - Co-Authoring Content
- Comp Planning
- Forecasting + AOP Planning
- Tech Stack
- Marketing Operations
 - Interlock to Rev Ops
 - Lead Routing + Scoring

MARKETING

- Demand Gen – 2 sides of the same coin!
 - Constant cycle: execute + feedback + iterate
- Field Marketing – ABX + Integrating Prospecting
- Product Portfolio Marketing
 - Voice of the Market
 - Align on GTM Strategy
- Content/Brand
 - Fueling Content Needs

PLAYBOOK COMPONENTS

METRICS

- Activity Expectations
 - Set the Floor, Not Ceiling
- Reverse Engineered to Match Quota Expectations

QUOTA + EFFICIENCY

- Align with RevOps and FP+A
- Quota aligns to Pipeline Contribution Expectations
- Cost Per Lead/Opp/Bookings
 - Measure + Iterate

COMP PLANS

- Number 1 Driver for Action
 - Incentivize the Activity You Want to See
- SALs, Qualified Opps, Accelerators to drive Quality

PLAYS

- GTM Strategy Alignment
- ABM Structure
 - 1 to Many – Persona
 - 1 to 1 – Hyper-personalized at scale

TOOLS

- Interlock w/Rev Ops
- Align to the Funnel + Sales Process
- Data | Prospecting | Coaching | Execution

SPIFF STRATEGY

- Accelerate Seasonal trends
- Gamify + Make it Fun
- Drive Healthy Competition
- Challenging but Attainable
- Drive for above plan + quota

ACCOUNT BASED STRATEGIES

Top XX Accounts – CaPDb + Intent Scoring + Sales Alignment

ADs

- 1:1 Ad Strategy – Ad creative templates to personalize + select Big Bets
- 1:Few Ad Strategy – Select Account groupings
- CRM Integration to Optimism Prospecting

EVENTS

- Menu of Options for AEs – shared buy-in
 - Webinars – Hosted + Outsourced
 - Networking Events
 - Sponsoring key-events – DM at bats
- Big Picture Campaign/Industry events

CONTENT

- Overarching Campaign Assets
- Select Case-Studies
- Menu for Sellers – Custom Personalized for Accounts:
 - Landing Pages
 - White Papers
 - Case-Studies

SALES PLAYS

- 1:1 + 1:Few Personalized at Scale Options
 - 1:1 for Big Bets
 - 1:Few for like companies
- Customizable
- Insertable content
- Intent Data for Prospecting
- Incentives for Cookie'd Contacts

SAMPLE 1:1 | EMAIL

Subject: Affiliate Marketing Strategies – [Prospect Company]

Hi {{First.name}},

I'm working to find the right people at [Prospect Company] about how you manage [Partner Type] Partnerships. We work boost partner management strategies for companies like [Company X] and [Company Y].

Their [Company Department] teams have been able to [ROI Statement] in how they managed their [Partner Type] strategies. Could we schedule a quick call to discuss your current challenges and share insights from our successful partnerships?

How about a brief call this week? Looking forward to connecting.

Best,

[Your Full Name]

[Your Position]

[Your Contact Information]

SAMPLE 1:1 | REFERRAL STARTER KIT

[Prospect Company] – Company you are prospecting

EXAMPLE: Ivory Ella

[Partner Type] – Personalize to the type of partner ecosystem that has the best fit for the prospect company

EXAMPLE: Affiliate Marketing

[Company X] – Reference Customer Name

EXAMPLE: tvScientific

[Company Y] – Reference Customer Name

EXAMPLE: Fanatics

[Company Department] – Champion Department, title, role from reference customers

EXAMPLE: Affiliate + Brand Partnerships

[ROI Statement] – Quantifiable benefit reference customer has achieved with our platform

EXAMPLE: see an average of a 19x partner program ROAS



SUBCATEGORIES

MY LEADERSHIP DEVELOPMENT PRINCIPLES

Mastering Our Craft

Knowing Our Business

Passion for People Development

Lead with Humility

Great Cross-Functional Partners

Executing w/ Excellence

ESTABLISH OPERATING RHYTHM
Weekly | Monthly | Quarterly

OPERATING RHYTHM EXAMPLES

SAMPLE

ANNUAL PLANNING

Iterating and Scoping

YEAR FOCUS

Establishing The North Star

Big Rocks:

- Focus Areas
- Keystone Events
- Messaging
- Accounts + ICP
- Solutions
- Budgeting

Goals for the Year + Rough Timeline

QTRLY PLANNING

Align Topline Initiatives

Plan Focus Areas:

- Goals + Targets
- Plays
- Budgeting
- Calendar Planning
- Content Alignment
- Resource allocation

Scope for Quarter Sprint Cycles Planned

DEVELOPMENT

Teams Doing the Work

Align Downstream:

- Sprint Cycles
- Create + Execute
- Review/Align Goals
- Establish Reporting
- Develop Engagement Model

Interlocking and Setting Expectations

OPTIMIZE

Indicators for Success

Measure + Iterate:

- Funnel Reporting
- Early Warning Signs
- Pipeline/Lead Reviews
- Make appropriate shifts as needed

Fail Fast, Double Down on Successes, Agile

FEEDBACK LOOP

YEARLY Plan Stays The Same

QUARTERLY Cycles Adjust + Align w

TEMPLATE

SPRINT CHECK-INS

SPRINT Week:		NAME:		
Goals/Targets:		Trends:		
Project #1	Status:	Blockers:	Next Steps:	Deliverables:
Project #2	Status:	Blockers:	Next Steps:	Deliverables:
Project #3	Status:	Blockers:	Next Steps:	Deliverables:
Cross-Functional				
Escalations				
Word on the Street				
Personnel related?				
Other Priorities for the Week				

TEMPLATE

90-DAY PRIORITIES - PLANNER

Goal	Driver	Deliverables

TEMPLATE

90-DAY REVIEW

GOAL	DRIVER	DELIVERABLE 1
		DELIVERABLE 2
		DELIVERABLE 3
WHAT WORKED	WHAT STRUGGLED	WHAT'S NEXT

OP RHYTHM PROJECT TEMPLATE | PROJECT NAME

GOAL:

DRIVER:

DELIVERABLES:

-

STAKEHOLDERS:

Gather Insights

Date: XX/XX

Building

Date: XX/XX

Piloting

Date: XX/XX

Enabling

Date: XX/XX

Iterating Success

Date: XX/XX

TASKS:

- ☐ Scope Work
- ☐ Interview SDRs + AEs
- ☐ Collect Case-Studies from Marketing
- ☐ Establish Benchmark Metrics

TASKS:

- ☐ XXX
- ☐ XXX
- ☐ XXX

TASKS:

- ☐ Select Pilot SDR Group
- ☐ Set Pilot Goals
- ☐ Kick Off Meeting + Training
- ☐ Create Reporting

TASKS:

- ☐ Build Enablement Deck
- ☐ Gamify it, make it fun!
- ☐ Adjustments Based on Pilot
- ☐ Roll-Out

TASKS:

- ☐ On-going Review with Pilot
- ☐ Dashboard Results
- ☐ Monthly Review Cycles fir 1st Quarter

DELIVERABLES:

- ☐ Timelines
- ☐ Baseline Success Metrics
- ☐ Feedback from Sellers

DELIVERABLES:

- ☐ XXX
- ☐ XXX

DELIVERABLES:

- ☐ Pilot Group Identified
- ☐ Reporting Model
- ☐ Starter Training Deck

DELIVERABLES:

- ☐ Completed Training Deck

DELIVERABLES:

- ☐ Review Cycles

APPROACH TO HYBRID OFFICE MODEL

GETTING TO THE IDEAL STATE...

Aligning The Teams + Change Management

- Ideation Workshop w/ Each Team
 - Round 1 — Collect Feedback via Survey
 - Round 2 — Group Team Building
 - Review Results
 - Brainstorm Gaps + Tactical
 - Create a Safe Environment for All Thoughts
 - Round 3 — Share Compromised Plan
 - Mgmt Team Review + Align
 - Launch New Model
 - Revisit Quarterly
- Location Centralization Plan as Needed
 - Grandfather Remote Employees — Adapt Experience into Hybrid Model
 - Refocus Hiring Around New Model — Insert into Job Descriptions + Interview Process

IDEAL STATE

- 2-3 Days in Office
- Same for All Teams/Reps
- Hiring in Dedicated Markets and Office Regions

QUESTIONS + ALIGNMENT

Where Do We Go From Here?

