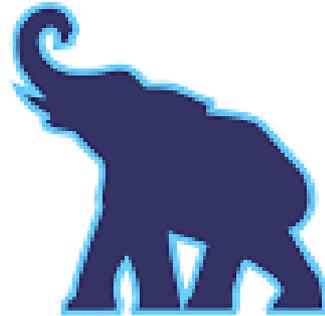


2017 Alumni of the Year Award

Finalist Information – Julianne Sweat



memoryBlue

Julianne Sweat

Sales Development Manager, KiteDesk
memoryBlue Exit Year: 2015



2016 Opening Highlights:

- Finished the year as the top sales rep in the company, beating out a team of 13 sales pros. This work included closing 23% of all revenue generated by the sales team in the year.
- Closed the most deals in her entire firm (92) – representing over 30% of all deals closed for the year.
- Julianne brought in 32% of all new logos for the year company-wide and her work resulted in a promotion to her current role as Sales Development Manager.



Julianne Sweat

Finalist Application -- Q & A



#1: Explain why you deserve to be memoryBlue's 2017 Alumni of the Year. Expand on information from your initial application (where possible).

Work Milestones:

- ▶ 2016 was an exciting year for my career and for my company, KiteDesk. After leading my team in total revenue generated, number of deals won, and new business logos secured, I was elevated to the role of SDR Manager, overseeing a team of four. My job is to recruit, train, and manage the SDR team at KiteDesk – fueling a predictable pipeline for our Sales team.
- ▶ I have created and implemented processes for recruiting, interviewing, new-hire onboarding, role training, professional development, sales gamification, and a goal-oriented career path for our SDR's. The majority of these procedures are largely influenced by my experience working at memoryBlue. I am responsible for generating 60 net new business opportunities/month and I work closely with our CEO to align the pipeline goals of the company with my team's top of the funnel activity.

Diverse Contributions:

- ▶ Interestingly, KiteDesk's platform is designed for SDR's. The software helps my team focus on creating pipeline for sales leaders like myself. As such, I also serve as an in-house subject matter expert for our Product Development team. This equates to active involvement in specific product feedback to constantly improve our offering.

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#1: (Continued from last page)

- ▶ I also collaborate with our CMO and marketing team to develop messaging that resonates. This crosses departments such as marketing, sales, and sales development -- generating more authentic content and better results. For the majority of 2016, my role as a Corporate Sales Manager was focused on closing new business.
- ▶ I conducted buyer-focused discovery calls with prospective customers, determined which companies were able to successfully utilize our platform, presented product demonstrations displaying our ability to solve our customers' challenges, aligned their business case with KiteDesk's solutions, administered trials of our product, and negotiated pricing and terms with our customers.

Creating Community:

- ▶ To foster the Inside Sales community, I Co-Founded the Orlando-Tampa Chapter of the AA-ISP (American Association of Inside Sales Professionals). We jumped to a fast start with our first chapter event with a renown speaker and sponsors, including our host, the Tampa Bay WAVE Startup Accelerator. Ambassador At-Large In addition to my success at KiteDesk, I proactively serve as an ambassador for memoryBlue when speaking with sales leaders and job seekers in my network.

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#1: (Continued from last page)

- ▶ Since I “graduated,” I have made several key introductions for both the sales and recruiting team at memoryBlue. Even when speaking with my own team of SDR’s at KiteDesk, it’s rare that a day goes by that I don’t mention memoryBlue.

Summary of Achievements:

My numbers speak for themselves about the value that I brought to my company in 2016:

- ▶ #1 out of 13 Sales Reps in total revenue generated - closed ~23% of all revenue
- ▶ #1 out of 13 Sales Reps in # of deals closed - closed ~30% of all deals
- ▶ #1 out of 12 Sales Reps in new business logos – brought on ~32% of all new logos.



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#2: What is one thing you do that differentiates you from other sales professionals?

Competitive Drive

- ▶ My professional success in sales boils down to a single trait – I refuse to back down from a challenge. My managers and colleagues (past and present) typically recognize my passion for competition and ability to overcome adversity. memoryBlue Cofounder Chris Corcoran once told me, “Julianne, if I were to come into the office today and tell everyone we were going to have a somersault challenge, everyone would be asking questions trying to determine the purpose of the contest and maneuver their strategy accordingly. We’d look over, and there you would be, on the floor, already turning flips.”
- ▶ As a former collegiate athlete, competitive drive has been part of my personality from a very young age. I even have a picture of the top performing sales rep at my company’s largest competitor posted on the wall right above my computer. That way, I have a constant reminder and source of motivation with every call I make. I have a burning desire to be successful in my career, and thrive in any environment that challenges me and inspires competition.

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#2: (Continued from last page)

- ▶ At memoryBlue, I climbed to the top of the leaderboards from my very first month as an SDR and haven't looked back since. I am a strong believer in hiring athletes for sales positions and motivating them through gamification and a goal-oriented career path. The Sales Development team that I manage at KiteDesk is structured around these principles.
- ▶ Tenacity and competition go hand-and-hand. Working in a start-up, I am often pushed and pulled into different directions and have to act with agility to overcome the ever-changing environment. From getting hung up on during a cold call and having to go right into the next call like it's the first (and only) call of the day to transitioning into a new role completely – 2016 was nothing short of a challenge which I looked forward to every day.

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#3: What key things did you do to develop professionally in 2016?

Taking Initiative

- ▶ During my time at memoryBlue, I was taught to always seek professional development opportunities, particularly ones that help build a personal brand and network with other members of the tech sales community. That being said, when I moved to Tampa, I was a bit surprised that the AA-ISP (American Association of Inside Sales Professionals) did not have a local chapter. Despite my lack of managerial experience compared to other Chapter Presidents, I took the initiative to build the Orlando-Tampa Chapter.

Continuous Learning

- ▶ I'm also a big believer in continuous professional development through the thought leadership of others that have proven success. Because my company's platform is designed for sales teams, I have the opportunity to interact and learn from some of the industry's brightest leaders on every phone call I make. The leadership team at memoryBlue taught me to always be curious and seek first to understand and then to be understood. From being an active participant in KiteDesk's book club to soaking any as many podcasts as possible on my commute, I consider myself a student of sales and want to learn as much as I can from whoever I can.

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#3: (Continued from last page)

- Prior to moving into the SDR Manager role, there was no existing training program for the SDR's here at KiteDesk. I wanted to echo my desire to learn through the rest of my team, so I structured monthly goal workshops, weekly call reviews with each rep on my time, and weekly team trainings to continue honing our craft. During our first training, we watched and analyzed Simon Sinek's Ted Talk "Start with Why" (a favorite of memoryBlue's Austin Office Managing Director Nimit Bhatt) and next I introduced my team to the one and only Guru Ganesha. Our team is currently reading "You Can't Teach a Kid to Ride a Bike at a Seminar" - courtesy of memoryBlue Director of Sales Tom Gassman's recommendation.

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#4: How are you serving as an ambassador for memoryBlue?

Promoting the Legacy

- Life after memoryBlue has led me to appreciate the knowledge I gained, people I met, and habits I developed under the leadership of Chris & Marc. After seeing such a well-oiled machine operate with such precision and consistency at memoryBlue-- I strive to bring these processes to my current areas of purview. So when I have the opportunity to recruit, train, and structure our Sales Development team, I model the procedures learned at memoryBlue. Being an ambassador for memoryBlue means that you drink the Kool-Aid, and you want everyone else to have a taste. Although my SDR team wasn't crazy about the idea when I implemented two-a-day call blitzes, they've certainly reaped the benefits of managing their time the way I was taught at memoryBlue.

Referrals & References

- Because I am in a position where I speak with sales leaders that are scaling their prospecting initiatives on a daily basis, I've consulted with many potential customers to help them determine if their sales team is structured in a way that will thrive with an in-house sales team using a sales engagement platform like KiteDesk, or if their company is better suited for an outsourced model. In several situations, it has been clear that a company would be a better fit for memoryBlue, and I've always gladly made the introduction to the best in the business – memoryBlue.

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#4: (Continued from last page)

- ▶ Since my company provides a sales engagement tool, I've also brought on about a dozen Alumni to the KiteDesk platform, which helps them generate a more predictable pipeline and ultimately close more deals-- a virtuous circle. I have been blessed with professional opportunity since launching my career with memoryBlue, and I am confident that my success stems from a combination from my own intrinsic motivation and the experience I gained while at memoryBlue.
- ▶ Because of this conviction in memoryBlue's model, I have served as a reference for candidates also considering starting their career at memoryBlue. For the Alumni that worked with me (or know me through my recruiting efforts), I know any one of them would be confident and comfortable coming to me for help as they make career transitions. I've utilized the recruiting training I received at memoryBlue to consult with many other Alumni on their career advancement – from editing resumes, to providing training to crush an interview, and even making introductions between hiring managers in my network to memoryBlue Alumni in the job market.
- ▶ In addition to referring several prospective clients to memoryBlue's Sales team, serving as a reference for candidates on behalf of memoryBlue's Talent Team, and consulting other Alumni on their career transitions, I also introduced memoryBlue to Gretchen Armentrout at JMU for recruiting purposes and frequently promote memoryBlue's accomplishments through social channels. I proudly wear my, "Tech Sales is for Hustlers," "Don't Mess with Tech Sales," and "Tech Sales Republic," shirts on a regular basis. I even have a small elephant sitting on my desk as a daily reminder of the HUSTLE that was ingrained in me at memoryBlue.

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#5: What one piece of advice would you give to someone that is brand new to sales?

- ▶ There are hundreds of factors you can't control – getting hung up on, issues with the product, your territory, your connection rate, your boss – to name a specific few. However, there will always be three things you can control: Your reputation, your work ethic and your attitude.

Changing Perceptions

- ▶ The days of the used-car salesmen perception of sales need to end. When I speak with college Seniors or recent college grads, it's not unusual for them to be hesitant to begin a career in sales. Part of that stems from the connotation society has created around salespeople – we're cutthroat, we lie, and we do whatever we have to do to win. However, my experience in the industry has shown quite the opposite. The most successful sales professionals are competitive, but genuinely care about the success of their teammates and the company as a whole. In elementary school, my coach asked our group of 10-year old players this question, "If someone were to take away everything you own – your house, your toys, your clothes – what would be left?" The answer was simple, "Your reputation. No matter what, no one can take that away from you."
- ▶ That lesson sticks with me to this day. I've seen salespeople break the trust of their prospects and customers by manipulating the truth to their advantage, and those people do not last long in this business. If you're truly focused on helping your customers achieve their goals, the results will be fruitful for you as well.

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Nothing in Sales is Free

- ▶ In addition to your reputation, your work ethic will determine your success in sales. I've seen some of the most naturally talented sales people sit in the middle of the pack because of their complacency and lack of work ethic. I've also seen second stringers rise above the pack and lead their teams in sales. It's all what you make of it, and it's 100% controlled by you. Can you make one more call? Can you send one more email? Can you get one more lead?

Joy and Passion

- ▶ I believe in finding a career path that excites you. One where you wake up in the morning and look forward to going into the office. If you've ever met me, you know I love my job (seriously, I talk about it all the time). I love the grind, I love the challenge, and I love that I have to prove myself every single day. I know that yesterday's home runs don't win tomorrow's games. And if you want a job that is easy, low-stress, and monotonous – tech sales isn't for you. But if you thrive in an ever-changing, competitive environment and you live for the chase – then give it your all. Every single day. Live it, breathe it, and always be prospecting. Don't wait for someone to give you a break, you'll get passed over every time. Take some initiative and be fearless.

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#6: Give an example of how you exhibited mentorship or leadership in 2016.

- ▶ After consistently rising to the top of our sales team's leaderboards, my company's CEO asked me to change directions and lead our Sales Development team. Like memoryBlue, our team is comprised mostly of recent college graduates and other rising stars with limited experience in sales, technology, and the workforce in general. I am thrilled with the opportunity to find and grow young sales talent. The most gratifying part of my position is helping my team be successful - for example, when an SDR on my team is on a call and applies the reward & reverse technique, methodically overcomes an objection, calmly schedules a meeting with a qualified prospects, gently hangs up the phone, and proceeds to yell, high-five (possibly even throw a chair) in celebration - that's what motivates me.

Servant Leadership

- ▶ One thing that memoryBlue taught me was to lead by example. There was nothing more motivating than when Marc & Chris (along with the Delivery Managers) would roll up their sleeves, find a cubicle, and crank out calls. I've prioritized my own call blitzes as a leader so that my team understands that I am right there with them, not only cheering them on, but taking my own swings too.

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#6: (Continued from last page)

- ▶ Each of the companies that I have worked with - The Around Campus Group, memoryBlue, and KiteDesk - have each shown me the value of servant leadership. From Arlene Orth (Around Campus) processing paperwork for me on the last day of the selling period so I could reach more customers, to Marc & Chris (memoryBlue) willing to get in the trenches, to Sean Burke (KiteDesk) willing and ready to analyze and advise with any deal - I've been spoiled with some pretty awesome leaders! That being said, as I've moved into a management role myself, my first objective was to determine how I could best help them improve their sales game and increase their numbers.
- ▶ The first day in my new role, I had them complete transition surveys, I asked them questions about what they liked about their role/the company and what they didn't, what type of training they felt they could benefit from, what their end-game was, and how I could help them get there. Here are the top three challenges they faced and how we addressed them:

Time Management:

- ▶ Prior to my leadership, the SDR team had no structured schedule. The SDR's on my team are fierce, competitive, and passionate about the work we do at KiteDesk.

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- ▶ Those traits alone led to success, but I knew they were nowhere near their potential. Because they had little to no work experience before life at KiteDesk, I decided to implement several procedures to create a more structured environment where they could thrive. So we broke things down, memoryBlue style. I moved the team from a shared conference room to cubicles, implemented scheduled call blitzes, required them to submit daily call lists, introduced individual weekly huddles with call reviews, began team trainings, and asked them to set monthly goals. While they knew these changes would require more work, they were willing and ready because they believed I could help them be more successful (and make more money!).

Motivation:

- ▶ Lead generation can be tough, and it can certainly get repetitive. A couple of members of my team were experiencing fatigue after several months in a monotonous role. It was important to provide a more competitive environment, so we introduced aspects of gamification, and structured monthly individual and team contests (full disclosure, we definitely copied memoryBlue's March Madness challenge). I knew they would be putting in a significant amount of work with the transition, so I also introduced an SDR career path to give them a source of motivation and a goal to align themselves with.

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List Building:

- ▶ When I uncovered that one challenge they face was finding time to build lists of new companies (since they had virtually tapped our entire Ideal Customer Profile), I rolled up my sleeves and spent hours not only building new lists for them, but introducing them to innovative ways to find prospects themselves - leveraging tools like Owler to find competitors of our best customers, social listening to identify companies that are asking their peers for suggested tools in our space, and researching trigger events like expanding a sales team or raising funding.

Delivering in Multiple Roles:

- ▶ I spent the majority of 2016 as a quota-carrying sales rep, but also took the initiative to collaborate with our CEO and HR Manager on recruiting processes, developed content and processes to be used by our Corporate Sales team, and made myself available to the SDR team for coaching purposes. For example, I shared my expertise with the management team to build our entire recruiting and onboarding process, prior to promotion to the SDR Manager position.



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#7: Share a specific example of how you exhibited HUSTLE in 2016.

- ▶ I work at a startup – every single day of my life is a HUSTLE. Nothing is given to me, I have limited resources, and each and every minute of my day is crucial to the success of my company. Regardless, I always find a way to get it done.

Rolling Up My Sleeves

- ▶ In full-cycle sales, the HUSTLE is different. When I think of HUSTLE the memoryBlue style, I remember the time I stayed at the office on a Friday night calling on West Coast accounts, trying to get one more lead so that I wouldn't be eliminated in the Assassins Contest (which I later went on to win). I was up against Stephen Moschella that week, and we both knew it -- and neither one of us were willing to give up. Finally, at about 7:40 PM, I booked a meeting and we shook hands. I made 497 cold calls that day. But the HUSTLE doesn't end as a closing rep, it's just different. It's a marathon, not a series of sprints. I have to be on top of my game every single day to have a successful month. When I think of HUSTLE, I think of abundance. In 2016, I closed 92 deals. To put that in perspective, the rep closest to me closed 54 deals.

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Game Day Coaching

- ▶ There is one SDR on my team, let's call him Tyler, in particular, that I believe hasn't yet hit his peak and I knew that with some one-on-one time, he could greatly elevate his game. In addition to our weekly call reviews, I took an afternoon and pushed all of my work aside to focus on Tyler. We prepared a list of prospects to reach out to, sat down in a conference room and made calls together, shotgun style. Tyler would make a call, then I would make the next. Prospect after prospect, we dug into his conversations and tweaked and changed and learned from one another. In between calls, we talked about better questions we could have asked or techniques we could have used to steer the conversation in a different direction. We were able to identify a few areas of improvement and role played different scenarios to build his confidence.
- ▶ I asked him to give me feedback on my calls. Tyler actually has a lot more experience calling KiteDesk prospects, so I took it as a learning opportunity for myself as well. Tyler is improving, and his phone reluctance is decreasing. He knows that I have no problem investing my time in him and that, as a leader, I am willing and ready to get in on the ground level and determine how I can help him reach his goals.

Julianne Sweat

Finalist Reference: Eric Quanstrom

Relationship: CMO - KiteDesk



- ▶ To start-- thank you. Julianne came to KiteDesk as an ambitious go-getter on the sales side... She emerged as our top rep in 2016. But the real benefit to her training and skill-sharpening at memoryBlue has really started to show in her current role as SDR Manager.
- ▶ She's taken many of the cornerstones of your own SDR program; Building them into our own organization. Perhaps best are the non-obvious aspects of daily motivation for Millennial teams. She's been a shining light in a demanding role.
- ▶ Outside of work, she's also started the Tampa Chapter of the AA-ISP-- building community around Inside Sales. She's also capped quite a year, which should serve as consideration for this award. There are a wealth of stats backing up her performance on the sales side-- she'll likely relay those. What she won't be able to share (but I will) is how she is perceived in the company-- which is as a strong, confident leader with seemingly endless drive to achieve. Her enthusiasm is infectious. She never shies from a challenge... Which makes putting her into highly visible deals, roles, or projects viable. As CMO, I've seen her mastery of service to our customers, her ability to go the extra mile (not an empty cliché), and her ability to push through situations that would've subsumed her peers. Give me more Julianne Sweat's, please!