

# Hiring for Sales Success 2023:

## Aligning Talent with Modern Market Demands

Building the Next-Gen Sales Team: Strategies,  
Structure, and Success



# Your Hosts



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**We help our portfolio  
build and optimize  
hyper-growth GTM  
machines**



# Advisory

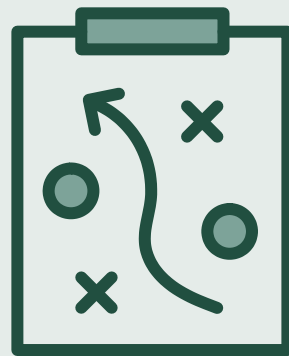
Been-to-Market Expertise



Advising our portfolio  
companies with bespoke  
GTM consulting

# Content

Step by Step Guides



Distilling decades of  
experience into concise  
GTM playbooks

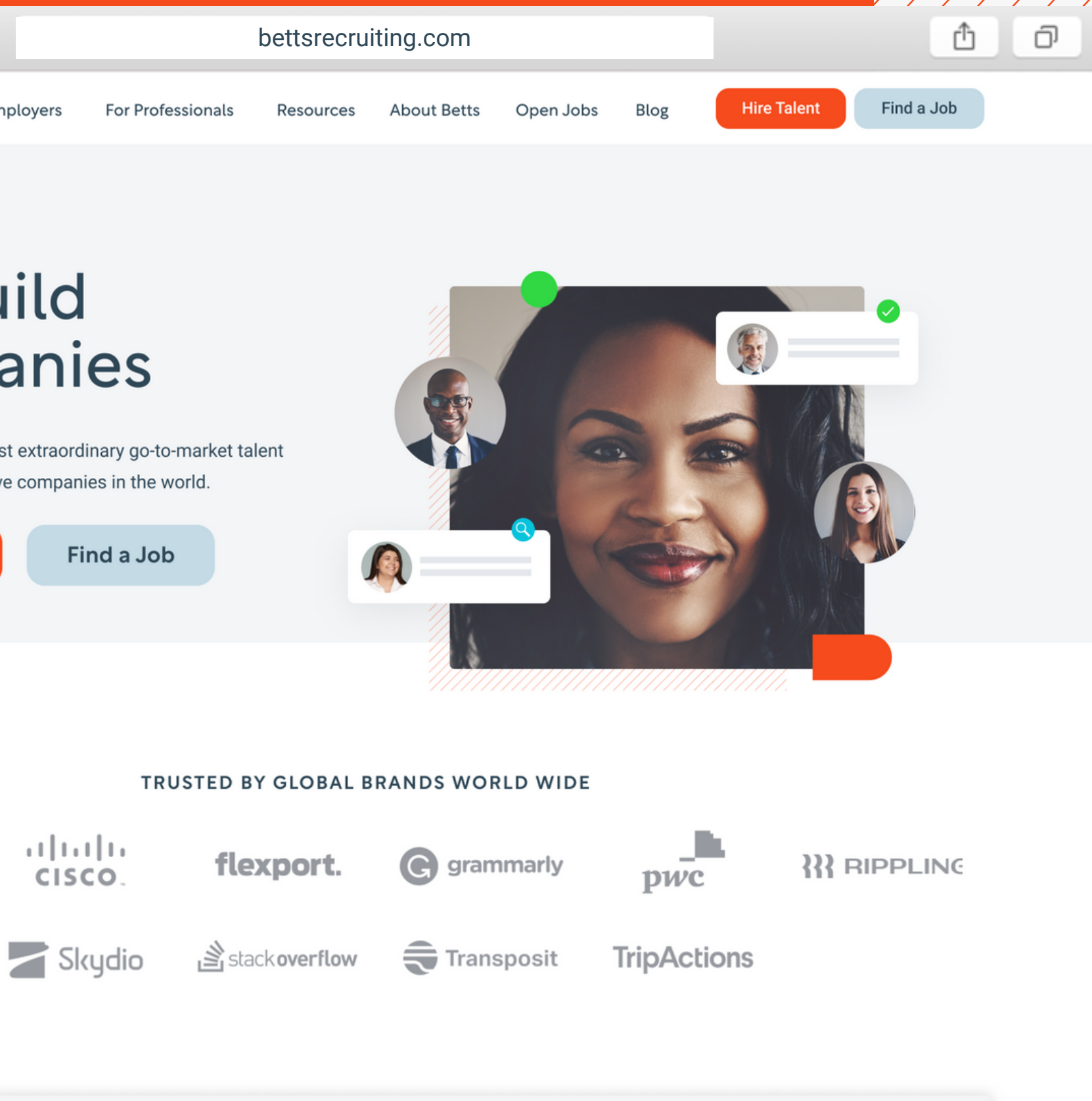
# Events

The Power of Community



Connecting our network  
of EIRs, Exec Advisors  
and portfolio execs





# Betts RaaS

- Go-to-market talent partner for the nation's most innovative tech or tech-enabled companies.
- Recruitment as a Service model (RaaS) provides a cost-effective approach to sourcing top talent.
- For an annual fee, customers have access to:
  - Betts Connect platform
    - Tens of thousands of GTM candidates
  - A dedicated recruiter.



# Building the Next-Gen Sales Team: Strategies, Structure, and Success

Rethink, Recruit, Retain: Harnessing Talent in the New Sales Landscape.



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# Agenda

Industry Stats from Betts Client Data

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Rethink - Job Design

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Recruit - Your Unicorn

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Retain - Your Team

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Summary/Key Takeaways

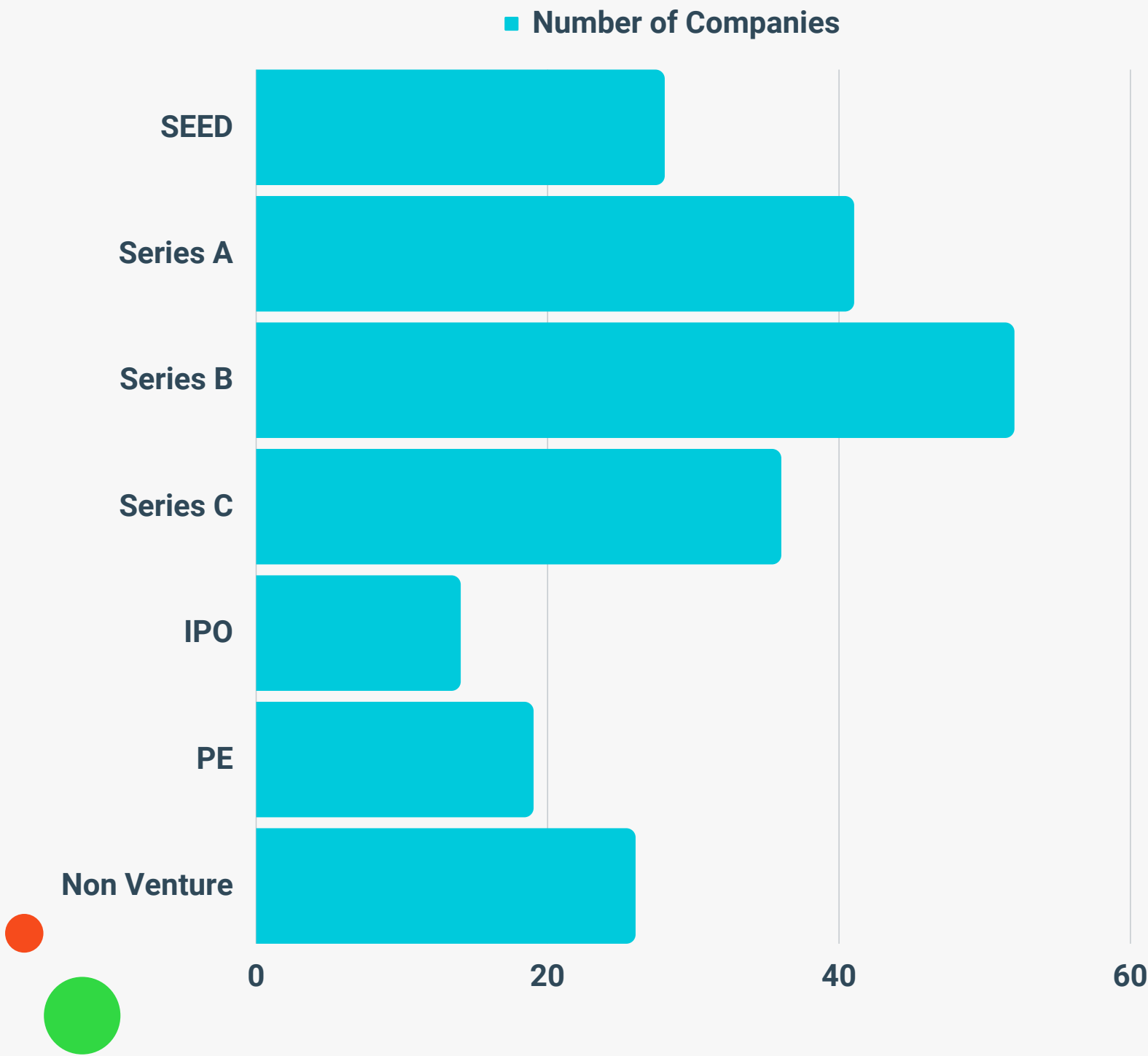


# Webinar Data Set

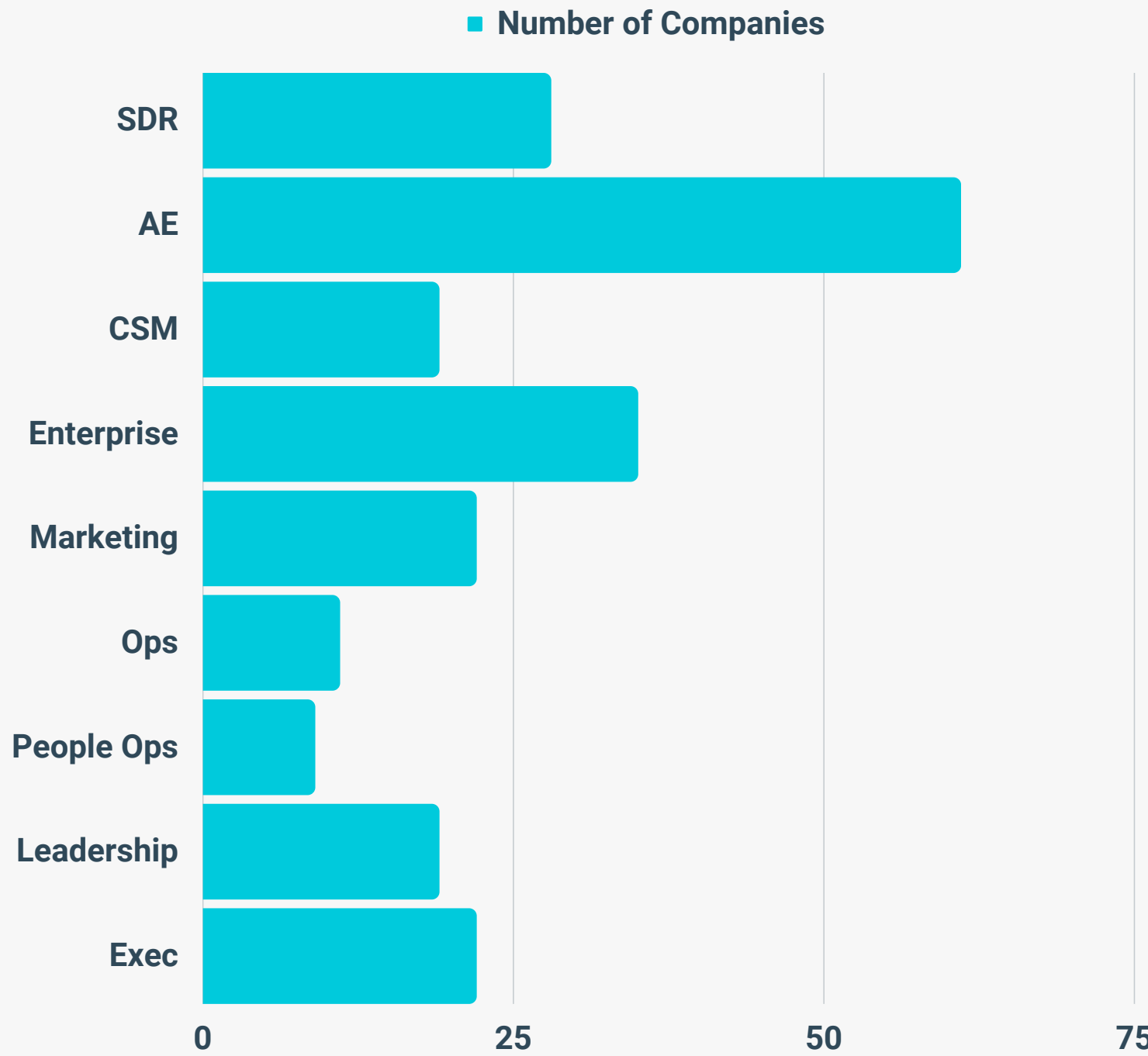
223 current clients – 8,000 clients over 14 years



## Venture Series

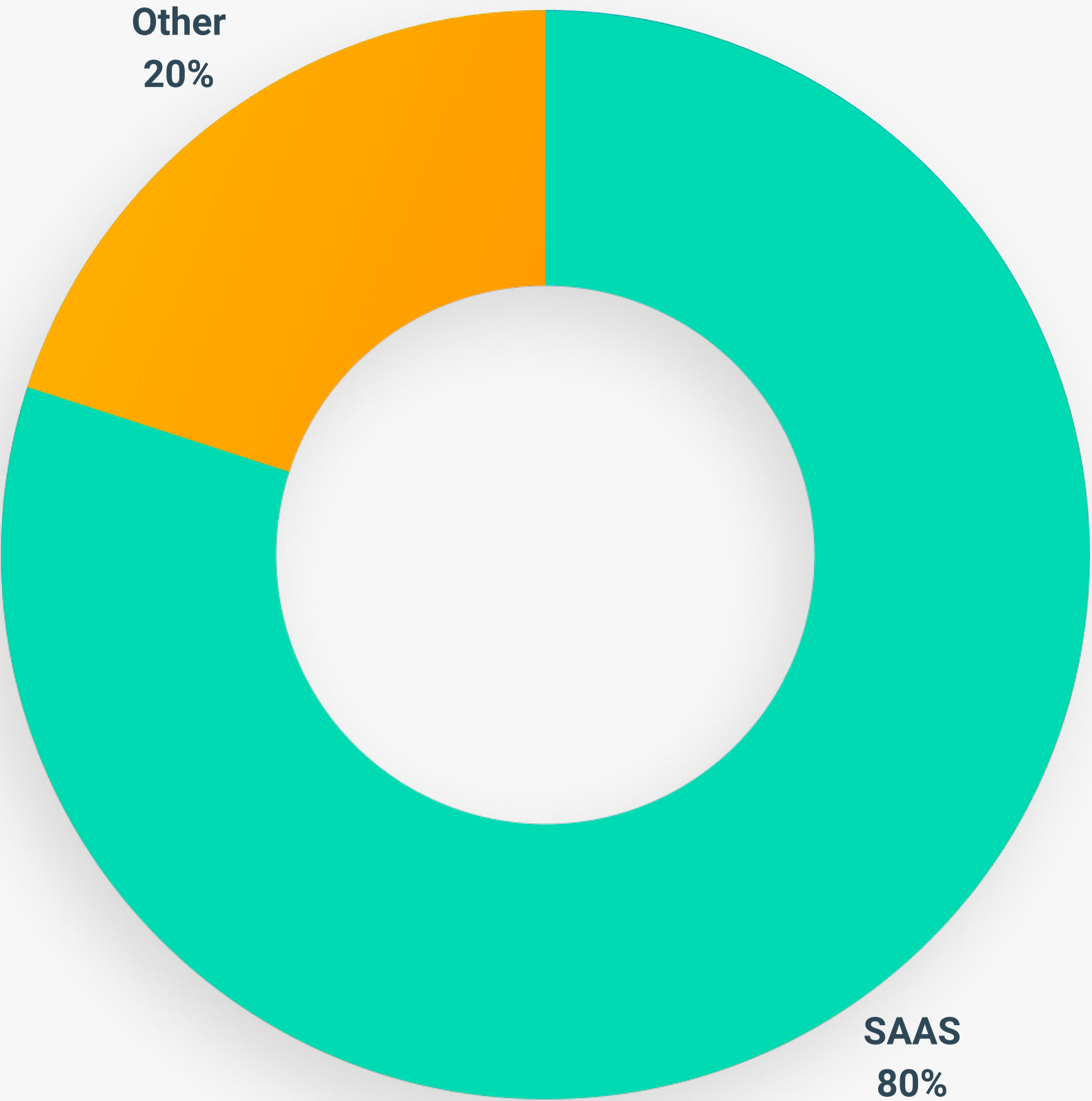


## Roles



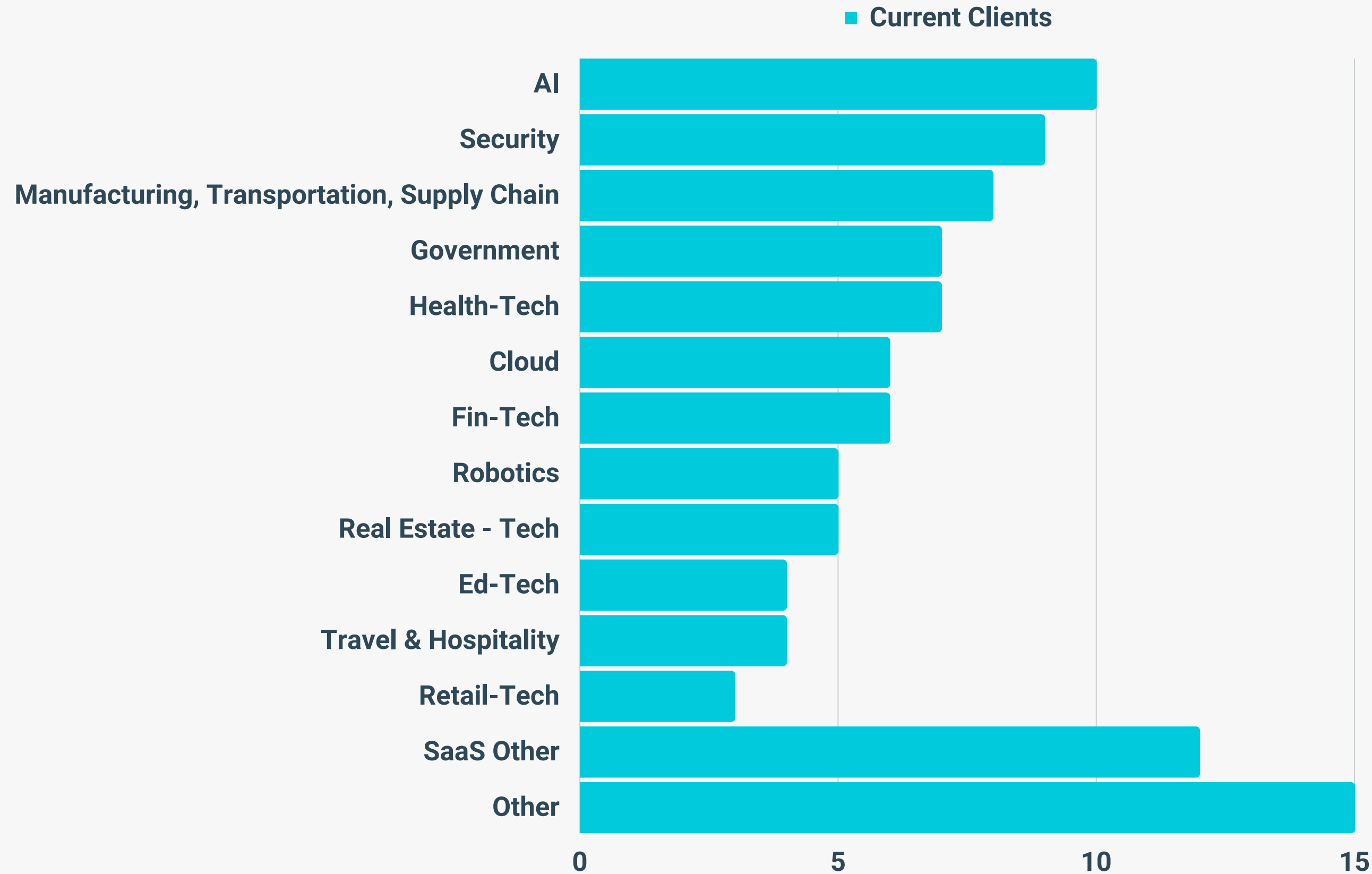
# Betts Clients - 5 Years Ago

The SaaS sales rep



# Our Current Clients

Tech has evolved...but the skillsets to service sales have not caught up





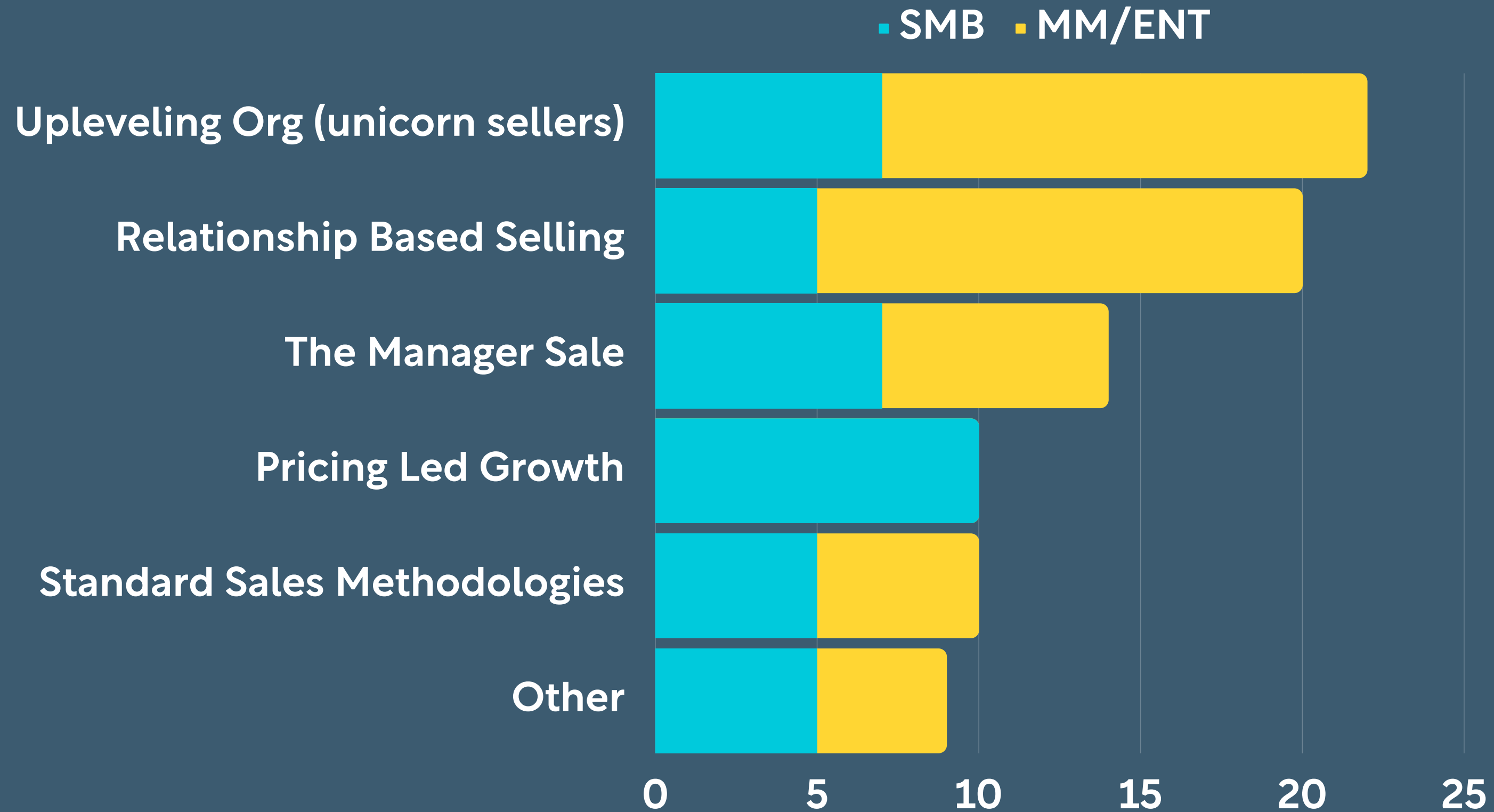
# Rethink



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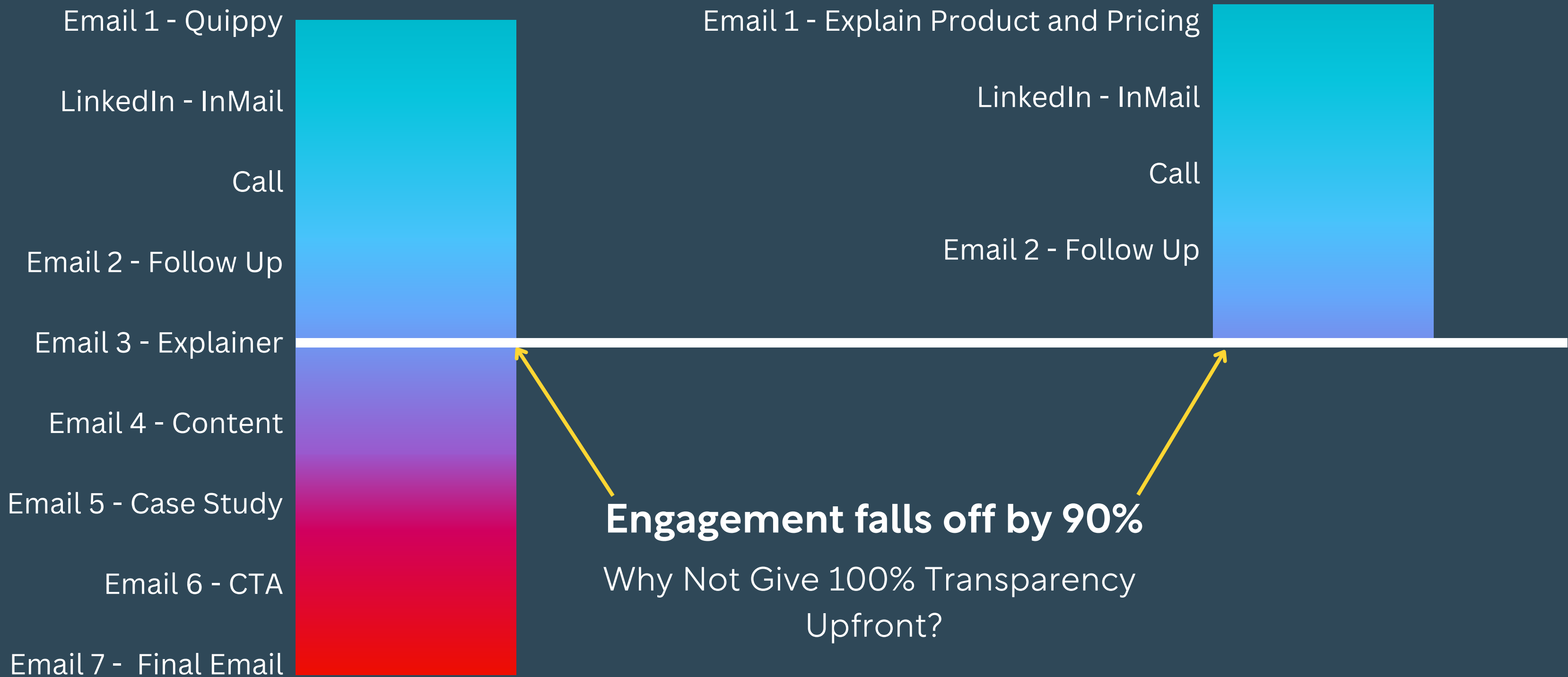
# What's working in Sales?



\*\*Data based on a survey of 100 Betts clients

# Pricing Led Growth (SMB)

Get to the point

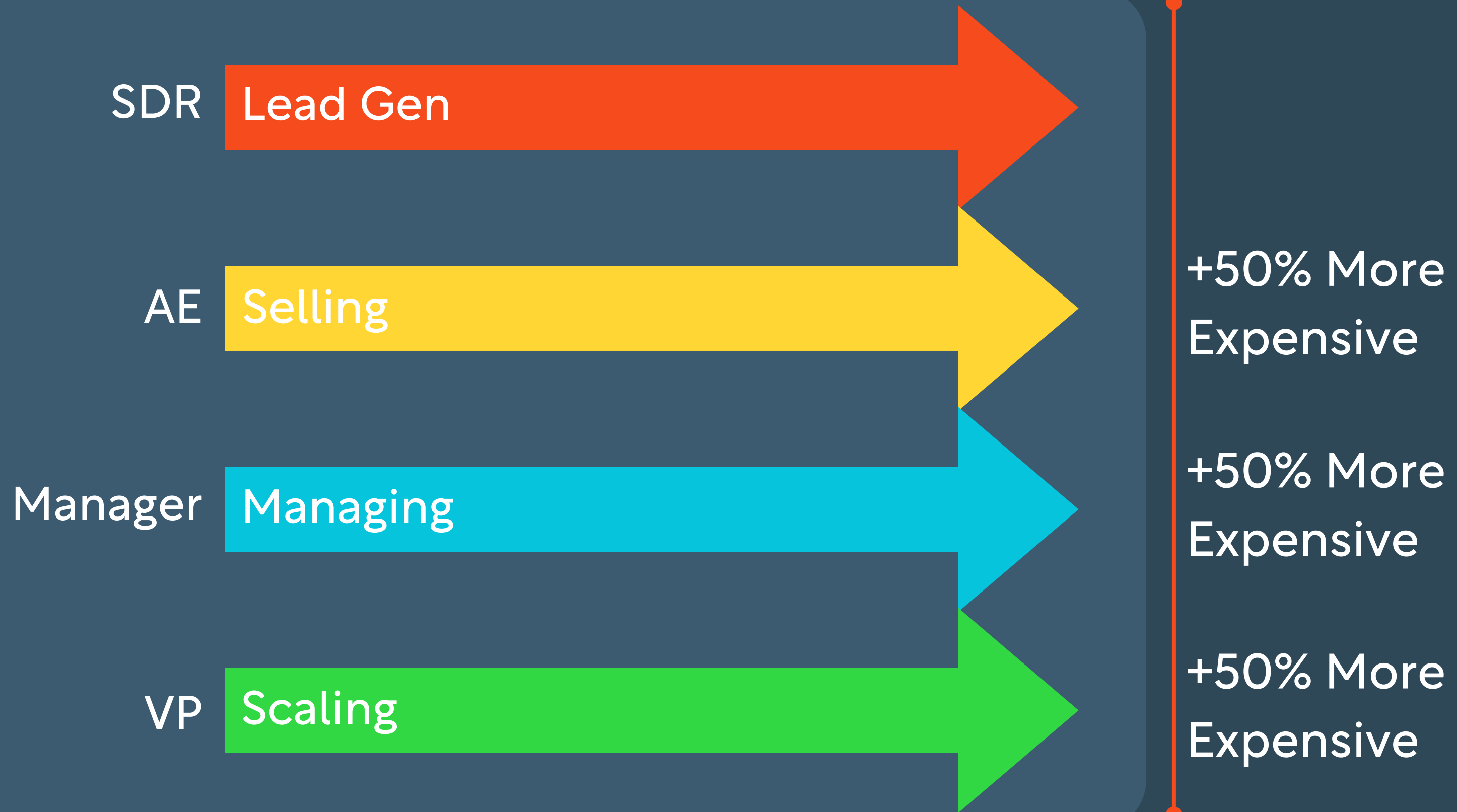


RETHINK



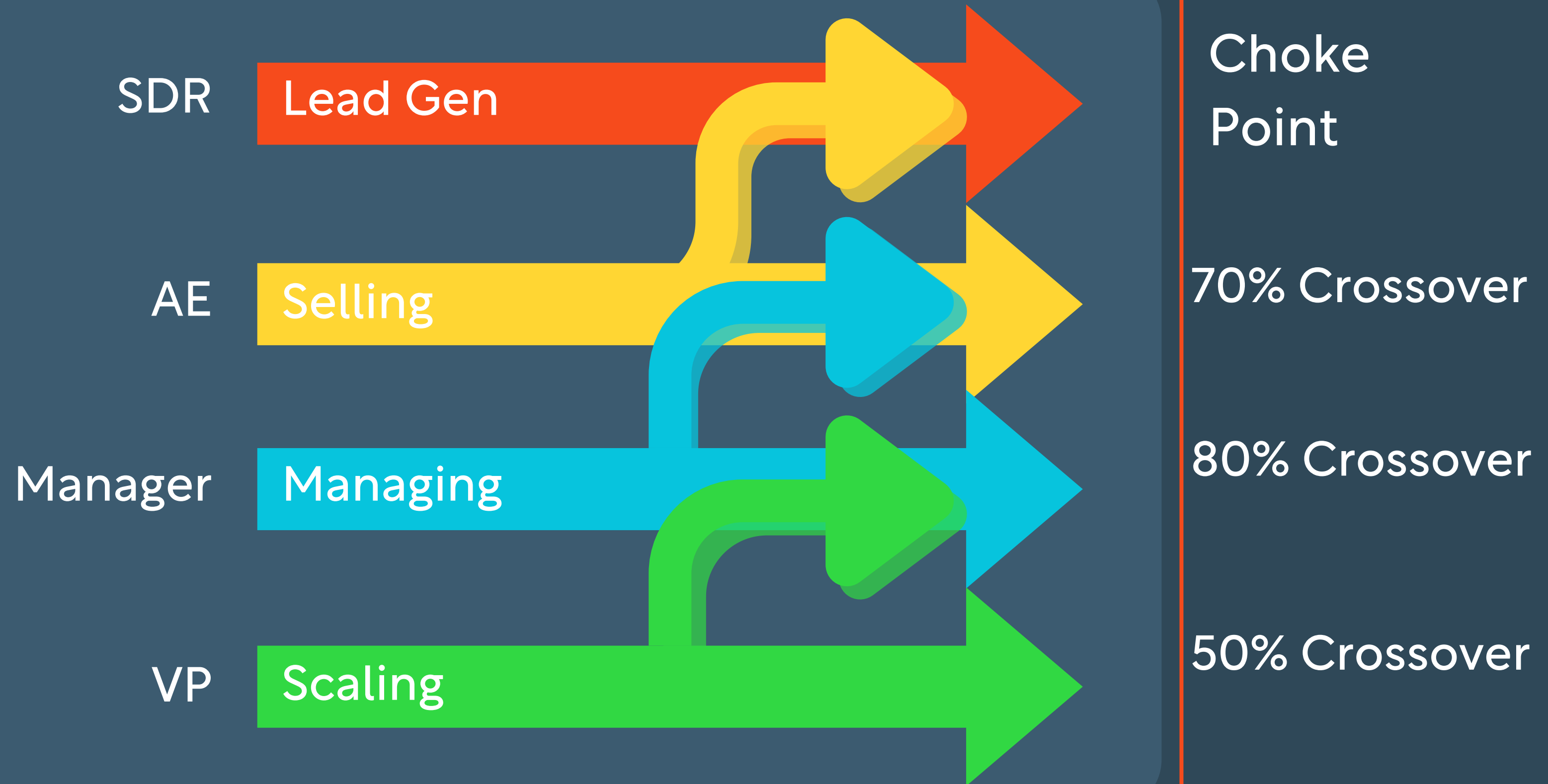
# Designing the Job

A lot of companies are redesigning how they think about traditional SaaS roles



# Job Design is Breaking Down

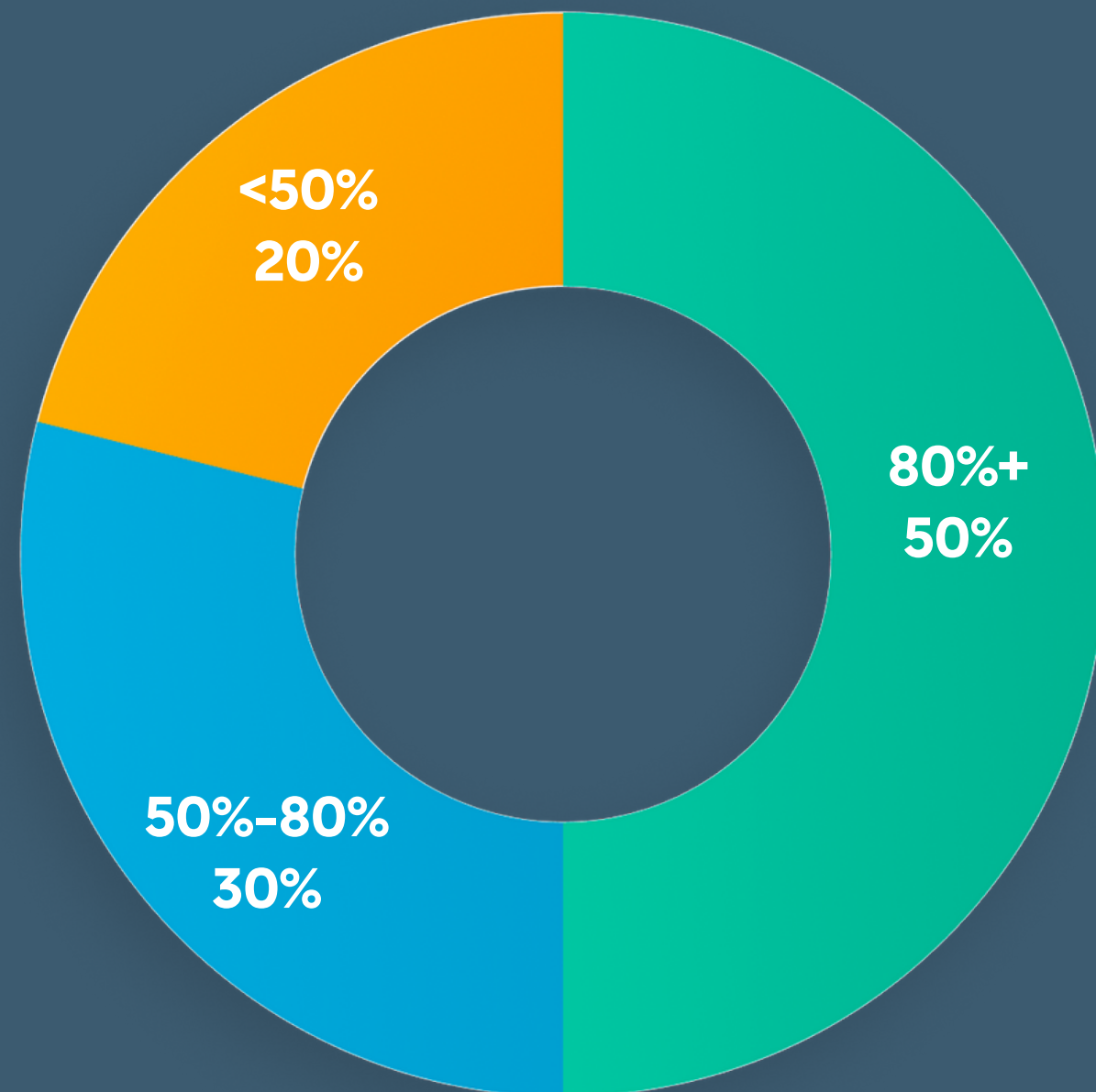
If there is more than 20% crossover, there is a critical flaw in job design.



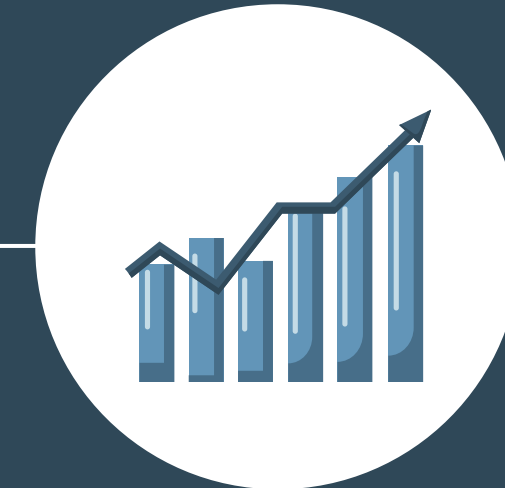
# The Manager Sale

80% of managers act as player-coach

% Managers are on Teams Calls



Pros



Increased Close Rates

Cons

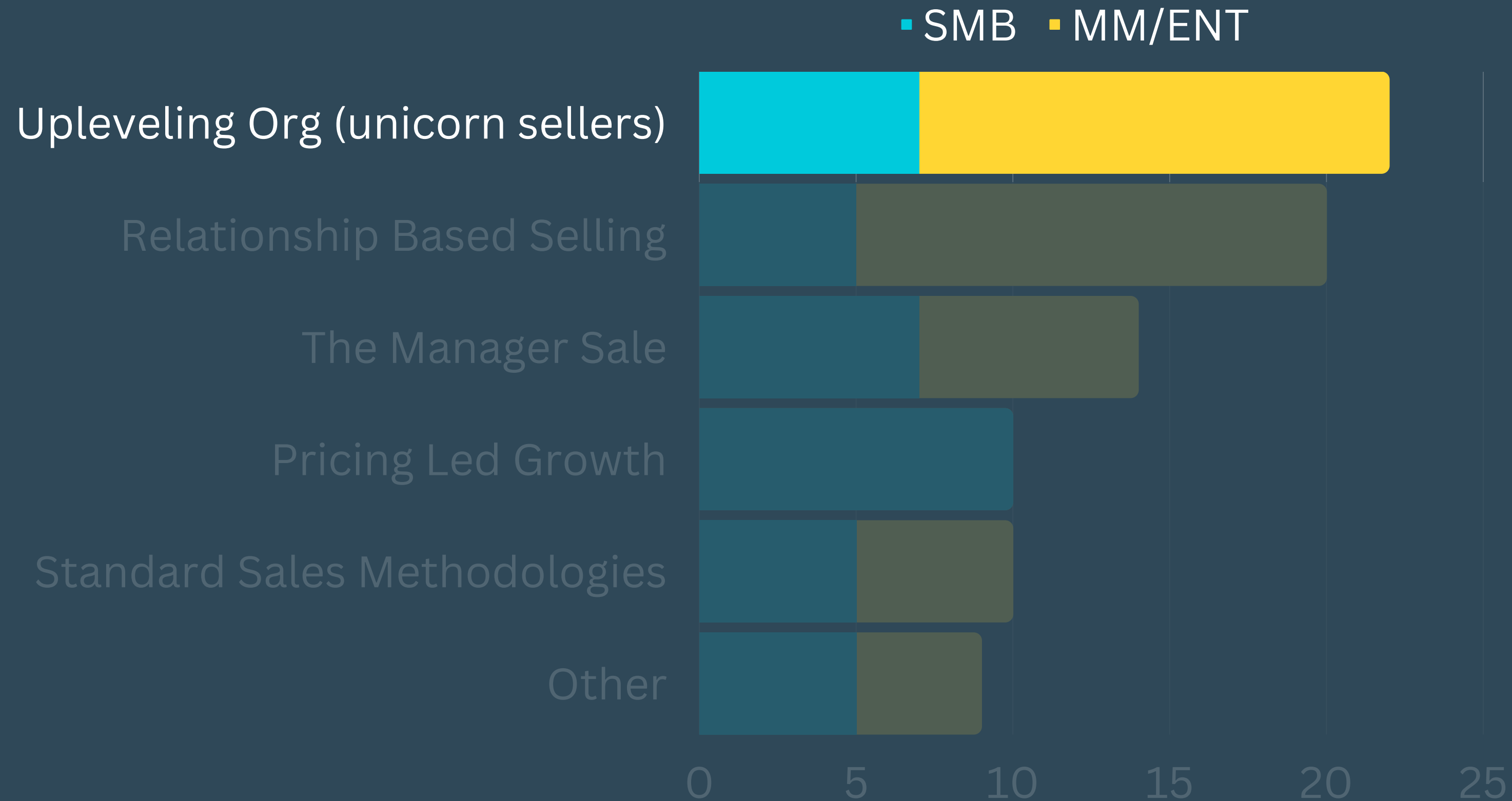


Burn out



# What's working?

Surveyed 50 clients



# Recruit



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# The Standard SaaS Job Description

The one-size-fits-all model is dying

## Problem:

80% Of Job  
Descriptions Look  
Like this



- ✓ Bachelor's degree required
- ✓ 1+ years of full sales cycle experience
- ✓ Hunter mentality
- ✓ Experience with pricing and deal structure negotiations
- ✓ Strong sense of ownership throughout the sales process: from prospecting and demonstrations to negotiations and closing
- ✓ Adaptability within a fast-paced environment while proactively voicing ideas and taking initiative on projects
- ✓ Strong motivational skills to inspire and uplift the surrounding team

# The Unicorn Seller

The perfect seller for your organization



Unicorn  
Seller



## Relevant Sales Motion



Example: SMB Sales Motion



## Industry Experience



Example: 3 Years Selling  
AI into CIO's



## Sales Skills



Example: Coachability

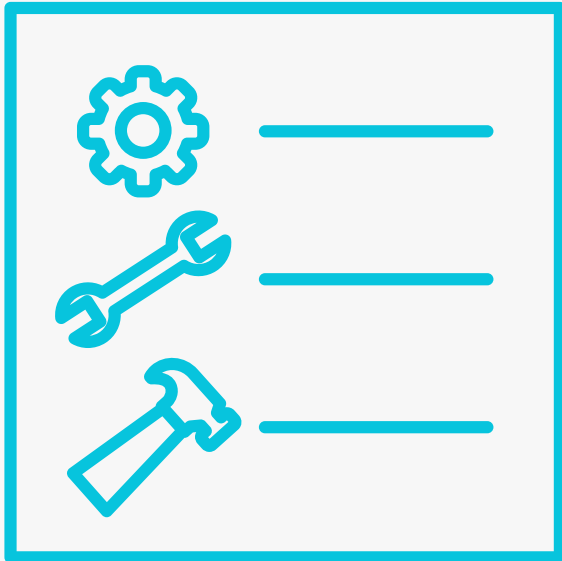
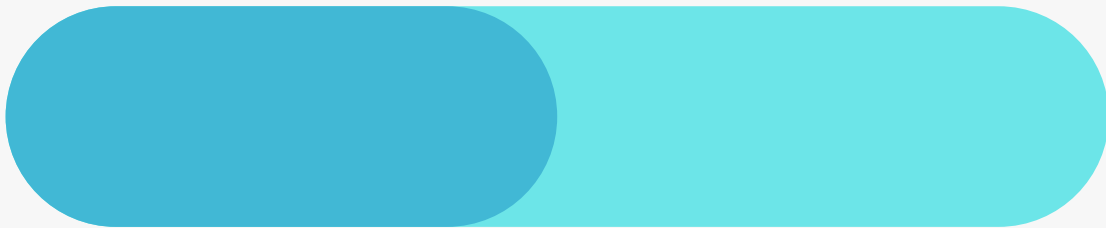
# Finding Your Unicorn Seller

2 challenges in the market

## Identifying Skillsets

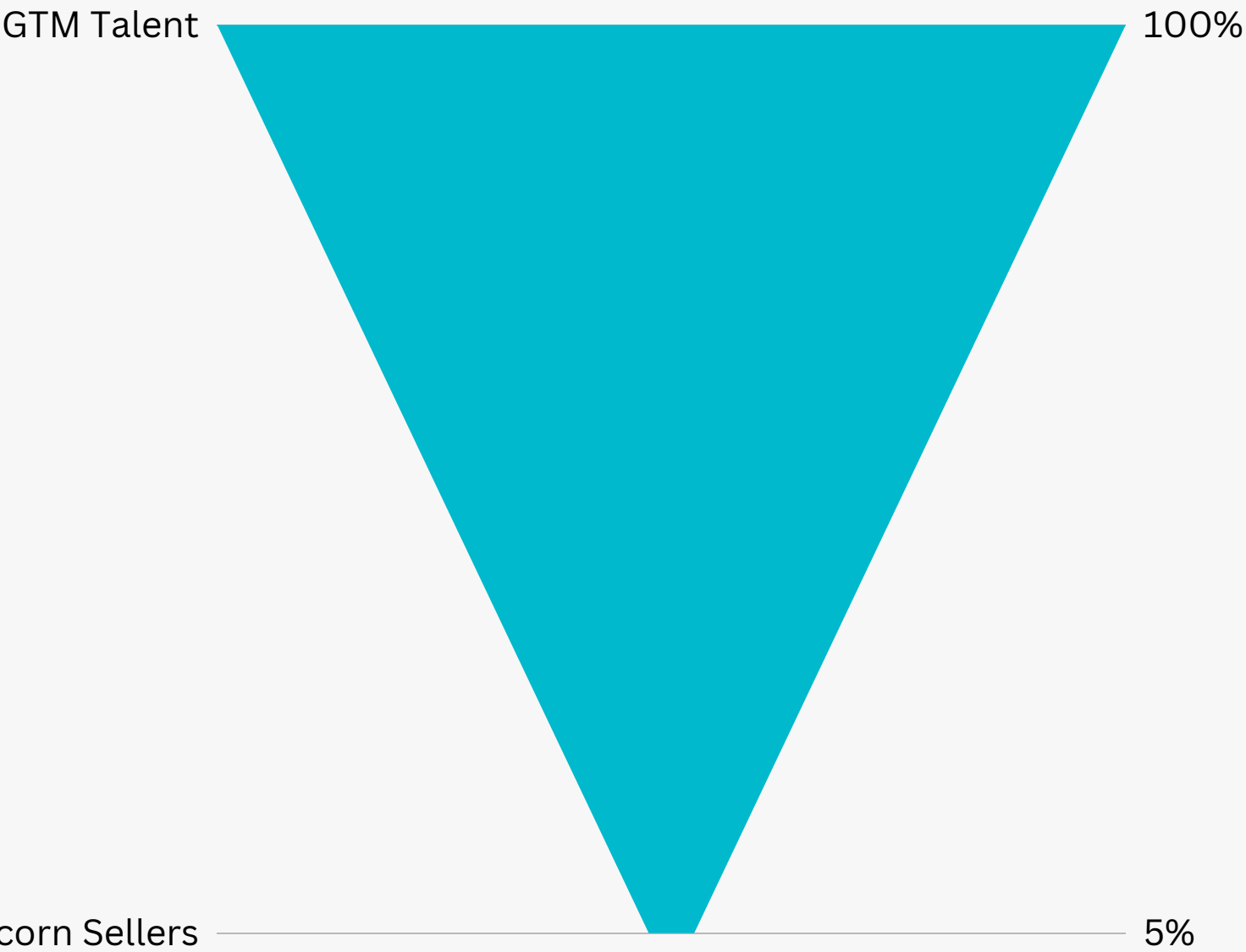
Coachability

Sales Playbook



## Finding the Talent

200k GTM People on Market



RECRUIT

# Upleveling Your Org

What to look for when hiring for the Unicorn Seller

SDR	ENT	Manager
Skills:	SDR+	ENT+
Creativity	Analytical	Integrity
Active Listening	Sales EQ/IQ	Sales Planning & Forecasting
Coachability	Industry Knowledge	Motivational Speaking
Relationship Building	Sales Playbook	Trend Analysis
Resilience	Problem Solving	Playbook to Scale

Trust: How do you interview for these traits in 2023?

# Build your New JD to Find Your Unicorn



Unicorn  
Seller

## Relevant Sales Motion

Focus on Deal Size, Sales Cycle and Quota

Focus on Sales Motion - The steps it takes to complete a sale

Ex.

- 100K Average Deal Size, 6-12 Month Sale Cycle, \$1M Quota
- Experience in trial led, land and expand sales

## Industry Experience

Focus on product sold and who they are selling into

Focus on stage of companies they've worked at

Ex.

- 4 Years Selling AI into IT
- Experience in a Mid Stage VC Backed Startup (Series B/Series C)

## Sales Skills

Focus on 3-5 core skills that best represent your culture and are drivers of success in your company.

Ex.

- Ability to communicate their playbook for the defined sales motion
- Ability to understand prospects challenges and determine solution



# Tips and Tricks to Find Unicorn Sellers

4 Categories for interviewing candidates

References	Test	Experience	Role Play
SDR	ENT	Manager	
Skills:	SDR+	ENT+	
Creativity	Analytical	Integrity	
Active Listening	Sales EQ/IQ	Sales Planning & Forecasting	
Coachability	Industry Knowledge	Motivational Speaking	
Relationship Building	Sales Playbook	Trend Analysis	
Resilience	Problem Solving	Playbook to Scale	

# Using a Skills Matrix to Build a ScoreCard

What to look for when hiring SDR's

SDR	Question 1	Question 2	Score (1-5)
Creativity	Lorum Ipsum	Lorum Ipsum	3
Coachability	Lorum Ipsum	Lorum Ipsum	4
Resilience	Reference		3

# Tips and Tricks to Find Unicorn Sellers

What to look for when hiring these roles

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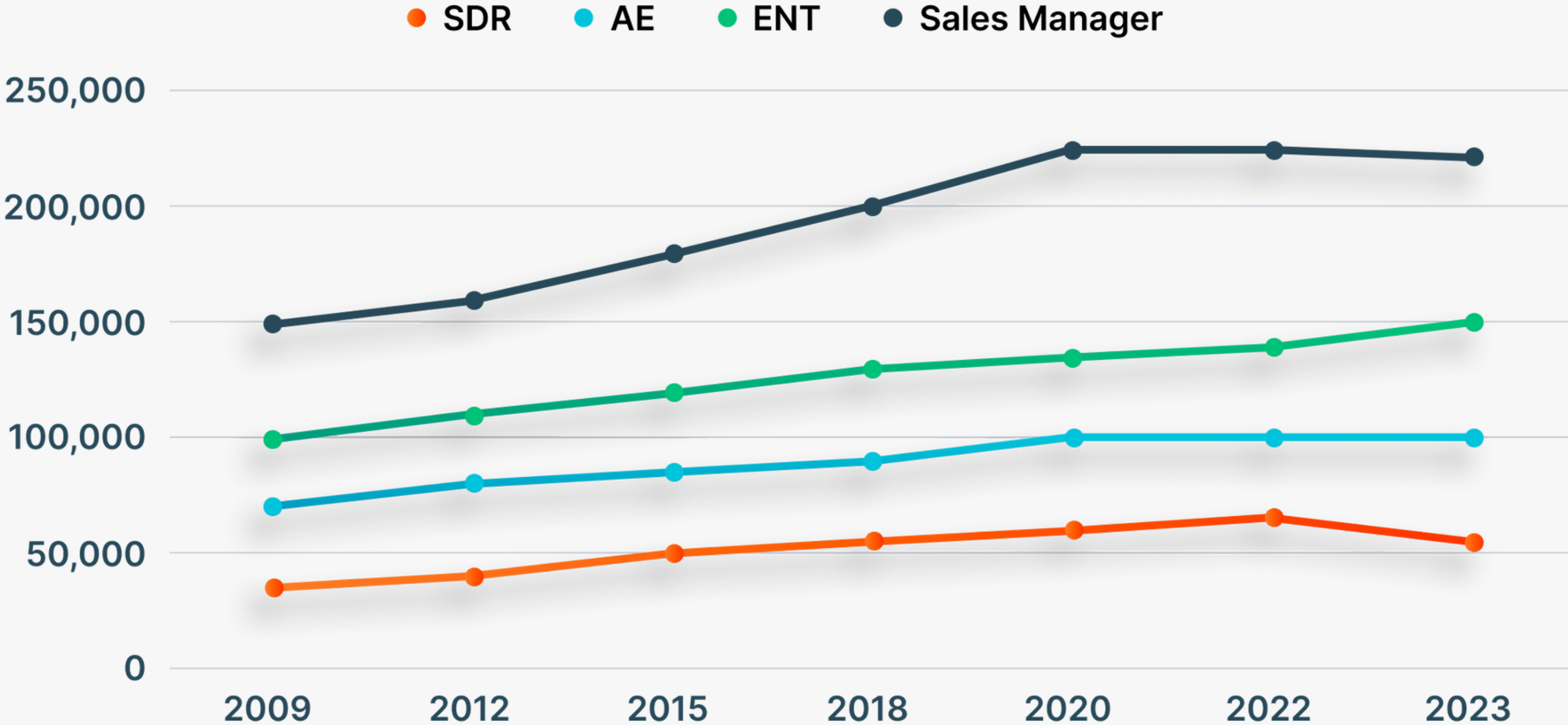
**When in Doubt:**

The Tough “Joe” Client Test



# Comp Growth

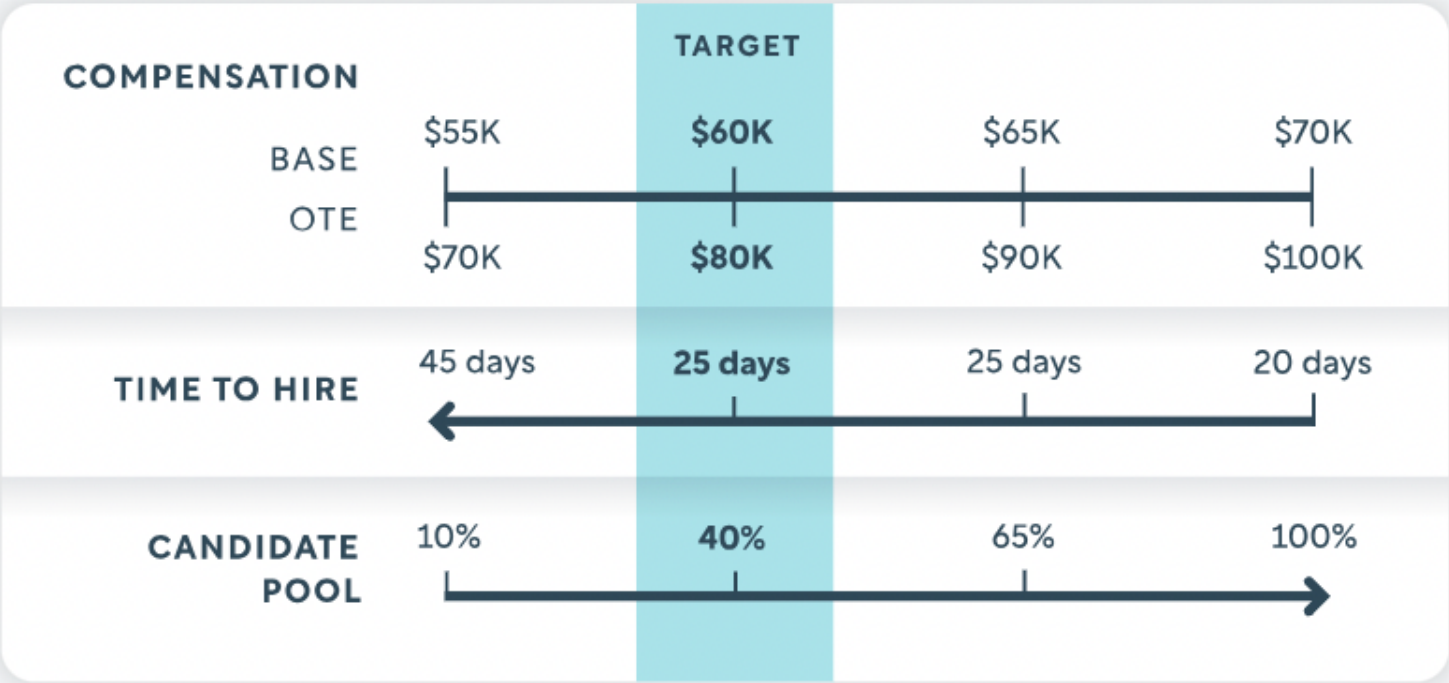
- 85% comp growth in last 14 years
- First time entry-level is diverging from sr. level



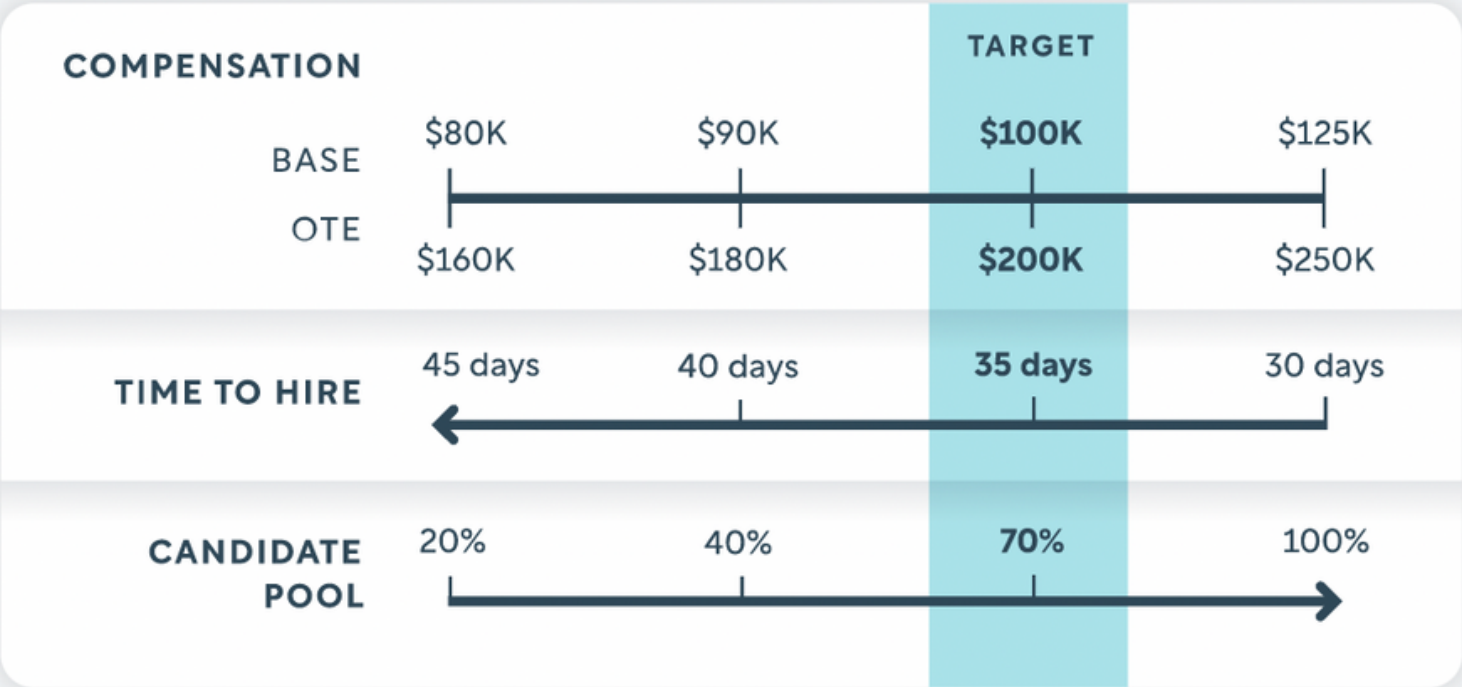
# Understand Market Rates for what you are looking for

Overpaying for “quality” has diminishing returns

SDR (6 Months+)



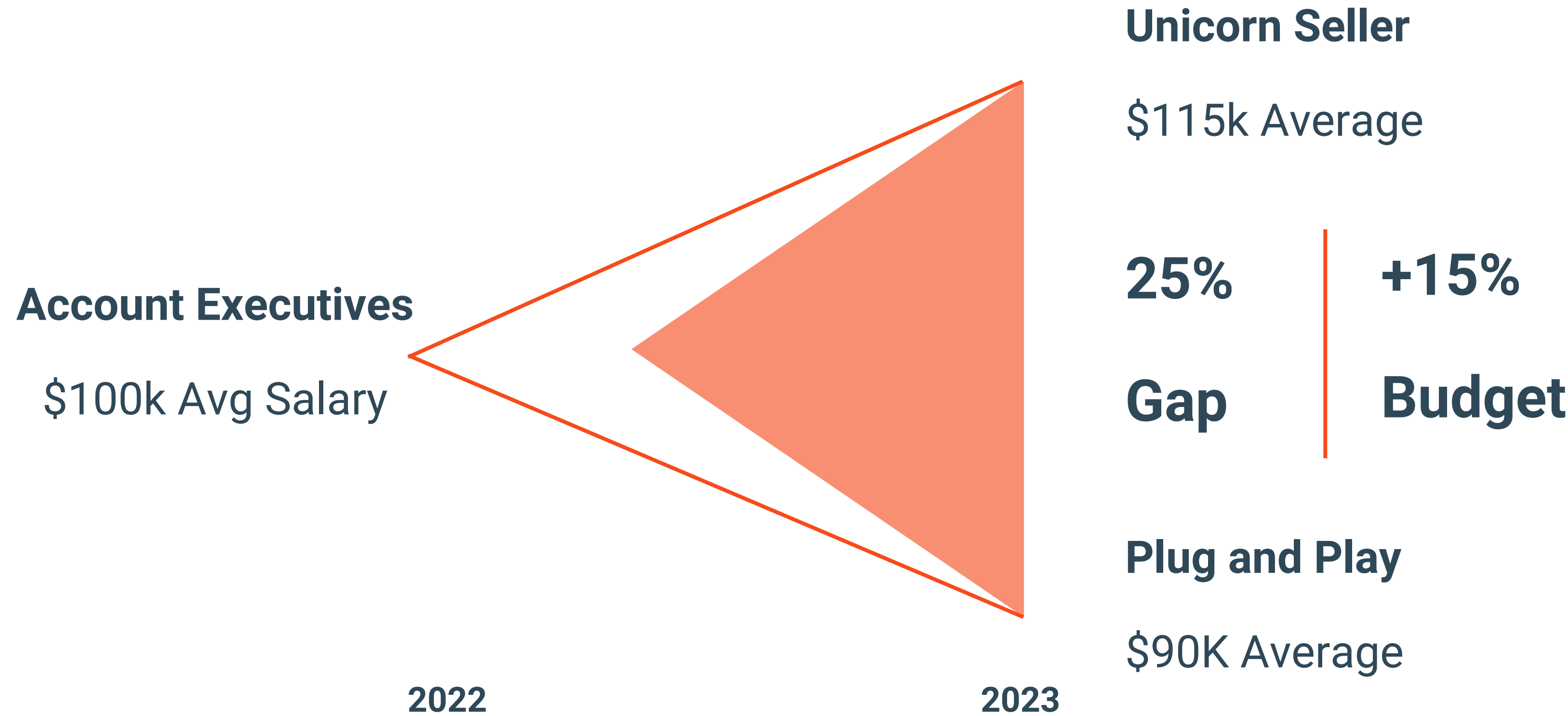
Account Executive (AE) (3-5 yrs)



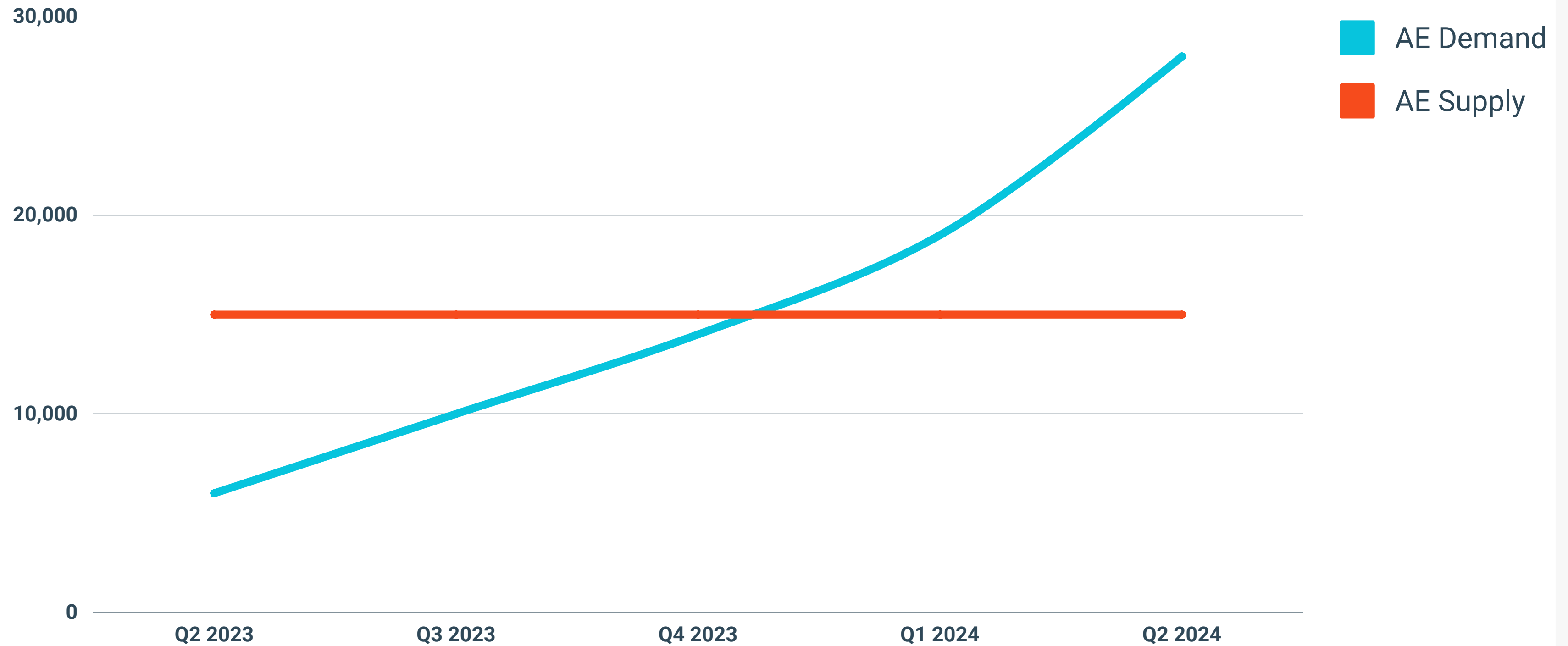
Industry to Industry comp doesn't vary more than 10%

# Budgeting for AE's

Unicorn vs standard SaaS



# The Challenge





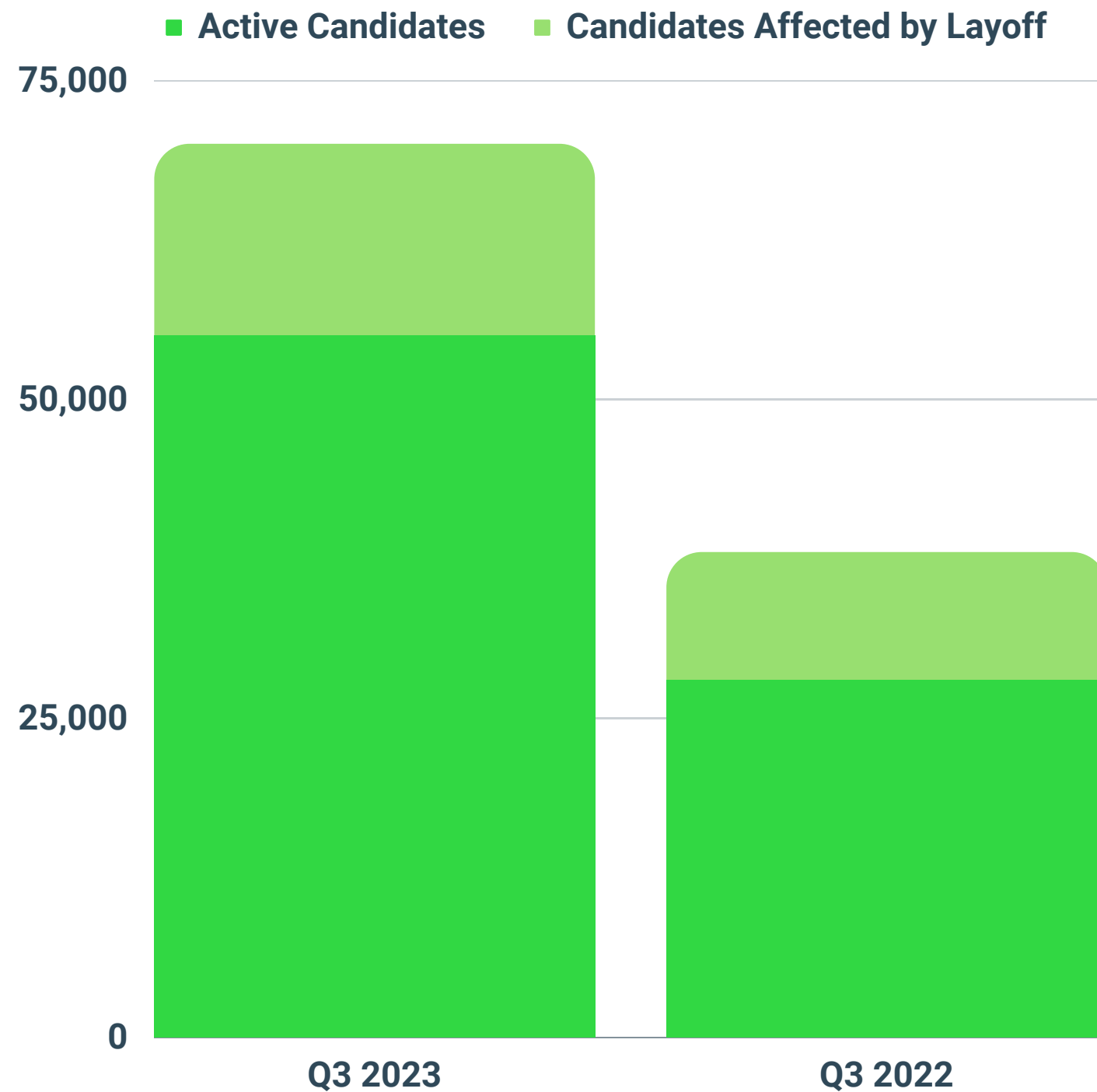
# Retain



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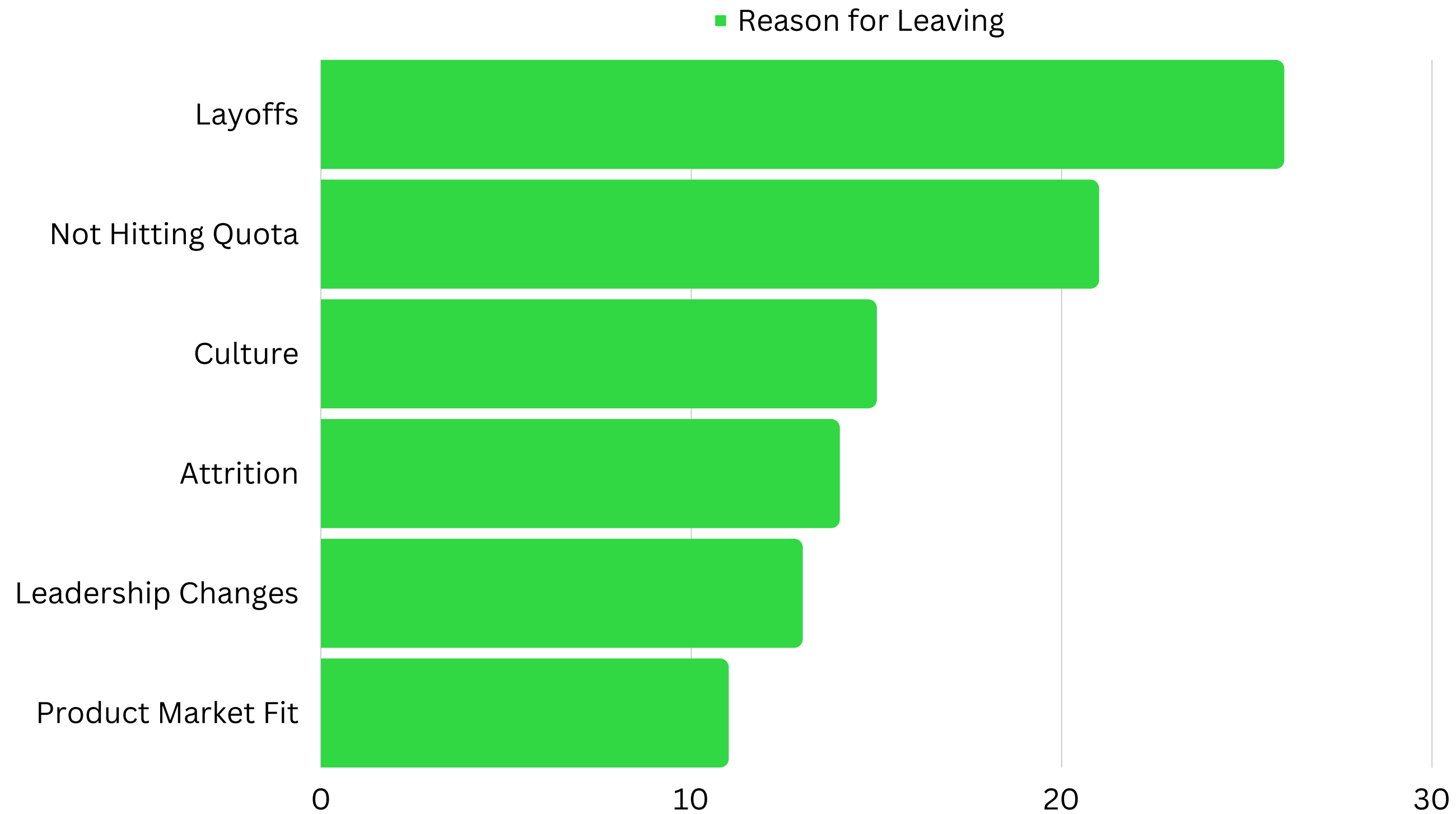
# 55,000 Active Candidates



**2X candidates same  
time last year**

73% of active candidates  
have not been laid off

# The Great Resignation 2.0



RETAIN

# Retention Tips

Coming out of a tech recession

1. Find individual team members' motivation
2. New benefits - therapy and coaching
3. Flexibility of all parts of the business
4. Hire the right people
5. Focus on inclusive culture of recognition and feedback

**“It's not how you handle things in the good times but during the bad times that leads to high retention” - Someone**

# 3 Ways to Expand in a Stagnant Market

Rethink, Recruit, Retain

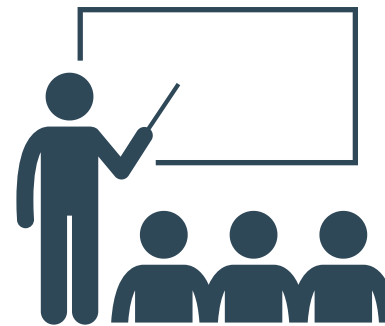
1



## Rethink Job Design

**Takeaway:** Understand how job creep is going to affect your outcomes and plan accordingly.

2



## Uplevel Your Org

**Takeaway:** Finding the Unicorn Seller isn't that difficult when you understand your sales motion, experience needed and skillsets.

3



## Retain your Team

**Takeaway:** Understand that it's not how you act during the good times but how you act during the bad.

# Thank You!



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THANK YOU