



# GTM Roundtable San Francisco

Date:

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Created by:

Strive

Powering Hypergrowth™



# Executive Summary

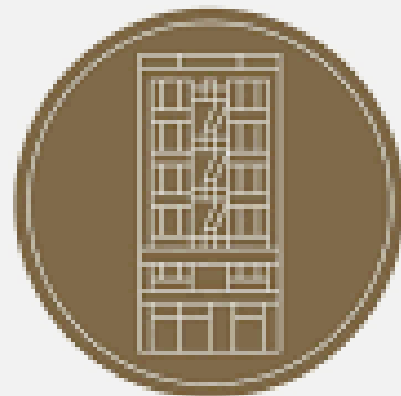
**In September 2022, Strive hosted a Roundtable event after hours at One65 – San Francisco, with an exclusive group of GTM Talent & Investment Partners from some of the leading VC firms on the planet.**

The aim of the evening was to discuss GTM hiring and for leading professionals in the industry to be able to network and share their recent experiences.

The event was hosted by Yotam Temeni, CRO of TinyBird (two x CRO, Board Advisor and Limited Partner to multiple VC funds) and the final attendees list included representatives from a number of VC companies

With such a high level of experience in the room from both a Talent and Investment perspective, it created some really healthy discussions and sharing of best practices.

ONE65



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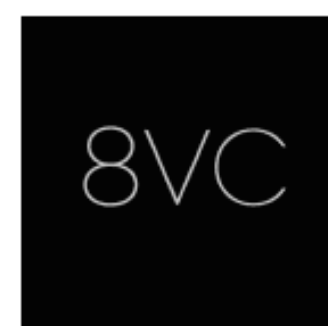
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CRAFT

HYDE PARK  
VENTURE PARTNERS

NEA

HV  
CAPITAL





# Testimonials



“It was a great evening filled with lively conversations surrounding the current state of the market.

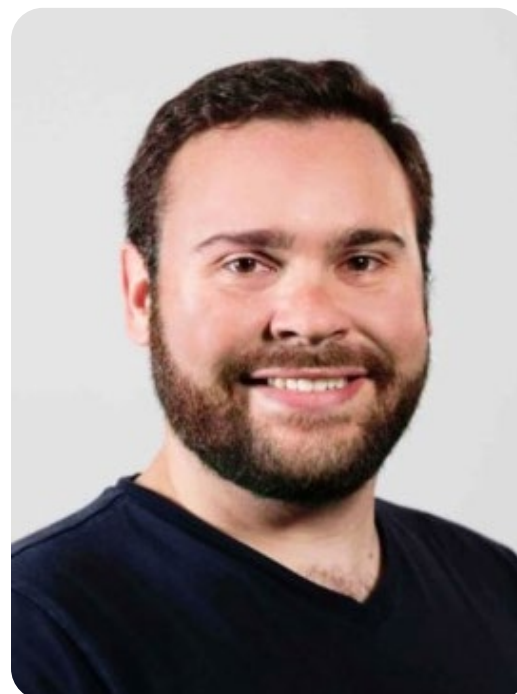
It’s always valuable to hear from GTM leaders who have successfully built out these functions repeatedly and the team at Strive did an excellent job of bringing together a knowledgeable group.”

**Sohrab Vakili -  
Talent Partner at 8VC**

“Strive brought together a great cross-section of the community: investors, founders, and operators.

The ability to exchange ideas and experiences was wonderful and helpful, and I enjoyed the relationships I was able to build. Looking forward to the next gathering!”

**Jim Conti - Talent Partner  
at Hyde Park Ventures**



“The Roundtable event, hosted by Strive, was extremely well coordinated – a high quality evening, with high calibre attendees, who were able to contribute to a, at times, lively debate.

It was great, to have a CRO and a CMO in attendance to give some real-life experience - and it was particularly impressive how they had managed to get both US and European VCs in attendance, giving insights into the differences in these two markets.

Strive were great facilitators on the evening and kept the conversations on point, whilst ensuring it still felt like a relaxed and social event. I would highly recommend the next event to anyone looking to both build their network and also gain valuable market insight.”

**Said Alib Haschemi -  
Investment Manager at HV Capital**

“Great event organized by Strive. The participants were a mixture of highly relevant top investors and operators I wasn’t yet in contact with. Good insights were shared on HR related topics. Looking forward to Strive’s next event.”

**Ilan Goudsmit -  
Partner at Endeit Capital**



“Strive has impressed me with both their network and ability to build community around GTM excellence. They hosted a wonderful round table dinner and everyone who participated came away with a great understanding of best practices and the current market for talent.”

**Melissa Taunton - Partner at New  
Enterprise Associates (NEA)**

This document has been created to share with you some key takeaways and highlights from the evening, with the aim of creating useful information to share with your portfolio co’s who are looking to build and scale their GTM Teams.

# Key Takeaways from the Roundtable

## BDR / SDR Recruitment

- Both recruiting and retaining BDRs and SDRs, was clearly a major challenge for all attendees.

## Reporting Lines for BDRs / SDRs

- There was a healthy debate around whether these roles should report into Sales (CRO) or Marketing (CMO). We will explore this further in this document.

## When to hire a CMO

- The feedback at the Roundtable was to ideally hire a CMO before starting to build out the sales function – the logic being to get the product marketing function in place and have a clearly defined PLG strategy before starting to hire your sales team.
- The feedback was that if this is done correctly, it should decrease the amount of time it takes for the sales reps to ramp up.

## “Just in time” & “Just in case”

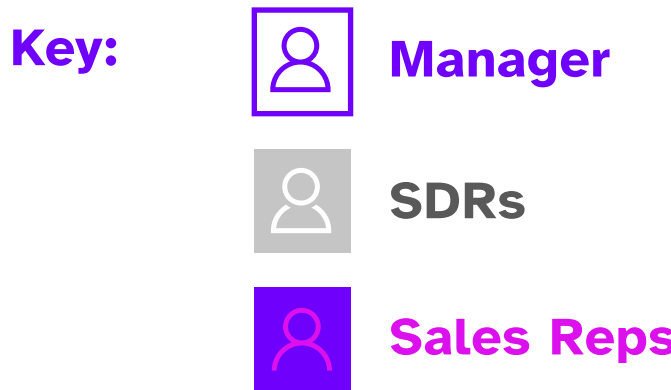
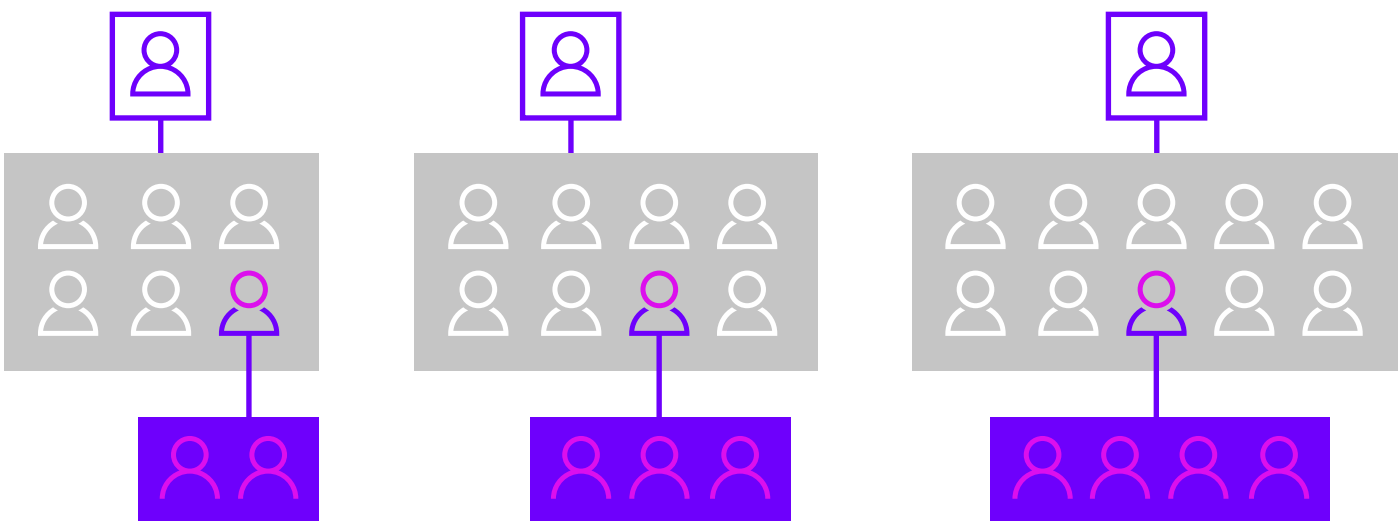
- A discussion was had on how to train BDRs/SDRs on how to be the most effective at their job that they can be.
- The consensus was to not over complicate this – but to train them with the right skills “just in time” to deliver but also, train them in areas “just in case” it comes up.

## Technical Products

- The view at the Roundtable was to make use of Developers within the business to test the product and become a champion.
- The aim should be to build your product for average Developers to use, not A Player Developers... they are at Facebook and Google.
- Key: make it accessible to the masses.

## Building / Structuring an effective BDR / SDR function

- A suggestion from Yotam Temeni was to start the function with six BDRs / SDRs to one Manager.
- Once a BDR / SDR gets promoted, s/he then builds out the next team of six.
- Yotam referred to this as ‘The Bus Model’.





# The BDR / SDR Role

A key focus area over the course of the Roundtable event was the BDR / SDR role. The remainder of this document is research we have conducted post the event in order to help address the issues discussed / questions asked during the Roundtable.

## Salaries

	BASE SALARIES	
	AVERAGE	MAXIMUM
USA	\$65,000	\$86,000
EUROPE	€55,000	€60,000
UK	£45,000	£55,000

The above is based on our research of BDR and SDR salaries at Tech companies over the last eight months.

We also established that 57% of BDRs hit their quota.

## Diversity Metrics

Based on a recent search we completed for a US company, we established that 33% of this Talent Pool were female and 36% were from a diverse background\*.

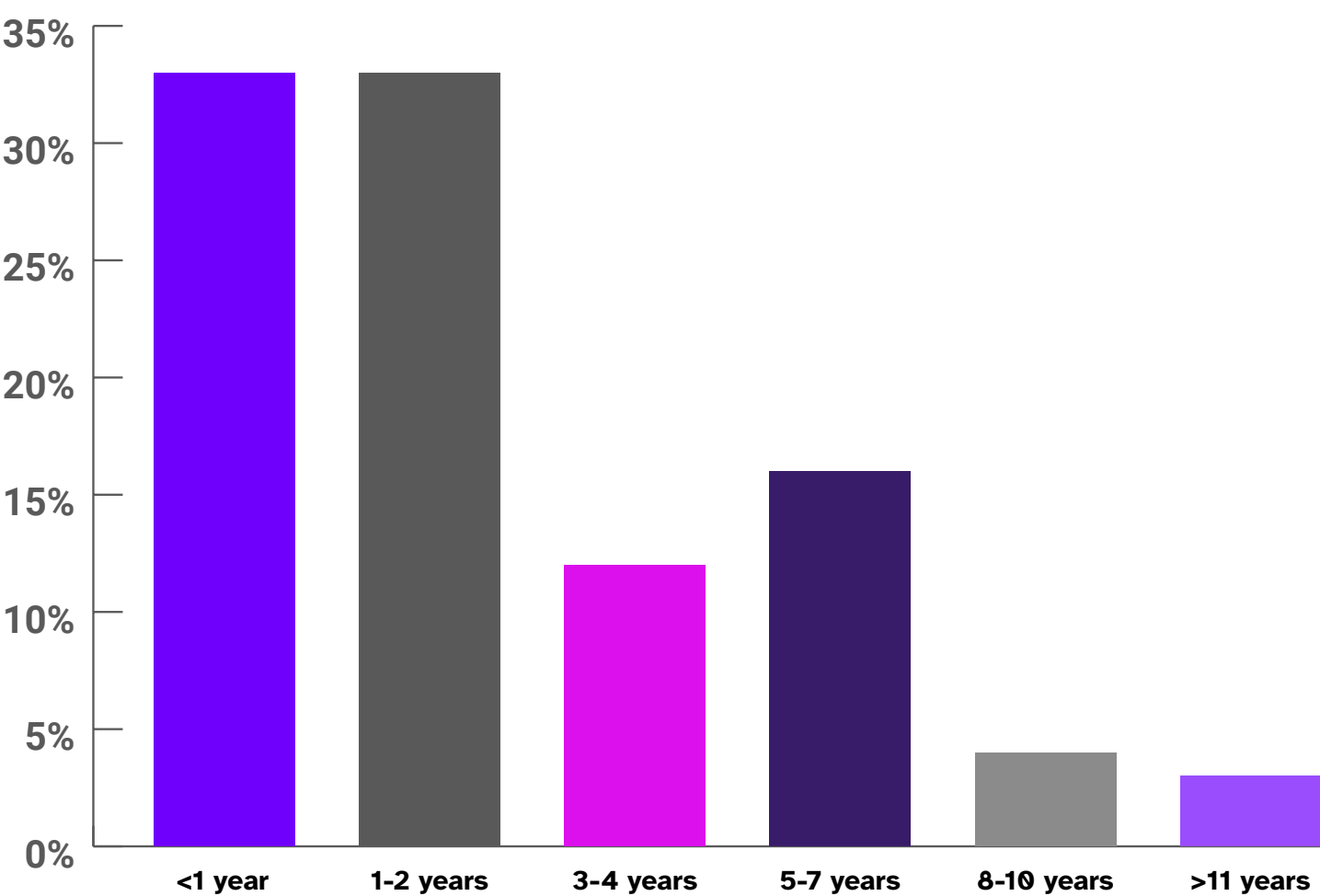
\*The Talent Pool consisted of 203 candidates.

## Experience Levels

	Experience	Key Considerations for company
Inbound BDR / SDR*	Entry level	Having dedicated operations resources to accelerate time to productivity
Marketing Development BDR / SDR	6 – 9 months	Maintaining engagement with recognition, opportunity and development
Target Account BDR / SDR		

\*Typical time to first call is 2 weeks and ramp-up is 3 months

## Average Tenure for BDRs / SDRs



A deeper dive into this, showed that an average BDR / SDR is only productive for five quarters before they look to move roles and that the average tenure is 18.7 months.



### Top reasons for BDR Churn

Following the Roundtable event, I worked with our BDR Lead to establish the key reasons as to why BDRs were looking to leave their position.

We reviewed the last ten BDR / SDR placements made and reviewed all candidates that had been shortlisted for these roles, giving us a Talent Pool of 70 candidates.

### The reasons we identified for BDRs leaving were:

#### Lack of progression

- This was the number one reason for a BDR looking to leave their position. We found, in a lot of instances, it was compounded as they had been promised progression to the AE position, yet then never given targets to work to in order to achieve this promotion.
- This highlights the importance of giving individuals clarity of task and a clear line of sight to achieve their promotion.

### Commission structure

- Some schemes were dependent on the AE closing the deal, whereas others were just based on the BDR hitting their KPIs (e.g., booked appointments / SQLs).

### Lack of development & Support

- We found that BDRs usually prefer to work in small teams – and closely with the AE and SE.
- Working closer with the AE/SE often gives them more scope to take on additional responsibility other than just “hammering the phone”.

### Working fully remote

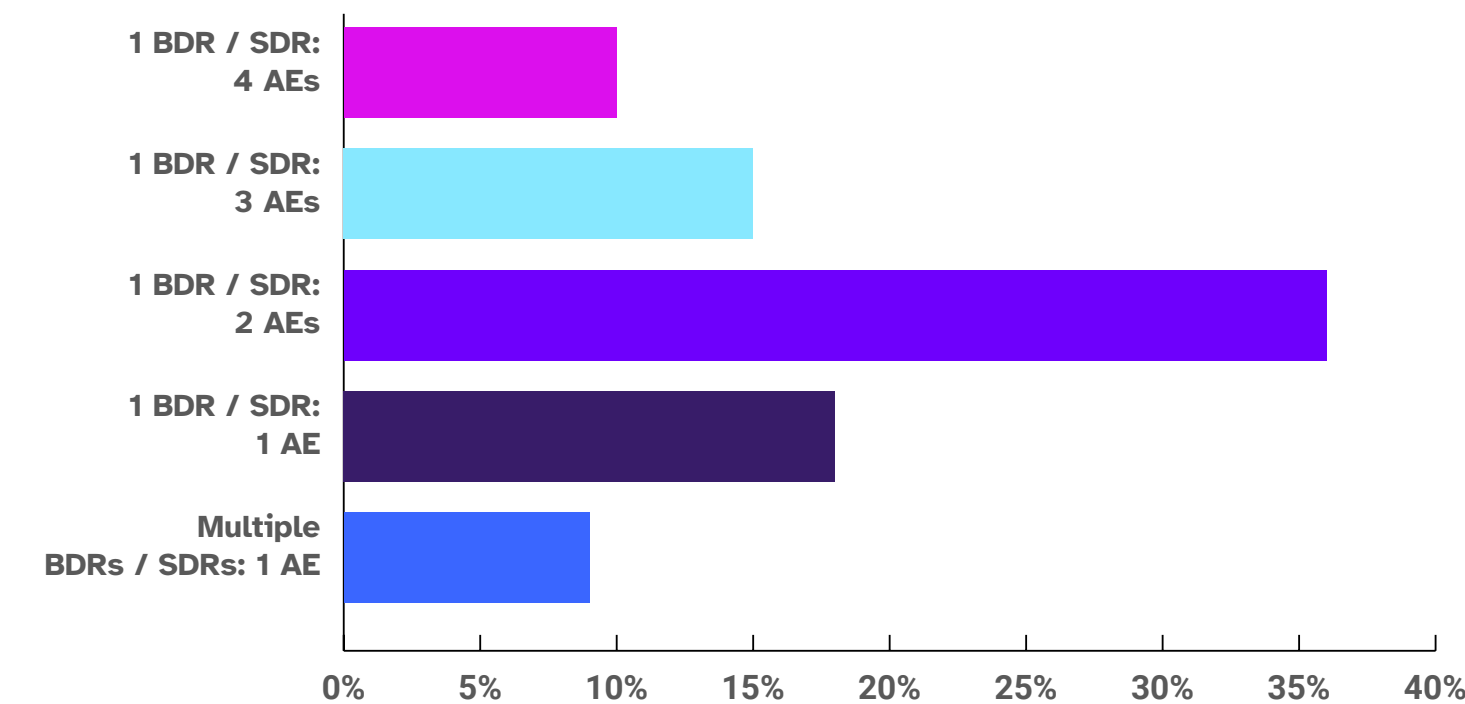
- Feedback from our candidates was, that if they don’t live near an office, they can feel isolated being at home constantly.
- Our feedback shows that these younger sales professionals enjoy the option for hybrid working - where they can learn from peers and enjoy an office culture.



### Average ratio of BDRs / SDRs to AEs

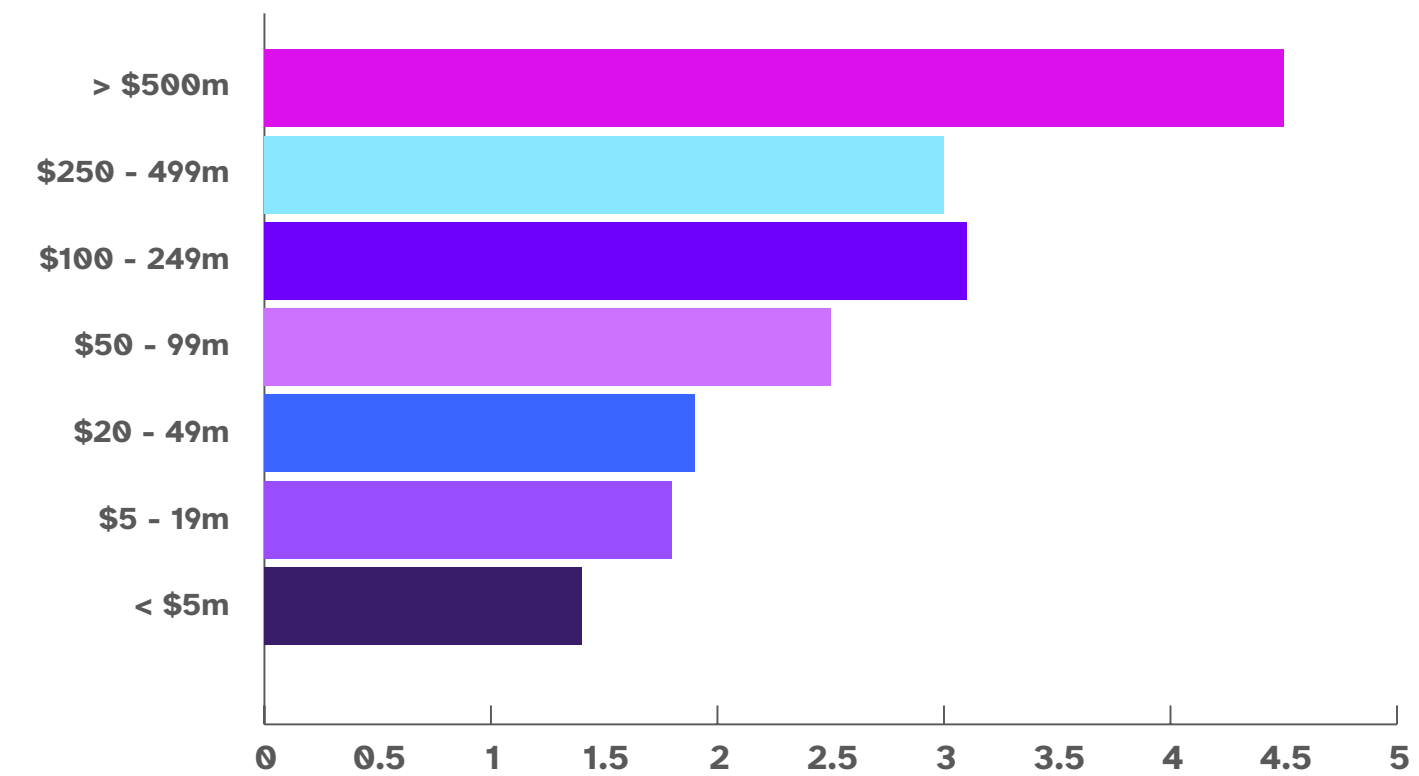
It is key to prevent BDRs / SDRs and their managers from getting stretched too thin with a healthy Manager-to-BDR / SDR and BDR / SDR-to-Seller ratio.

Our research established that the average ratio was 1 BDR / SDR to 2.6 AEs – the full split can be found below:



Breaking this down further, we have established that the bigger a company is in terms of revenue, the more AEs a BDR / SDR will be expected to support. For example, in companies with a revenue greater than \$500M, a BDR / SDR will typically support 4.5 AEs.

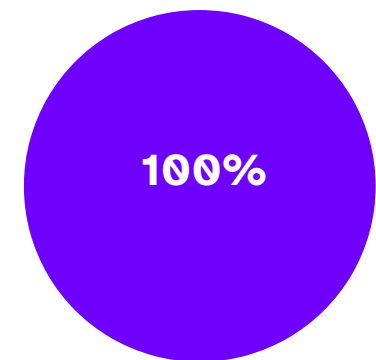
The below graph shows the average number of AEs supported by 1 BDR / SDR, split by company revenue – showing clearly the change in the BDR / SDR to AE ratio as a company’s revenues increase.



### Activity Levels

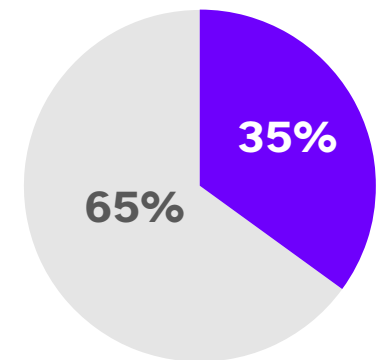
Once you have your BDR / SDR to AE ratios in place, you also need to consider activity levels.

Research shows how important it is to set clear guidelines for how your BDRs / SDRs spend their time and typical splits in workload that we have seen are:



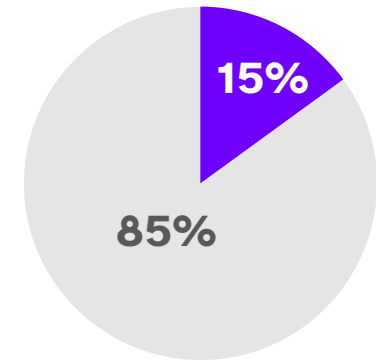
#### Inbound Only BDRs / SDRs:

Qualify inbound leads for opportunities



#### Market Development BDRs / SDRs:

Outbound activities for list of accounts 65% and react to engaged leads in territory 35%



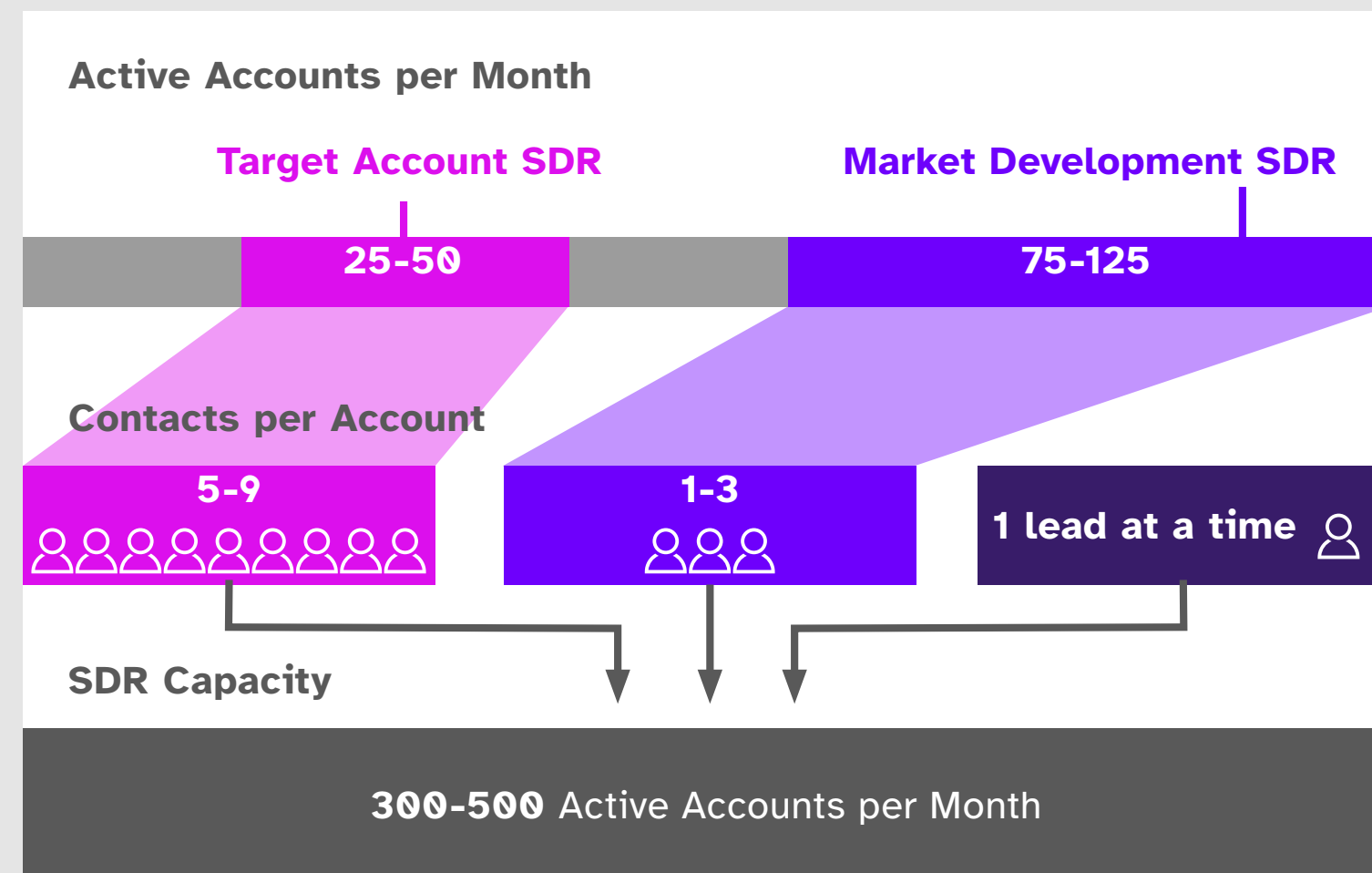
#### Target Account BDRs / SDRs:

Outbound activities for named accounts 85% and react to engaged leads from named accounts 15%



## Monthly Activity

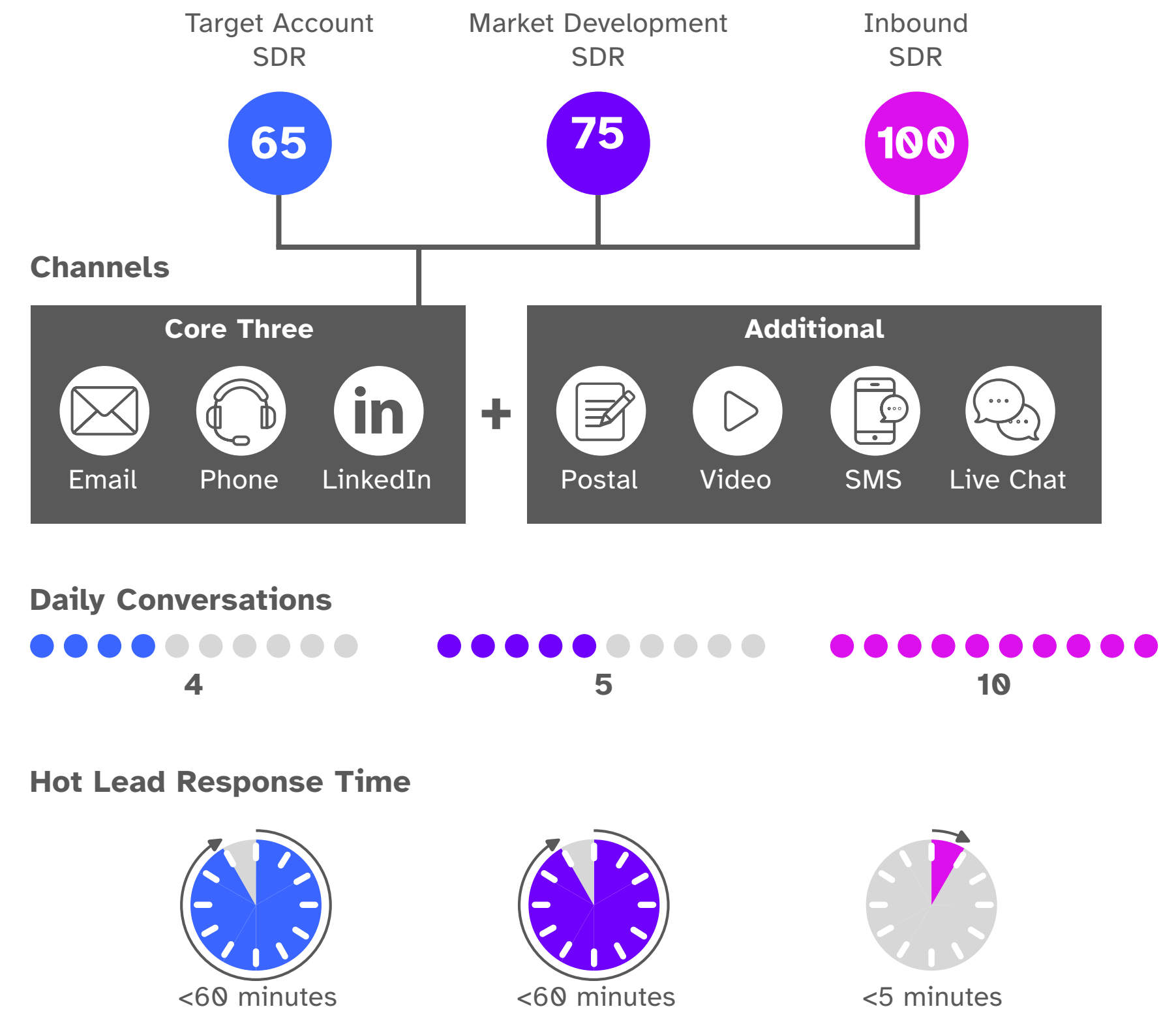
- Whilst Target Account BDRs / SDRs will stay focussed on the same accounts for at least six months, Market Development BDRs / SDRs will refresh their list every one to three months.
- It is therefore key to define what a productive month looks like for your BDRs / SDRs accordingly, based on your model.
- We have established that a typical BDR / SDR capacity is between 300 and 500 active contacts each month - this includes Inbound only BDRs / SDRs too.



## Daily Activity

- Similar to Monthly Activity, its key to define productive based on the model your BDR / SDR is working too.
- Research shows that Target Account BDRs / SDRs will customise their messages more, leading to a lower activity level, whereas Market Development and Inbound only BDRs / SDRs will have a higher volume of activity – with less customisation in their approach.

## Activities per Day





## BDR / SDR Reporting Lines

As mentioned at the start of this document, there was a lot of debate at our Roundtable as to who BDRs / SDRs should report into – Marketing (the CMO) versus Sales (the CRO).

The view of **Yotam Temeni**, CRO of TinyBird our event host was:



“It should sit under sales assuming the job is outbound-focused. The primary reason is because you will get the best talent. The most high-potential BDRs who are going to persistently prospect for pipeline will want to be working under sales where they can directly learn about the job of a sales rep and be mentored by sales reps.

By being part of the sales organization, they will end up participating in various rituals / meetings of the sales org and get exposure to learning on the job in ways they would not if they reported outside of sales.

That being said, if your BDR function is primarily inbound-focused (following up on leads who have already signed up for the free product or filled out a form to be contacted), then I can understand why someone would put the function under marketing.”

## Outsourcing the BDR / SDR function



There was some discussion around the outsourcing of the BDR / SDR function. For those who are considering this, we have had good feedback on Memory Blue and Revgen.

**Wim van Campen**, Vice President of Sales – EMEA at Lookout, has told us of some of the advantages he had found whilst previously outsourcing their BDR / SDR function – including:

- Hiring responsibilities no longer inhouse
- Easier to have a team speaking multiple languages
- Database
- Typically, the team are tech savvy – so it can be easier to upskill on new products

He was however also keen to point out the advantages of in-house BDRs / SDRs, which is the model that Lookout now operate - and he echoed the feedback we have had from **Chris Finan**, President and COO at ActZero.ai, who believes the BDR / SDR function should always be kept in house for the below reasons:

- More flexibility
- Increased control over their resources
- Greater commitment from staff
- A pipeline of talent, who can progress as the company scales
- A long term focus





# Contact Us



## Reece Mills

Head of Partnerships

Scaling go-to-market teams for the world's leading, VC-backed SaaS companies

**Founded in 2017, Strive is a specialist go-to-market talent partner whose network spans the globe.**

With offices in the UK and US and a headcount of 30, Strive has the size to offer talent acquisition services at scale, whilst also the capability to deliver on strategic hires.

Working with leading VC's, Strive has helped scale their portfolio of B2B SaaS companies, placing key hires within the go-to-market function.

**For more information, please reach out to Reece:**

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