



HV
CAPITAL

+

«Strive»

PRESENT

B2B GTM DINNER
BERLIN



Executive Summary

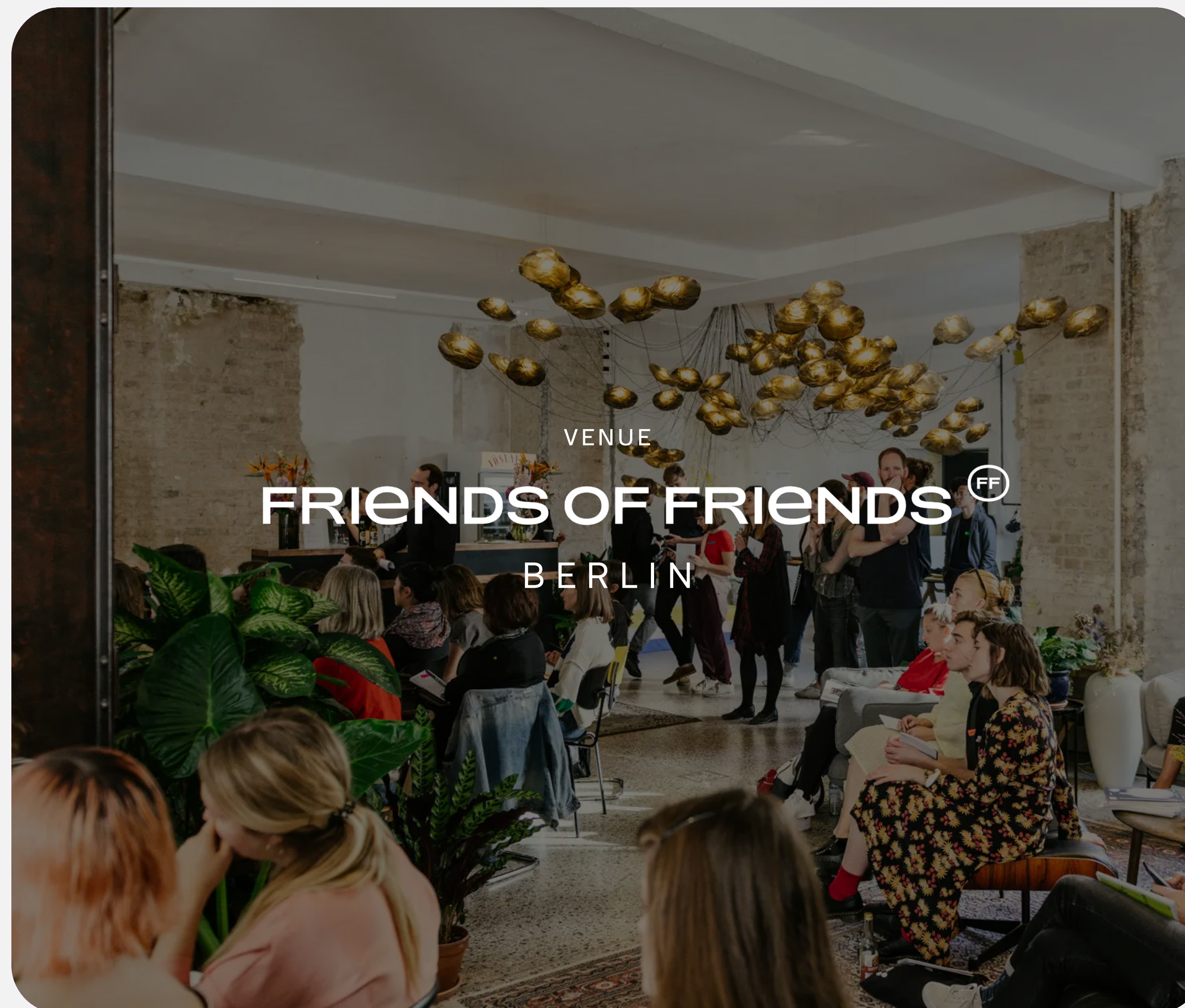
In April 2023, Strive and HV Capital co-hosted a roundtable event in Berlin, with an exclusive group of Founders & GTM leaders from the European start-up ecosystem

The aim of the evening was to discuss all things GTM, to share best practices and to network with other leading professionals in the industry... and have some fun, of course.

The event was hosted by Jannis Fett, Investment Manager at HV Capital and Adam Richardson, MD of Strive.

Matthias Hilpert, CEO of MH2 Capital, led the discussion on Sales Forecasting, which was followed by an open Q&A, led by Gert-Jan Schenk an Experienced International Chief Revenue Officer, with a proven track record of success in Cyber Security, growing and managing robust sales organisations, and hiring and building great teams.

With so much experience in the room and many different verticals represented, it made for some really productive discussions shining a light on the fact that all B2B SaaS companies are facing the same challenges, regardless of the vertical / market they operate in.



Thank you to our Guest Speakers:



Gert-Jan Schenk



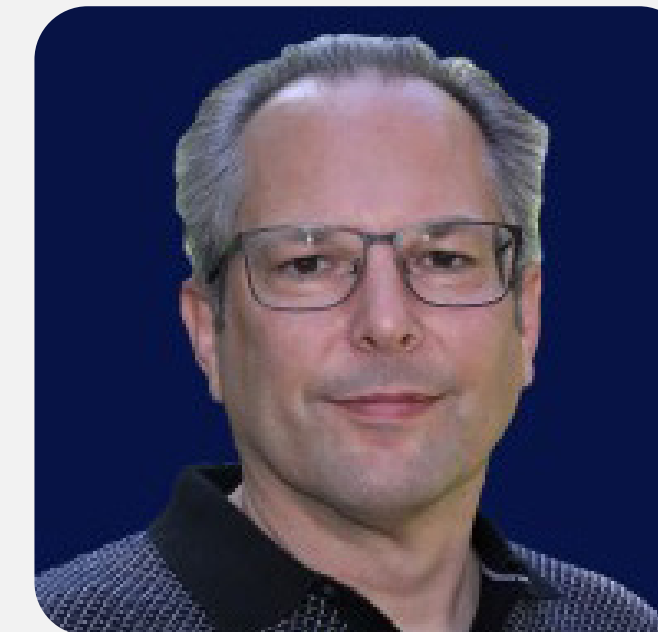
Gert-Jan has had a highly successful career, spanning 20 years, scaling tech companies across the globe.

He recently finished a 7.5 year tenure as CRO at Lookout, an end-point-to-cloud security vendor with a presence across the US, EMEA & APAC – and a global headcount in excess of 800 people.

He joined the business at \$0 ARR and grew it to \$100m ARR with a Market Valuation of \$1.6bn.

During his time at Lookout, GJ was involved in winning new customers, building world-class teams, multiple acquisitions, expansions into new territories, diversification of their product from B2C to B2B.

He also won a whole host of accolades including being named Global Leader in cloud security and Best Mobile Security Vendor.



Matthais Hilpert



Matthais is the CEO of MH2 Capital, having 20+ years experience, as an Operator turned Investor.

He has invested in over 30 early-stage companies and has 8 exits under his belt to-date and is one of the top 30 angels backed by European Investment Fund (EIF) in Germany.

He is also the author of the Amazon #1 Bestseller book **“Fast Forward - Accelerating B2B sales for startups”**.

Attendees



Testimonials



“I’m always excited to bring 30 like-minded people into one room and see them rave about the same problems and issues.

I have never seen a crowd talk so vividly about Salesforce for more than 30 minutes. But most importantly, it is amazing to see what great talents are leading GTM in our Portfolio.”

Jannis Fett
HV Capital



“It was great to meet so many GTM professionals representing different verticals and EMEA regions to understand more about their journey and the challenges they’ve faced along the way. I also found it particularly valuable to hear GJs insights as someone who took a start-up from \$0 - £100m in ARR, it was great to hear how he overcome so many of the challenges that all vendors face on their growth journey.

Reece Mills
Strive



We asked our attendees for their feedback on the overall event as well as the content, post event:

Overall rating on the evening

4.5 out of 5

Overall content rating

4.4 out of 5

Testimonials



“It was great to meet go-to-market professionals from different industries and learn about their go-to-market challenges and strategies. A number of proven leaders had been invited to share their best practices, which kickstarted interesting discussions and gave me lots to consider.”

Alex Wells
Hadrian



“I enjoyed getting together with industry professionals, having insightful discussions and meeting potential partners. It was nicely curated and in a pleasant environment, prompting everybody to open up and not just pitch their usual story.”

Andre Drochner
Ceezer



“I thoroughly enjoyed the evening, lots of fun, great food and interesting conversations – I learned a lot and met some great people.

Hearing first-hand from such highly experienced professionals and learning about their experience in building high-growth software companies was super helpful.

The GTM trivia quiz also added a fun element to the evening and got everyone to show their competitive side.

I can’t wait for the next one!”

Daniel Schneider
Power Us



“It was great to meet and network with fellow GTM professionals to share best practices and discuss the challenges we are all facing. The co-hosting of the event by Strive and HV worked really well, and I felt like there was a great mix of experience and perspectives in the room which led to some great conversations. I’d highly recommend any future events they do.”

Wim Van Campen
Lookout





HV Capital

HV Capital is a pioneering investor in the European start-up scene. From the moment of its inception to date, it has backed hundreds of entrepreneurs building transformative businesses across various sectors.



Strive

Strive was created to support tech companies that are busy building the future. With a laser focus on connecting world-class go-to-market talent with extraordinary SaaS companies, we help changemakers scale faster and smarter.

Sales Forecasting

Sales Forecasting

- Consider the difference in forecasting for large Enterprise deals (Elephants) that are \$100-500k Annual Contract Value vs SMB (Deers) that are \$10 – 20k ACV. For these Enterprise deals, look to forecast in Quarters, versus forecasting in months for SMB deals.
- Whilst it is relatively easy to forecast smaller deals and higher volume sales because you have a bigger data set, it can be a lot harder with Enterprise, as there are fewer deals, less volume and is less predictable. It is recommended to start sales forecasting after doing your first 10 Enterprise deals to have a good idea of how to forecast accurately.



Building a champion

- It could not be stressed enough how important this is.
- How to identify the best champion? Map out the organisation and go through each contact to see who is the best contact to approach. Do they have a personal interest in your deal - promotion etc.? Or will they suffer if the deal isn't done?
- Taking two months to find a good champion could mean it only takes one month to close the deal vs finding the wrong champion and losing the deal or it taking six months to close.
- If your reps have someone who they believe is a champion - question who they are, what is their role, and what influence do they have? Who holds the budget? What have they done for you so far?
- You must have a methodology in place and it is critical that everyone follows this across the company.

FURTHER INFO

- [Slides from the night](#)
- [What is a MEDDIC Sales Champion](#)
- [Ultimate RevOps guide](#)
- [Best Sales Methodology for SaaS](#)



Scaling across EMEA and multiple cultures

- It is important to have Sales Leaders from different regions of EMEA that make up the Senior Management team, not just all from one hub.
- Ensure the interview panel is diverse. It doesn't always need to be Sales Leaders, your panel could include people from other parts of the business to help you get another perspective and reduce the chance of a mis-hire.
- Interview with local knowledge and language where possible.
- Senior Leadership should have regular meetups in one location.
- Understand the cultures that you are selling into. For example, the US is very different to EMEA, an example of this being Uber Freight, where they failed as simply replicated what had worked in the US instead of doing research into EMEA market and what approach would work best there.
- Toxicity usually comes from the top level within the organisation and then travels down. When suspecting this, the best way to find it is to set a task across your Senior Leadership team and to review how they co-operate and how the task goes – this will usually allow you to see where the problem lies from this. You should also conduct regular employee engagement surveys.
- Ensure your Company Values are constantly spoken about and followed – have them displayed everywhere in your offices, using as a base to measure for promotions, annual appraisals, etc. Consider giving out Awards based on who has shown your Values the most over a period of time – detailing examples of what they have done, and why they deserve the award.
- Consider using skip-level meetings to gain feedback on Leaders within the business
- According to Forbes, more than 50% of CEOs & CFOs say corporate culture influences productivity, creativity, profitability, firm value and growth rates.

FURTHER INFO

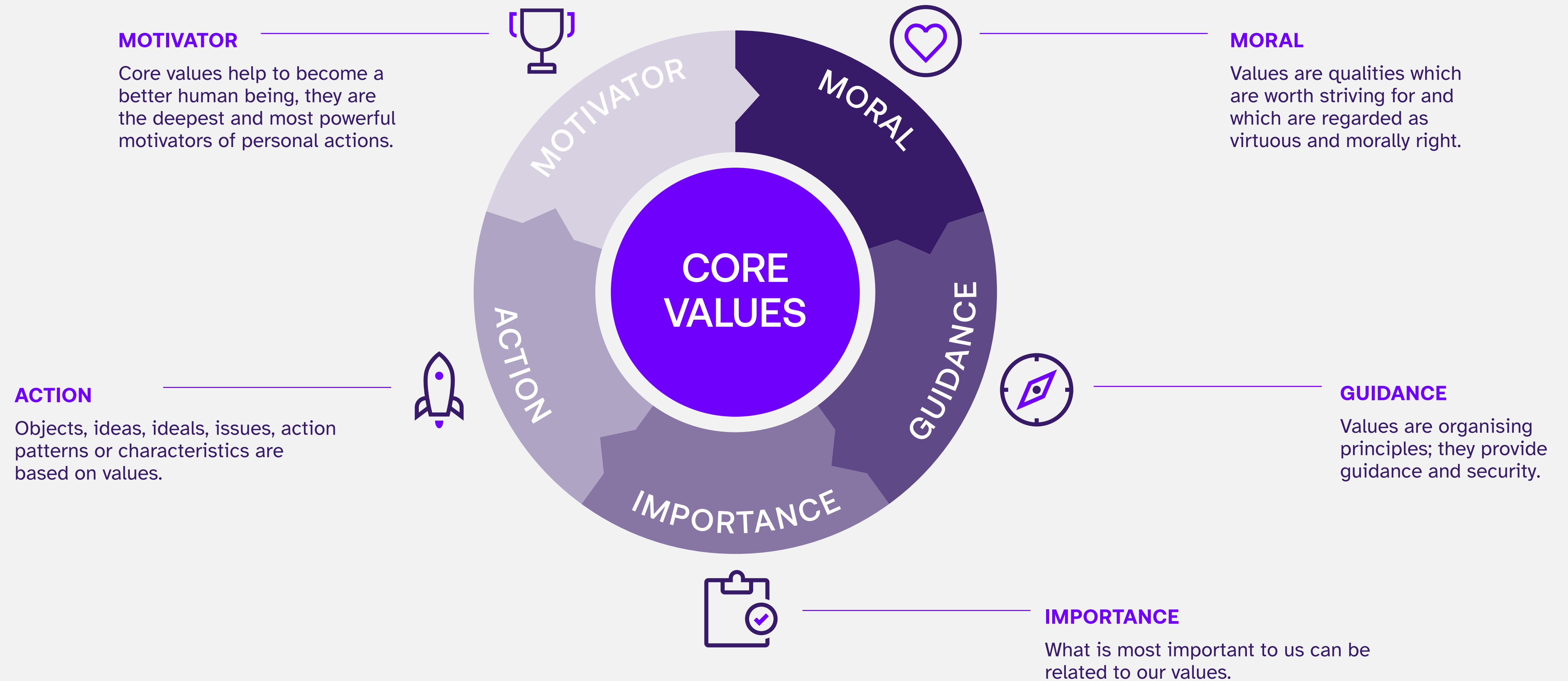
- [The Culture Map](#)

[Seven ways company values drive business success](#)

- [Promoting core values at work](#)



Definition of core values



Building out a sales playbook

- This needs to be shared with all departments, not just Sales. All Departments need to be aligned with the story that is being sold - and how to sell the solution to fix prospective clients' problems.
- The playbook needs to be constantly revisited and updated as you grow and scale to ensure it is still best practice.
- During a period of downturn, if you operate in a niche market, consider diversifying to increase your chance of success. This is where a sales playbook will become even more important.
- Ensure your Sales playbook is data driven – use key metrics and data to lead and assist it. Use data where possible to increase efficiency and productivity – especially in tough market conditions.
- When hiring your first few AEs, typically these A Players will be experienced and relatively self-sufficient – use their knowledge, expertise and relations to build out your playbook, to make this a scalable and repeatable process as you have more AEs join the team.

FURTHER INFO

- **2 Playbook example**
[Competitive Deal Playbook](#)
[Sales Coaching](#)
- **[The Sales Plan Template](#)**



GTM Tech stack

- Salesforce is more like a database than a CRM.
- Companies can retire tools too quickly. You need a reasonable amount of time to review the data and check the ROI – and whoever is using it in this period needs to utilise it properly otherwise your results will be swayed.
- Most of the time when a product fails it's due to it not being implemented properly.
- Do your research into all potential products that solve the problem you have or want to improve. One product that is right for one startup doesn't mean it's right for another one.
- Use rewards as an incentive to get more CRM usage rather than punishment.
- Only give certain people within the business access to adding new fields into the CRM.



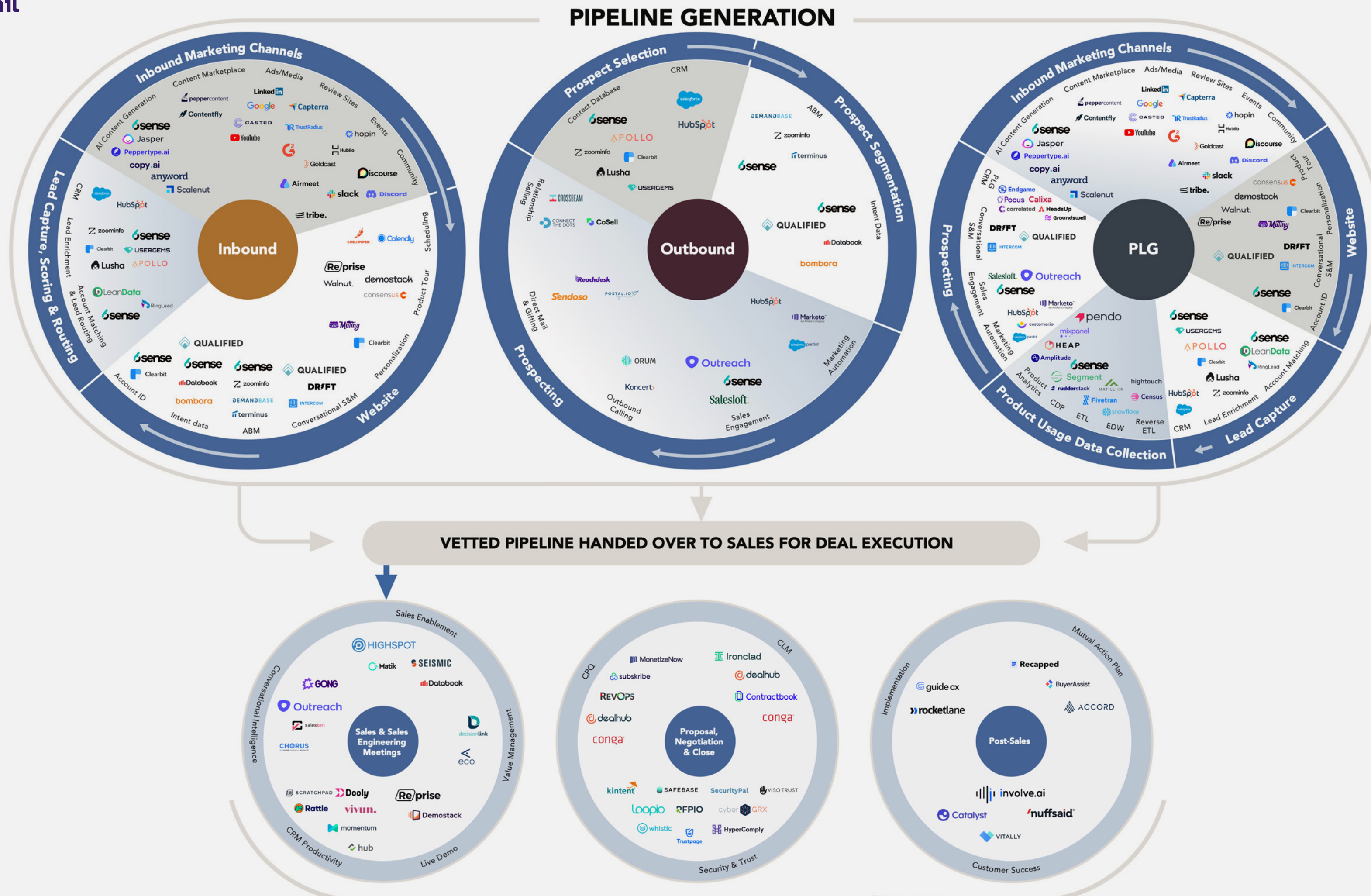
FURTHER INFO

- [Demystifying the Modern B2B Go-To-Market Tech Stack](#)



Pipeline Generation

 Zoom in to view detail



Sales Recruitment (SDR - BDR - AE - Leadership)

All companies should have a consistent onboarding process that all employees must go through. Salespeople naturally don't want to do this, but you should make a point of ensuring this is mandatory for every employee who starts with the business.

Tips from Adam Richardson, Strive

- Your number one competitive advantage is your use of time during hiring – create speed and urgency.
- Understand your Candidate key drivers – top five are progression, working with strong leadership, package, making an impact, and the product.
- To help find great talent, clearly define your ICP and key traits of a top performing candidate.
- Train your managers on how to sell the mission / story to make people understand where they fit into that.
- Assessing great talent – ensure you have a great process aligned to the traits you are recruiting for – and ensure this is well documented.
- DE&I – Understand the metrics within your talent pools.



Adam Richardson
Strive Co-Founder and Director

Adam is a Co-Founder and Managing Director of Strive.

Adam supports all of Strive's key relationships globally, as well as having overall responsibility for the leadership of the company, including strategy, client management, line management of internal staff, operations and hiring world-class recruiters to join Strive.

[Book a Call](#)

FURTHER INFO

- **Mindtickle** – Voted number one in Sales Training & Onboarding platform by G2
- **A Dead Simple Checklist for Quickly Onboarding New SaaS Sales Reps**
- **The Science of New SaaS Salesperson Onboarding: Breaking the Process Down Into 4 Key Phases**



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:**

[Book a Call](#)

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