

Sales & Partner Enablement

Team Charter & 2021 Plan



December 2020

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Our Vision

Our Mission

Lookforward 2021

Key Initiatives for Year
Q1 Programs



A wide-angle, low-angle shot of a busy city street at dusk. The street is filled with pedestrians and vehicles. Tall buildings line both sides, covered in large, brightly lit billboards and advertisements. The sky is a mix of orange and blue, suggesting the time is either early morning or late evening. The overall atmosphere is one of a vibrant, high-energy urban environment.

OUR VISION

Build a \$1Billion ad business by empowering sales and partners to achieve repeatable success on Reddit

A large, three-dimensional wooden cutout of the phrase "Remember the Human" is mounted on a dark, textured wall. The cutout is made of light-colored wood with a visible grain. The word "Remember" is on the top line, "the" is in the middle, and "Human" is on the bottom line. The letters are stylized and interconnected. The lighting is dramatic, casting shadows and highlighting the texture of the wood and the wall.

OUR MISSION

Bring our teams together to create scalable, unique-to-Reddit experiences that sales, partners, and advertisers will love

/lookforward



ALIGNMENT ON PRIORITIES FOR 2021

Enable our sales and our partners to accelerate together

SALES ONBOARDING

Create an immersive onboarding experience to help new hires get to quota faster

SALES READINESS & GTM

Enable sales to go-to-market with confidence to sell *multi-product ad solutions & moments*

NEW! AGENCY & MARKETING PARTNER READINESS

Educate agency & marketing partners to become experts and drive success with Reddit

NEW! SALES EFFECTIVENESS

Develop an insights-driven sales approach to accelerate new business & account growth

ACQUIRE
ADVERTISERS

GROW
BUDGETS

EXPAND
EVERGREEN
DOLLARS



Create an immersive onboarding experience to set up our all new hires for long-term success and *get to quota faster*



PURPOSE

- We can't IPO until we reduce our time to ramp significantly
- Share repeatable success with sales new hires so they succeed from the start
- Provide a means to onboard 118 new reps across new regions while reducing dependency on sales pods



APPROACH

- **Expand core curriculum:** build upon our core Reddit curriculum by upleveling sales knowledge and skills
- **Drive stronger CP and AM performance:** accelerate ramp time with role-specific programs, tools, and resources
- **Adapt and scale:** our onboarding program for global markets



SUCCESS METRICS

- Reduce time to ramp from 9 months to 6 months (*assuming 9 month ramp time is accurate metric!*)

Develop an insights-driven sales approach *to accelerate new business & account growth*



PURPOSE

- Evolve from transactional selling (RFP focused) to consultative selling (take control of buying process)
- Add missing buyer, industry, and competitive knowledge to sales core
- Create more consistent expectations and best practices on how to sell Reddit



APPROACH

[Launch Humble Swagger Sales Training Program](#): Drive adoption of challenger mindset across LCS, MMS, and SMB:

- **V1.0 Humble Swagger Playbook**
- **Business discovery**
- **Compelling POV**
- **Insights-driven storytelling**



SUCCESS METRICS

- NAL Account penetration
- Deal velocity: time to close
- Average deal size/ARPA

Long-Term: Build a holistic program that covers all aspects of our sales approach

PROSPECT & QUALIFY

Identify and convert quality prospects into opportunities (new business or lines of business)

ACCOUNT PLANNING & STRATEGY

Build an account strategy to drive growth and key relationships

INSIGHTS-DRIVEN STORYTELLING

Craft & deliver compelling commercial insights to educate and challenge the client to realize how Reddit will grow their biz

CLOSE & LEAD BUYING PROCESS

Lead the buying process while coaching clients on the value of Reddit

ACCOUNT KICKOFF & TRANSITION

Launch the client partnership and reaffirm critical strategies and goals for long-term success

ACCOUNT MANAGEMENT

Assess and evolve the account strategy for continued growth and success

ACCOUNT GROWTH

Craft and deliver compelling commercial insights to grow and expand new opportunities



Insight-driven sales approach to accelerate new business & account growth

PROSPECT & QUALIFY

Identify and convert quality prospects into opportunities (new business or lines of business)

- Research new prospects or lines of business
- Target and connect with prospects and leads
- Evaluate prospect needs through effective discovery
- Demonstrate value and insights to nurture relationships
- Prioritize and convert prospects into opportunities

ACCOUNT PLANNING & STRATEGY

Build an account strategy to drive growth and key relationships

- Network within accounts to uncover new opportunities
- Identify the right stakeholders to drive opportunities forward
- Develop an account strategy with your sales pod

INSIGHTS-DRIVEN STORYTELLING

Craft & deliver compelling commercial insights to educate and challenge the client to realize how Reddit will grow their biz

- Demonstrate deep insight into the client's business needs and priorities
- Position and differentiate the value of Reddit for the client
- Develop and articulate commercial insights that reframe the way clients think about their business and their needs
- Manage expectations and overcome objections that might stall the sales process



CLOSE & LEAD BUYING PROCESS

Lead the buying process while coaching clients on the value of Reddit

- Reaffirm client's commitment and negotiate with key decision-makers
- Manage and drive the selling and buying process

ACCOUNT KICKOFF & TRANSITION

Launch the client partnership and reaffirm critical strategies and goals for long-term success

- Set right expectations with clients and align on their goals
- Co-create long-term strategy with client
- Onboard client and prepare for implementation

ACCOUNT MANAGEMENT

Assess and evolve the account strategy for continued growth and success

- Align all parties to roles and responsibilities, expectations, and timelines
- Lead and manage account onboarding process

ACCOUNT GROWTH

Craft and deliver compelling commercial insights to grow and expand new opportunities

- Evaluate account health and conduct ongoing discovery and research
- Build strategies to drive account growth
- Network within accounts to uncover new opportunities
- Act as a liaison between the account and internal teams



Enable sales to go-to-market with confidence to *sell multi-product Reddit ad solutions & key moments*



PURPOSE

- Increase seller confidence and competency in Reddit Ad Solutions & key moments
- Drive ads revenue growth (auction, seasonal moments,, etc.)
- Reduce dependency on XFN teams (PMM, Measurement, Product)



APPROACH

- **Safety Certification:** Enable sales to manage safety concerns w/confidence
- **Measurement Certification:** Enable sales to set learning agenda & take action on results (Brand & Conversion Lift/Incrementality)
- **Performance Marketing Certification:** Empower sales to sell and manage performance-based campaigns on Reddit
- **Product Certification for Key Launches:** Enable sales to sell multi-product ad solutions



IMPACT

- Certification
- Seller confidence
- Average deal size
- Multi-product sales by rep

Key Dependencies: Hire SE HC • Leadership Support • Clarity on our differentiation • Support from SMEs



Educate and empower agency and marketing partners *to become experts and drive success with Reddit advertising*



PURPOSE

- Agencies want an alternative to the digital duopoly, but don't know that we could be it.
- Agencies aren't users of Reddit and need help understanding how their clients can get the most out of our products
- Based on partner feedback from our agency guide, there's a desire for more in-depth content + best practices
- Training we provide for agencies can be leveraged to train advertisers too



APPROACH

- **Pilot Agency eLearning Program:** To understand the *effectiveness* of training content for agency and marketing partners
- **Agency Resource Hub & Training Sessions:** Drive ad product adoption by providing a self-serve one stop shop and hands on training



SUCCESS METRICS

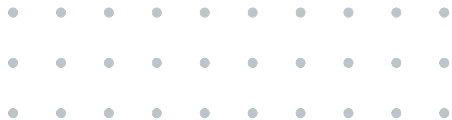
- Pilot program sign-ups + completion rates
- Increase in spend [account matching through SFDC]

Key Dependencies: Biz Marketing Agency Readiness • SE Capacity to support course dev • Agency Dev Relationships
Roadmap can be found [here](#)



Our key dependencies

- Alignment on expectations with sales leadership
- Collateral, Tools, & Processes from our XFN Partners (Biz Marketing, Mar Sci, PMM, Ops)
- POV on Competitive Landscape (Biz Marketing & PMM)
- Sales manager support
- Limited capacity & budget on our team



2021 Team Structure



Negar Pellegrini
Head of Global Sales &
Partner Enablement

SALES PROGRAMS



Ashley Crisostomo
Principal, Sales Enablement Program
Manager
GTM Readiness & Onboarding



Requesting Headcount
Sales Enablement Program
Manager
Sales/Industry/Business Acumen



Approved Headcount
Sales Enablement Associate
GTM Readiness & Onboarding

PARTNER PROGRAMS



Molly Rodriguez
Sr. Partner Enablement Program Manager
Partner GTM Readiness & Onboarding

PROGRAM DESIGN & OPS



Grace Tang
Lead, Learning Experience
Strategy & Design



Approved Headcount
Learning Experience Designer
Design & Development



Jonathan Camargo
Sr. Art Director & Design
Contractor



Accelerate Together with Sales & Partner Enablement



AGENCY PARTNER READINESS

Drive Success with Reddit

Educate agency & marketing partners to become experts and drive success with Reddit



SALES EFFECTIVENESS

Accelerate Revenue Growth

Develop an insight-driven sales approach to accelerate new business & account growth.



SALES READINESS & GTM

Sell Multi-Product Ad Solutions

Enable sales to go-to-market with confidence to sell multi-product ad solutions and moments



ONBOARDING

Get to Quota Faster

Create an immersive onboarding experience to help new hires get to quota faster

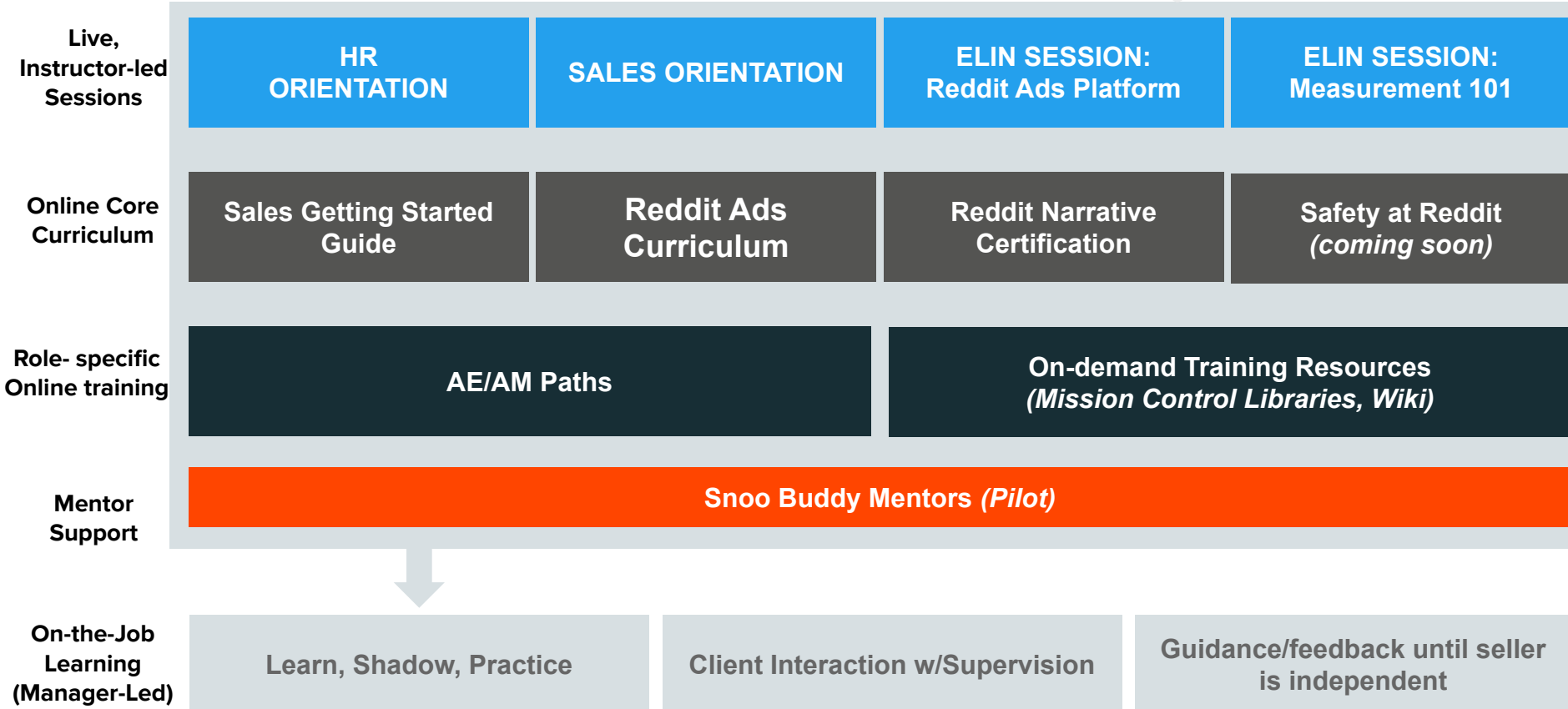


/Programs



Sales New Hire Journey: Reddit Launch Pad

By expanding the onboarding program, we've reduced ramp time by 3 months



Moments Swagger

Helping the sales team seize the moment with Moments

Q2 Moments Kickoff Feb 16

Moments Pulse Edition Feb 16

Manager Activation Feb 18

Q2 Moments Kickoff TIL Feb 24

Selling Moments Sales Plays

Selling Moments Seller Stories


Moments Hub Ongoing Updates

Delivery Pacing Review Weekly


Mid-quarter Moments Pulse



Reddit Revenue Pulse No images? [Click here](#)



Reddit Revenue Pulse



SEASONAL MOMENTS

Special Edition

In this Moments Edition:

- Call to Action: Two Client Outreach Emails to Seize the Moment
- Featured Moments
- How to Check Availability & Book Moments

Seize the Moment


With so much momentum around Reddit and cultural moments, there are many opportunities to help your clients seize the moment and join the conversations taking place on Reddit. To streamline the adoption of moments, we'll be sending quarterly check-in and kickoff Moments Pulses that will include outreach emails and collateral. This edition includes our Q1 check-in, and our next edition will kickoff Q2 Moments. We've also expanded our [Moments Hub](#) to include everything you need to know to pitch moments.

Call To Action

1. Capitalize on Reddit's Current Momentum

We rose to #2 in the app store, our personal finance interest group grew 612% WoW, and we've been covered in virtually every news outlet. We've created a one-sheet to showcase our momentum and the power of our communities. Reference [this doc](#) for the one sheet, email outreach template, messaging, and press links.

[Send Email to Your Clients](#)



Sales Playbook

Begin evolve our sales team from transactional selling to an *insights-driven sales approach* so they can take control of the buying process

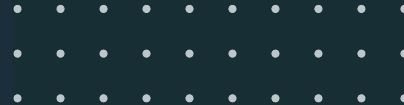
- **Defining 1st set of buyer personas**
- **Conducting interviews with High Performers & Sales Managers to define what good looks like**
- **Humble Swagger Playbook Outline (sourcing sales assets + SMEs)**
- **RFP with sales consultants for skills development workshops**

2021

**Business
Discovery**

**Account
Planning &
Growth**

**Insights-driven
Storytelling**

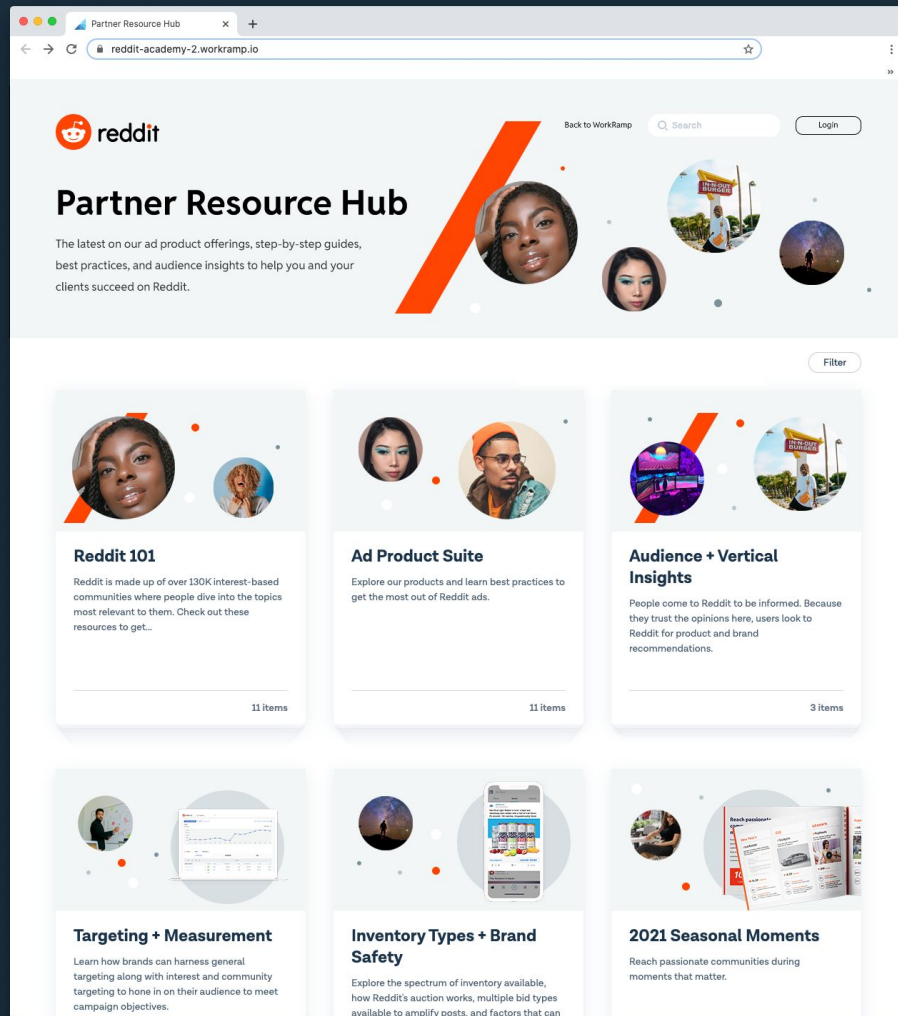


Reddit Ads Formula

Our agency hub is ALMOST ready for prime time!

Go live planned for March 22

Hub Content & Collections Underway
Marketing GTM Launch Plan Completed
Design & Branding In-Progress
Assessing SFDC Integration
Strong collab with Marketing Team



Safety Swagger

Platform and brand safety is top of mind for agencies & brands.

We're launching a modular program on Safety for all client facing roles (end of Q1).

On-Demand Modules

Safety Swagger Video Series

Live Fireside Chat with Safety Masters



1

Understanding
Advertiser
Safety
Concerns

2

How Safe is
Reddit?

3

How We Keep
Brands Safe

4

How to Manage
Safety with
Humble
Swagger



Leadership Development

With Fast Forward Group

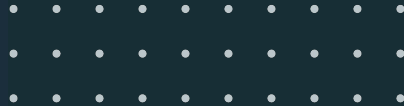
Fast Forward is a life-changing training and coaching program that helps people thrive both professionally and personally

Outcomes

- A Bold Vision with ambitious goals for focus and inspiration for the year ahead
- A 90 Day Action Plan to prioritize key professional and personal outcomes
- Insights and Tools to improve resiliency, confidence, communication and relationships.
- A peer coach for ongoing support and accountability

7 x 90 minute interactive workshops over 8 weeks

Q2: First pilot group: May through June



Fast Forward

Program Overview



Sessions 1 and 2: Declare a Bold Vision and Share it

Fast Forward one year from today: what does success look like? Use our 7 questions to think big and take ownership of what's important in work and life. Challenge limiting beliefs and expand what you see as possible. Leave with a compass that provides inspiration and focus for you and your team in the year ahead.

Post session work: Complete Vision and read it to your Buddy



Session 3: Plan the Work and Work the Plan

Create a 90 Day Action Plan which becomes a dashboard to make your Vision a reality. Identify habits that eat up your time and deplete your energy; adapt new habits that fuel your productivity and fulfillment. Move from being reactive to intentional.

Post session work: Finish Action Plan with your Buddy.



Session 4: Choose a New Perspective

Get a powerful model to help transform negative stories that hold you back into empowering narratives that propel you forward. Learn the secret to reframing your thoughts and leave with a tool to immediately impact your resiliency, confidence and relationships.



Session 5: Set a Desired Outcome

Make every conversation matter by starting with the finish. Forward action with customers and colleagues. Use the FF Conversation Planner to elevate your influence and contribution.



Session 6: Be Present and Listen

See value in being present and actively listening to build trust and deepen relationships. Use FF Coaching Questions to help people grow and solve their own problems.



Session 7: Fast Forward in Action

Reflect on progress and share commitments. Learn how to stay on track and cascade key learnings and tools to your team. Set up Buddy schedule to continue support and accountability.



Ongoing Support

Fast Forward Buddy System: Every participant gets a peer coach and accountability partner for ongoing support and accountability. Buddies meet during and after the program to achieve their Vision.

Reinforcement Emails: Participants get weekly inspiration post program to reinforce their learning and growth.

Forward Score Assessment: Participants take our proprietary whole life assessment pre-and post-program to track individual improvement in risk taking, focus, time management, confidence, resiliency, relationships and well-being.