

# LET'S GO SELL

A GUIDE  
FOR  
MASTERING  
SALES

BY



waze

**LET'S  
GO!**



**WELCOME 07-09**

**KNOW YOUR CUSTOMER 10-29**

**ENGAGE YOUR CUSTOMER 30-57**

**OWN YOUR BUSINESS 58-67**

**THE WAZE WAY 68-73**



# WELCOME TO THE WAZE GUIDE TO SELLING

**It's the key to mastering the super sales trifecta—knowing your customer, engaging your customer, and owning your business. It's filled with tips and tactics, strategies and stories, do's and don'ts. From account research to account plans, we've gathered best practices and proven frameworks and put them all in one place. Keep it in your glove compartment, in your backpack, or even on your bedside table.**

Having a disciplined sales process means you can work faster and smarter and spend less time sweating the small stuff or rethinking your approach every time you pitch. And while there are many Wazers, there's only one Waze. This guide will ensure that we're providing a consistent experience for all of our customers.

Whether you're new to the team, have a new territory, new account, or it's simply time to make a new bigger sale, this guide will help you get where you want to go.

# Dear Wazers,



## The story of Waze is ultimately a sales story.

It's about a big bold vision, dreaming of the impossible, selling it with passion, and navigating through bumps in the road to reach each epic destination. Today, you are continuing to make that story bigger and better than what's come before.

## Back in 2009, Waze began with a blank map. Totally blank.

But it didn't stay that way for long. We had a vision, some might say an impossible one, to build out that map using real drivers in real time, so we could outsmart traffic, together. We engaged the community to contribute data and report on the things they encountered in their daily drives. And that's how we created the first real-time traffic and navigation app. Our goal was simple: to save our users 5 minutes a day.

## Don't listen to "experts."

We were told by every "expert" out there that it was an impossible task. Luckily we didn't listen. We pushed onward, building the world's largest driving community of 100M Monthly Active Users. We were told that Nokia, then Google, then Apple would crush us. We ignored that, too, only to be acquired four years later by Google, the mapping leader who appreciated what and how we built Waze.

## Make the impossible, possible.

When we set out to monetize our users with ads, we were again told that it was impossible. Banner ads from networks were the "only" option, they said. We couldn't build our own stack, they insisted. Guess what? We ignored them and paid attention to our users and our customers. We built our own technology stack from scratch, focused on showing relevant ads to people "on the go" while driving.

## Do what's right.

We started driving innovation and scale by focusing on what works for our users and our customers, not the industry. We crossed the \$100M+ run-rate of native mobile ads with our own format, our own selling method, our own analytics and metrics that matter to our users. It is nothing short of a miracle that we managed to pull this off. Just like building our own map with traffic information, belief in our vision, focusing on the user, and doing what's right for us has paid off. Our culture of working together as a team—across sales, ops, product, and engineering—for a common goal has been key in driving our business.

## Mindset matters.

I still remember our first sale, it was \$5,000 from Taco Bell. We could not believe that we managed to sell our service and that someone paid us for it! Then we opened the New York City office and our first sale was \$50,000. We weren't selling a different product, we just had a different mindset. From that point on, the deal size grew dramatically. When Christian Boesen joined Waze, he closed the first \$1,000,000 deal with Dunkin' Donuts. Again, his mindset was of a different scale, thinking in millions, and after that more large deals materialized. Our sales team's ability was key to winning independence. We showed that our business was rational—we could grow something users want AND monetize it. Your success on the sales side will continue to drive our product success and give us the opportunity to take longer term bets.

## Dream big and make it happen.

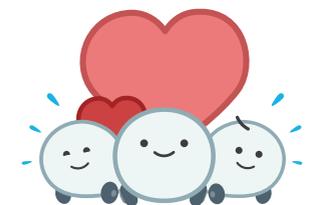
Today we are once again on a mission to change how people commute. We want to be the world experts in carpooling, moving millions of people a day in shared cars, regardless of who, or what, is driving. The reason we can embark on this journey is because our core business is strong enough to fund these big bets. Thank you for enabling us to pursue this vision and, as we grow Carpool, many new monetization opportunities will emerge.

## So, aim high, never take no for an answer, and believe you can do it and it will be so.

Thank you for all your hard work,

A handwritten signature in blue ink that reads "Noam Bardin".

Noam Bardin





# KNOW YOUR CUSTOMER

**Luck favors the prepared. And in sales that means knowing your customer, your customer's business, and the market landscape they live and breathe every day. Old-fashioned research and new-fangled data insights are the key to being an industry leader.**

## ACCOUNT RESEARCH

Whether it's your first pitch, a follow-up call, or an industry event, the most successful sellers are always the most prepared sellers. They're the ones who know what their customers are thinking about, worrying about, and planning for—all the time. While conducting research and preparing might not be the most glamorous part of sales, it is arguably the single most important ingredient to success. All it takes is time, curiosity, focus, wifi, coffee, and a variety of high-energy/low-fat/nut-free snacks.

### Been there, done that?

We know what you're thinking...you've done this a million times before and you know your stuff. Maybe you've been calling on an account for months or years and you already know all the players. Maybe not. Either way, research must be an ongoing process because everything about your customer—the decision makers, their products, and the industry climate—is sure to change. The only thing that will be constant is the need to truly understand your customer.

### It's time to immerse yourself in your customer's world.

Start with the most mundane (like how to spell the CEO's name). Then go deep and wide with marketing and business objectives, sales initiatives, new product launches, mobile apps and sites, agency relationships, and more. The best account research will make you quick and nimble on your feet during a customer engagement and help you create pitches in a snap.

### Ready to get started?

We've compiled tons of questions to help you get to know or re-know your customer. These questions are not a script to use on your customer, but rather a guideline for what you need to know. Remember to think about each question as it relates to both the customer's company and its decision makers, as well as the individual products and services.

## Q. Your customer: facts & figures

The answers to the following questions are almost all publicly available and can be found online, specifically in the investor relations section of a customer's website. Remember, this is just step 1 of your research. (See page 25 for more ways to get to know your customer.)

- How long have they been in business?
- How long has the CEO led the company?
- How many employees?
- How is the company structured?
  - Are there multiple divisions?
  - Are they part of a holding company?



*Today Sprint is owned by Softbank and GEICO is owned by Berkshire Hathaway. What's happening at the holding company level often has an impact on your direct customer, so make sure to cover all your bases.*

- Are they on a fiscal year calendar?
- What is the current state/health of company?
- Are they publicly or privately held?
  - What was last year's revenue and the % growth?
  - Trends in stock price?
  - What are their quarterly/annual earnings?



*Earnings reports can be very revealing. Turn the page for a few clues in Dunkin' Brands' report.*



AHA!

WOW!

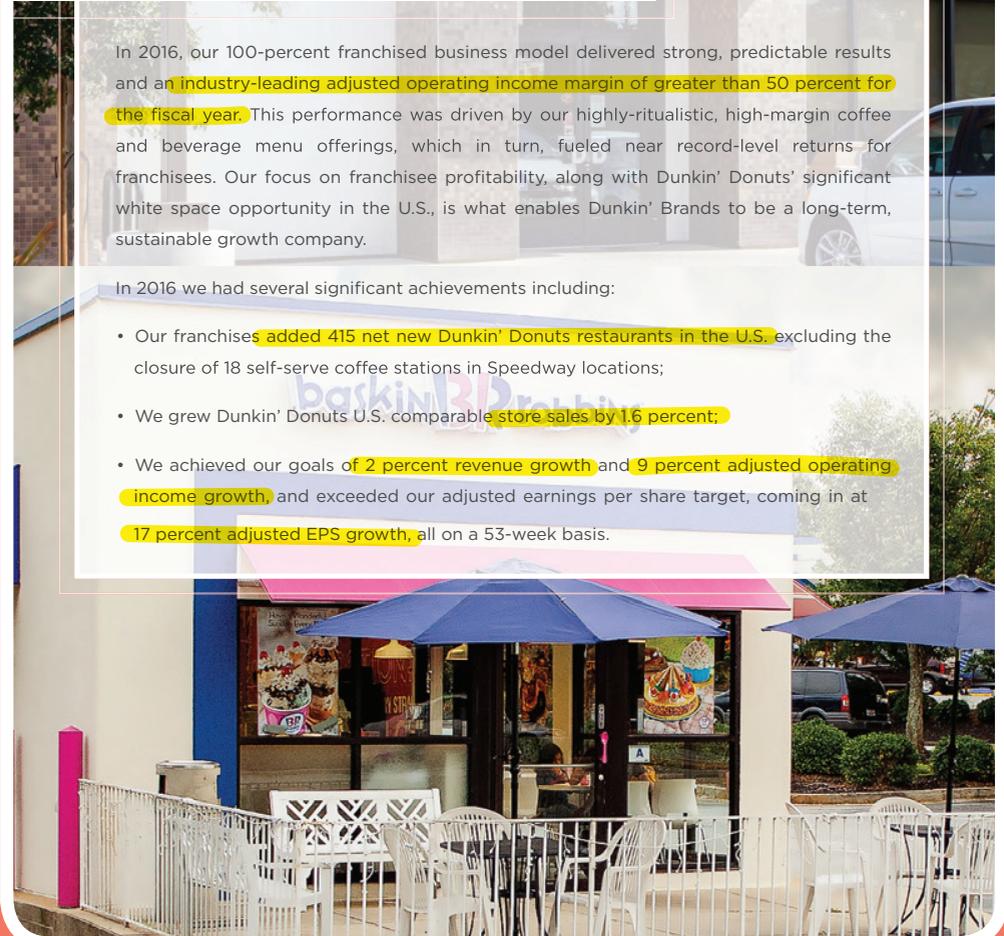


## DEAR SHAREHOLDERS,

In 2016, our 100-percent franchised business model delivered strong, predictable results and an industry-leading adjusted operating income margin of greater than 50 percent for the fiscal year. This performance was driven by our highly-ritualistic, high-margin coffee and beverage menu offerings, which in turn, fueled near record-level returns for franchisees. Our focus on franchisee profitability, along with Dunkin' Donuts' significant white space opportunity in the U.S., is what enables Dunkin' Brands to be a long-term, sustainable growth company.

In 2016 we had several significant achievements including:

- Our franchisees added 415 net new Dunkin' Donuts restaurants in the U.S., excluding the closure of 18 self-serve coffee stations in Speedway locations;
- We grew Dunkin' Donuts U.S. comparable store sales by 1.6 percent;
- We achieved our goals of 2 percent revenue growth and 9 percent adjusted operating income growth, and exceeded our adjusted earnings per share target, coming in at 17 percent adjusted EPS growth, all on a 53-week basis.



## Q. Your customer's industry climate

- What's going on in your customer's category?
- Are companies in this space generally experiencing a good run or a tough one?
- What are some of the factors that impact them?



*Think about all the factors that can impact your customer. Did a natural disaster just happen? Then, your automotive insurance customer is probably super stressed. Have a retail customer? Make sure to investigate foot traffic in stores, the Amazon effect, store openings vs. closings.*

**One more thing!** *Google has a ton of category experts who can help shed even more light on industry trends and guide you to resources that will make you a wiser Wazer.*

## Q. Your customer's decision makers: internal and external

### The customer:

- Do you understand how their marketing department operates?
  - Who is involved in the decision making process for each product/service?
  - What do we know about the decision makers?
  - Are there politics in their marketing department to be aware of?
  - What is the frequency of marketing summits, internal marketing staff awards, allocation of work, etc.?
- What is the CEO/CMO/COO/CFO's general view of location-based marketing and its place in their marketing plan?



*Getting your hands on the org chart—for both customer and agency—can be incredibly eye opening. See pages 26-27 for proof.*

### The agency:

- Is there an agency involved? Are there 5 agencies involved?
  - What aspects of their business i.e. creative, media, account planning do they cover?
- What is the relationship between customer and agency?
- Who are the key decision makers at the agency?
- Are there politics to be aware of?

### The budget:

- What is their budget planning cycle?
- Who allocates and influences the budget?
- Does the CFO review the budget?
- Who literally signs off on the budget (for digital, TV, events, etc.)?

### The relationship:

- What is the track record with Waze and with Google?
- Do you have a "mole" at both the customer company and agency? A mole is just a fancy word for an inside source who will give you the straight story.

## Q. Your customer's distribution model

- What are their primary channels for getting products and services into their consumers' hands?
  - Retail, wholesale, online/ecommerce, superstores, direct, resellers, catalog business, mobile app, etc.

## Q. Your customer's marketing history

- What types of marketing programs are they investing in? And why?
  - TV, mobile, app, video, radio, OOH, social, print, events, sponsorships, etc.
- Do you understand the cadence of how they plan and what is involved?
  - Have you actually seen a marketing or business plan?
  - Have they identified any seasonal priorities?
- What are the key goals and functionality of their own site/apps?



*Review and capture as many of your customer's (and their competition's) current ads and integrated marketing initiatives as you can. They're great to use in presentations!*

## Q. Your customer's competition

- Who/what keeps your customer up at night?
- What other companies are trying to grab market share from your customer?
- What are their competitors' key differentiators?
  - Price, brand recognition, quality of product, user experience, distribution outlets, retail locations
- Which marketing vehicles are their competitors using?
- What investments do they make in advertising, promotions, partnerships, events, etc.
- Which agencies do they employ?
- Is there anything your customer envies that a competitor is doing?



*You need to research the competition, too. Make sure to review their creative, shop them at retail, explore their site, etc.*

## Q. The consumer: your customer's customer

- What is the single most important consumer need they are trying to satisfy with their product or service?
- How are they currently reaching this target demo?
- How are they currently talking to this target demo?
- How do consumers feel about this customer (or product) today?
  - Can you gauge brand health? Brand love?
- Who is your customer trying to reach and why?
  - What are the key demographic and psychographic characteristics?
  - How do they segment their consumers and what do they call those segments? Remember that it will often be different for different products.



*Customers often create unique names for their audience segments. Progressive Insurance, for example, calls them Sam, Diane, Wrights, and Robinsons. What does your customer do?*



## con·sum·er, n. (kən'sōomər/)

1. a person who purchases goods and services for personal use.
  - a. Synonyms: purchaser, buyer, shopper
2. a person or thing that eats or uses something.
  - a. *“Wazers are consumers of fast food, especially in the two weeks leading up to the new year.”*

## Q. Your customer's ad tech

- What is their ad-serving and platform history?
- What tags are they accustomed to using?
- What type of targeting and audience segments have been effective in past campaigns?

## Q. Your customer's creative

- Have you seen their OOH creative?
- Have they seen the Waze Ad specs?
- How many locations do they have?
- Do they have a location list with latitude and longitude?
  - Do they have a vendor for quick creative turn-around?

## Q. Your customer's measurement and attribution: how, what, and who

- What 3rd party services do they subscribe to—Placed, Foursquare, DCM Tags—to inform their marketing decisions?
- How do they measure performance and ROI?
- What business metrics do they track?
  - Growth in same-store sales YOY?
  - # of customers?
  - Average order size?
- How sophisticated is their understanding of location data?



*If we don't know how they gauge success, it's next to impossible for us to offer the right solution.*

## Q. Your customer's objections

- What objections do you anticipate? From whom? And why?
- Will the objections be to the specific proposal or to working with us in general?
- Do you really understand what's driving their objections?



*People make decisions to invest and buy, companies do not. And different people (decision makers) will have different motivations and objections. Make sure you have true insight into what all of the decision makers think.*

## Curiosity counts

When you spend time with customers, be eternally curious, but never nosy. Like a clever detective, try to determine what their attitudes say about: their business, the outlook of employees, the general state of the company, etc. For example, did they just get a new boss from outside of their industry? Go through a re-org? Did they miss their earnings...again? Are they invested in some bold new direction for their marketing organization?



## Brick walls rock

A brick wall can be a good thing if you know it's coming. By carefully thinking through all the possible objections your customer might have, you have an opportunity to actually preempt them. If you can't think of any, your chances are slim of closing a program. When you have a concrete sense of what is giving someone pause, you can hit the brick wall head on by attending to the topic early in the conversation.



## Eyes wide open

I was calling on a CMO and as I entered the building I noted a "FOR LEASE" sign above the door. I knew they were consolidating divisions and that the business was not healthy. I'd also heard this CMO's résumé was floating around. When I reached his office, I asked him when he was leaving and he looked at me confusedly and asked, "what makes you think I am leaving?" I replied "well, there is a for lease sign out there on the side of the building – I'm certain your staff knows something is up." We went outside and he stood there shaking his head and said that he enters through the back and that nobody on his team had said anything. He had no idea that people knew how bad things were. Point is, you can always find clues about your customer if you keep your eyes (wide) open.



## Research. Repeat. Research. Repeat.

The best salespeople are constantly in research mode. So, after you consume all the reports, stats, and sites on your own, it's time to take it right to the customer. Whether face-to-face or over the phone, talking to your customer is the best way to gain key insights, confirm your assumptions, and understand what they're truly up against. Be patient, sometimes people hold stuff pretty close to the vest. And never bombard a new customer. This is a long-term relationship you're working on and you have to earn their trust.

# IT'S TIME FOR A DIFFERENT KIND OF RESEARCH.

We're talking the get up out of your chair, leave no stone unturned, be creative, guerrilla research. In other words, it's time to get to know your customer up close and personal. And to do that, you need to get out of the office and into the customer's store, website, app, and community.

- It's time to become the consumer. Go out and experience your customer's product in the real world.
- Pay attention when you're out and about and chronicle what you see—images are useful in presentations and sales materials.
- Visit locations where your customer's product is sold. Eat, shop, drive, use, and watch their restaurants, stores, cars, fuel, and movies.
- Observe their onsite marketing collateral and packaging and begin to identify what audience they are targeting. Keep track of all learnings.
- Talk to salespeople, store managers, and consumers about your customer's product.
- Explore their web and mobile presence.
- Now do all of the above for your customer's competitors.

# CUSTOMER DECISION MAKERS, INFLUENCERS & AGENCIES

## People make decisions...not companies

Which is why it's essential to figure out exactly who can make decisions about where to invest marketing budgets. Unfortunately, figuring out exactly who the decision makers are isn't always an easy task. Remember, knowing the CMO is critical to your success, but he or she is rarely signing the P.O.

It's always a good idea to get your hands on the org chart for your customer. Sometimes all it takes is a simple yet subtle ask, such as "hey, would you mind letting me see your org chart so I can get everyone's names and titles correct."

## Titles don't tell the whole story

Sometimes people may look important or have a big title but have very limited financial power. Other times the person with budget authority is the quiet unassuming guy you thought was from H.R. Well, guess what? It's your job to find out who does what. And the first place to start is by asking your customer who is responsible for approving final budgets. Don't be surprised if you get different answers from different people in the company. Of course, that will give you even more clues about the company as a whole and how they make decisions.

## Respect the agency...or agencies

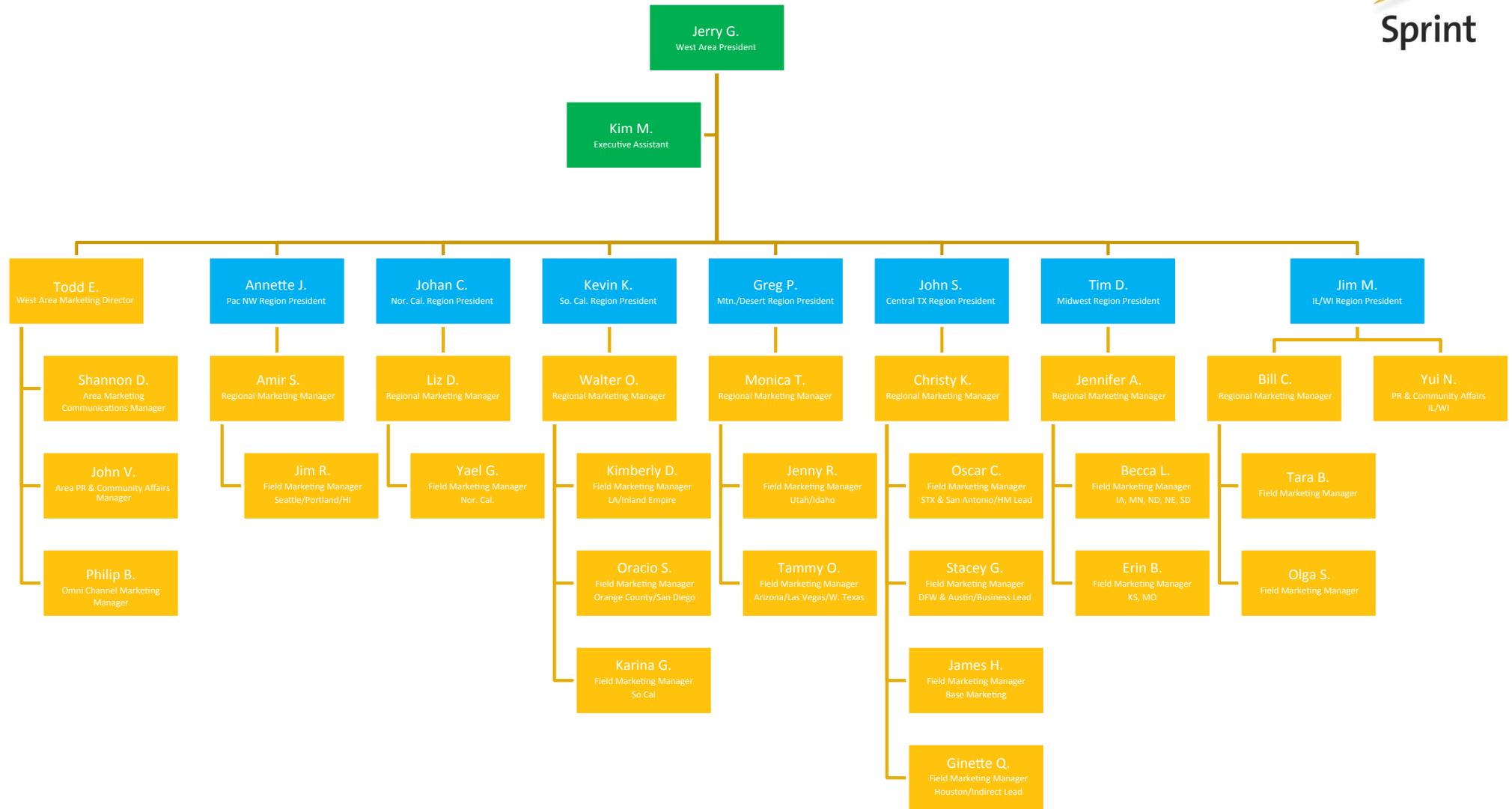
By now you're probably realizing just how much people and their opinions can impact your success in selling. Sometimes the people who have a major influence aren't actually at the company, but rather at the agency...or agencies. There are likely to be a few dozen people at the agency who have an opinion about where marketing budgets should be spent. Which means you'll need to know who they are and what they do.

**Open to see how one agency is organized, complete with creatives, media, strategy, planning, accounting, and more.** →



← **Take a look at this sample org chart to see just how crazy organizing an organization can be.**

# West Area Sales & Marketing Org Chart



#gettingbettereveryday

# OMD State Farm Planning Team



Chris O., Danielle A.  
Managing Directors

TBH  
Group Account Director

## 360 Strategy

Jackie C.  
Group Director, YRYS Lead

Mass (Video & Audio)

Digital

Spot, OOH

Budgets & Billing

Performance/Competitive

Local B/Local P

Rachel G.  
National AMD

Vianna K.  
National AMD

Denisse R.  
Local AMD, USH

Ali P.  
National Sup

Drew F.  
National Sup

Caitlin O.  
Local+ Sup

Bitsy G.  
National Strat

Alex P.  
National Strat

Zach N.  
Local Strat

Elliott W.  
Asst Strat

Jenna C.  
Asst Strat

## Video Investment

Shari S.  
Group Director

Lesley J.  
AMD

Krista A.  
Linear TV Sup

Tanya M.  
Multicultural Sup

Nick Pescuma  
Digital Video

Brian G.  
Video Negotiator

TBH  
Video Negotiator

Josh K.  
Asst Negotiator

Dave F.  
Asst Negotiator

Jamie M.  
(50%) Asst

## Digital Investment

Lance W.  
Group Director (50%)

Lizzy W.  
Digital Inv Sup

Gianna G.  
Media Analyst

Kelly O.  
Media Analyst

Jamie M.  
(50%) Asst

Shannon B.  
Asst

Allyson W.  
Asst

## Marketing Science

Abraham B.  
Regional Director (x%)

Doug Hall  
Group Director

Brenda T.  
Measurement & Optimization

Lisa H.  
Addressability

Eddie S.  
Insights (50%)

Kody M.  
Measurement & Optimization

## Project Management/Operations

Chris W.  
Sr. Project Manager

Amy S.  
Dir Project Mgt (10%)

Peggy M.  
Budget Director

Josh G.  
BPM

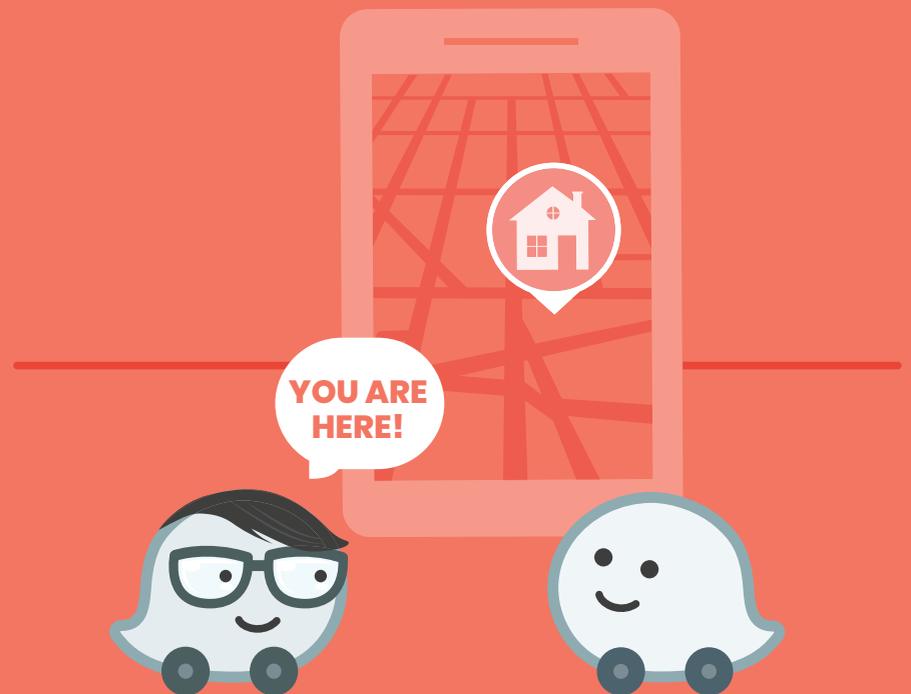
## Putting customers on the map

In 2003, Israelis had two options when it came to navigating the congested streets in and around Tel Aviv: paper maps or a 2000 GPS system built for professional drivers. Around that time, my girlfriend bought me the GPS system for my birthday. As I began using the device in my car, it became apparent that the technology was not dynamic and thus, becoming quickly outdated. After successfully engaging fellow users in the manual curation of speed camera location data throughout the city for a Software Development Kit (SDK), I had inadvertently proved the concept for what you know today as Waze.

With a working version of a free, crowdsourced navigation app built around real-time traffic information, my then coworker, Amir Shinar, and I began approaching venture capitalists for investment. In those days, the map was still very underdeveloped because we were starting from scratch—there was no base map, it was "drawn" by users so details were still relatively fuzzy. As a test during meetings, VCs would often check the map for their home address and if they couldn't find it, they incorrectly assumed our technology didn't work and declined the partnership. It was only when we began proactively adding VC home addresses to the map ahead of meetings that investments started coming in, proving the value of doing your research. When you truly understand your customer, you can anticipate their objections and maximize your impact.

*This story is based on a conversation with Waze founders Ehud Shabtai and Amir Shinar.*

REAL STORIES. FROM REAL SELLERS.





# ENGAGE YOUR CUSTOMER

**Be tenacious, yet gracious.  
Competitive, yet courteous.  
Smart, but not sassy.**  
That's the key to engaging your customer and becoming a trusted advisor vs. an average salesperson. It all starts with the 7 Point Framework—a tried and true method for crafting a compelling story that turns into a compelling order. Throughout, you'll find tips and tricks for navigating through every step of your sales call—before, during, and after.

# 7 POINT FRAMEWORK

Pay attention. Listen up. If there is a single section of this guide that you need to live and sell by, this is it. The 7 Point Framework is fundamental for every sales call—big or small. You might not use every point in every interaction with a customer, but you should be prepared to.

When you employ the 7 Points well, the presentation or conversation will flow like a truly engaging story. It has an opening that grabs you and a close that ties it all together. In the middle, you'll knock their socks off by displaying a clear and concise knowledge of their market, consumer, and competition. This is where all your research pays off. It's how you wow them with an understanding of their marketing objectives and the unique solution Waze can provide to help them reach their goals. Close by re-capping the 'one thing' you want your customer to take away from the meeting and leave the room with that single powerful thought... and a commitment from your customer to move forward in some way, shape, or form.



## OPEN

Open with a unique and compelling value proposition that makes them listen and gets them excited about how Waze can help drive their business forward. Openings must engage the decision makers and let them know what value you will deliver in the course of your meeting or conversation. Even though it comes first, write the opening last when you have a full sense of the content you intend to deliver—and tie the Open to the Close.

**Make your opening stick. Open with an opportunity, current event, or threat. Ex: If they don't move in this direction, others will! Create a sense of importance and urgency. Great openings are never self-serving. They get attention and communicate your understanding of the **customer's** business.**



## MARKET

The Market describes the landscape and conditions in which your **customer** is currently doing business. Markets are always growing or shrinking—they are affected by economic, technological, and social changes. Markets are populated by consumers. This is simply the climate/environment in which the company is operating.

**Gauge the landscape. Lay out the market climate and show the customer you understand their position right off the bat. Use data about their overall industry and current trends. Emphasize the specific market conditions in the customer's vertical/product category. Show past performance data from the customer's industry. These discussions can be a good segue into how Waze can help, but resist the urge to mention Waze until you've proven that you understand their market. This is about their business climate, not ours.**



## CONSUMER

The consumer is the real person (target audience) who purchases products or utilizes services from your **customer** within a given market. Consumer insights include demographic, geographic, or psychographic characteristics. The consumer is also being targeted by your customer's competition.

Identify their target audience. Build a profile of the person (or business) that the customer needs to sell their product(s) to. And bring the consumer to life. This is where you demonstrate your understanding of their audience, media habits, and trends. Use data here as well—from Waze Trends, the Waze Ad Planner tool, etc.



## COMPETITION

Your **customer's** competition can include a variety of threats—internal business units, other companies, new technologies, products, or even time itself. In this section you are creating a sense of urgency. (Ex: Many others are competing for your consumers' attention and share-of-wallet/mind!)

Identify who (and what) keeps your customer up at night. Understand which competitors are most worrisome and how many companies are competing for the attention of the same target audience. And it's not only about who they are, but what their advertising looks like, how their media strategy is structured, and what they're doing. Remember, when it comes to competition, never share proprietary information from one customer with another.

## Consumer vs. Customer:

Let's set the record straight. Customers are who we sell to. Some call them clients, at Waze we call them customers. Our customers sell their products and services to consumers, which is why we need to understand who they are and what motivates them.



## OBJECTIVES

The objectives are what your **customer** is trying to achieve: this month, this quarter, this year. These are their own business objectives.

Describe what they want and need. Clearly state their goals (both long term and immediate). “Big picture, you need to grow share faster than the market is growing, I get that. But this quarter it sounds like your single objective is to drive X.”



## SOLUTION

The solution should be unique to Waze and include your recommendations on how Waze can deliver against your **customer's** stated objectives. Use data, supporting research and case studies to establish why your solution makes sense.

Show how Waze can solve their problems. Roll out the program that will meet their objectives. Sometimes you will have an RFP to guide you and other times you won't. But in either case you should be working from your own research and understanding. Try to have an interesting insight (or several) that sets up your solution. Bring the customer something in line with their strategy, like a gift of data, research, or observation.



## CLOSE

There is the actual close where you are asking for the business and then there is the closing of the meeting. Sometimes these happen at the same time. More often, not. Be intentional. Are you going for it? Are you asking for the order? Or are you just wrapping up the meeting?

### A close is not one thing, it's more like 3.

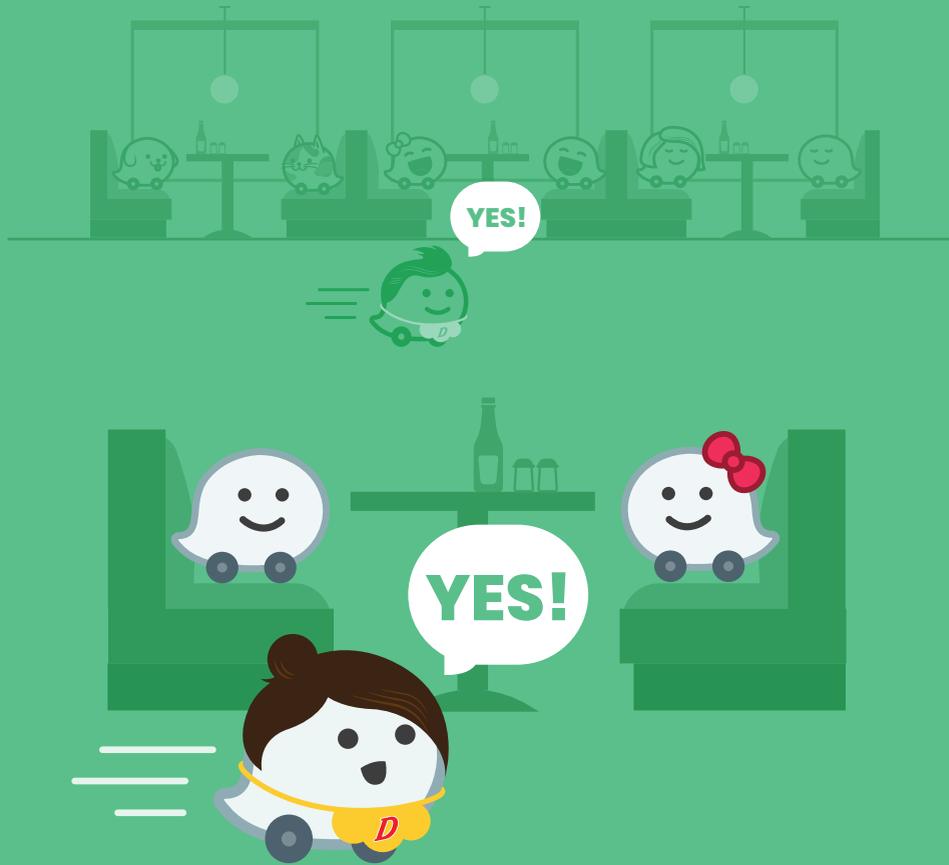
1. Recap the 'one thing' to take away from the meeting.
  - a. What do you want your customer repeating after you leave?
  - b. If they stop into their boss' office and say, “The Waze team was just in here and they shared X,” what do you want that statement to be?
2. Articulate specific action items with due dates and responsibilities.
3. Ask for a commitment.

Start wrapping up your meeting with 10 minutes to spare so you're not rushing your close.

Try out some trial closes to tee up the big ask.

- Can you imagine this campaign up and running?
- How do you think your boss would feel about this program?
- Can you see how this will impact your business this quarter?
- Is there anything giving you pause?

Be sure to watch their body language and responses to judge how your proposed solution went over. Great closers know how to be quiet and patient when they ask for the order. Don't leave the meeting until you have a commitment of some kind from your customer—a date to reconnect, a deliverable, or better yet, an investment.



## Saying no is easy. Don't do the easy thing.

Selling advertising is a little bit like waitressing. You have cooks (who make the product) a line runner (product specialists), customers, and a dozen balls in the air at a time. I started waiting tables in high school, and had been working at Denny's for over a year when I realized that the other staff was making more in tips. I couldn't understand how this could be. I always got my customers' orders in and out of the kitchen quickly and knew the menu better than anyone. Since my pay was based mostly on tips, I started to observe the other wait staff and even began auditing their orders. I quickly realized that the other staff had larger check sizes, and thus bigger tips all because they never used the word "No!"

Whether the customer wanted a menu substitution, or asked for something we didn't have, the rest of the staff knew how to turn the request into an "upsell" opportunity. I had been so focused on the process of waiting tables and memorizing the menu that any request out of the ordinary was quickly denied. That experience taught me a lot about the way to approach our customers today. I got very good at not saying "no" and instead finding a way to guide customers toward a different ask—one I could easily say "Yes!" to. And I owe it all to Denny's. Wish I still had that lovely uniform.



READY?

# BEFORE THE CALL

Before you pick up the phone, step on the gas, or walk in the door, review this list of last minute reminders to make sure you're truly ready.

## First things first

- Did you call/email your customer to confirm the meeting time, location, agenda, and attendees? Make sure they see the value in having this meeting. If not it will be a waste of everyone's time.
- Did you rehearse? It's not too late...you can talk to yourself the whole drive/flight there.
- Do you have a strong open and close? This is not a round of introductions, nor is it a "thank you for your time" at the end of the meeting.
- What's the one simple idea you want to get across?
- Do you know the exact building, exit, and who to ask for at reception?

## Who's participating

- Have you told the Wazers coming on the call what each of their roles is?
- Have you prepared your fellow Wazer or Googler with the top level details? See 'Share the Road' for tips & tricks on page 42.
- Do you have too many people? Will Waze outnumber the customer? Does everyone coming add value?
- Do you have a note taker? Someone to watch for customer reactions?
- Do you know everyone's names, roles, and pecking order at the customer?

## What to bring

- Do you have business cards?
- Is there a projector or should you bring one? Do you know how to work it?
- Did you ask for a live web connection?
- Do you have a backup plan if technology fails?
- Do you have copies of your presentation and a PDF to email them after the meeting?
- Do you have everyone's email address in case you need to send follow up materials?

## On your way in

- What did you have for lunch? Is it in your teeth? Do you need to pop a mint?
- Have you studied what is in their lobby? Looked for clues? Read "Eyes Wide Open" on page 23 for a real example.
- What do you have planned for small talk, besides the weather? Sometimes the walk from the lobby can be long. If you know your key thought could you can start to tee it up graciously before the meeting even begins.
- What's your key thread/single thought? Keep it in the forefront of your mind during the entire meeting. Find graceful ways to ensure the right message sticks.

# SHARE THE ROAD

If you're taking another Wazer or Googler on the sales call, make sure to share what you know...but not everything you know. They only need the juiciest information; the big picture so they can get up to speed quickly and actually add value in the meeting. You can call it an executive briefing, crib sheet, or Cliff Notes. Whatever you call it, it's definitely an essential part of your preparation. Use the outline below as a guide to create your own.

## The customer

- Who is attending the meeting? What's each person's role in the decision making process?
- What are they driving to get done this quarter? This year?
- What are their marketing objectives?
- What are their key sensitivities and anticipated objections, biases, or politics?

## The Waze relationship

- What is the customer's historical spend with Waze?
- What are they currently spending with Waze?
- What are the major historical account wins?
- What Waze products and campaigns have been successful for them?
- How will our value proposition (or solution) address their top marketing objectives? (What are we delivering?)
  - What is the business impact of the solution we are delivering?
  - Have our competitors been there recently?
  - What are they selling?
  - How do we compare?

## The meeting

- What is the one key thought we want the customer to leave with?
- What is the desired outcome and how will we know if the meeting was successful?
- What do we want the agreed upon next steps to be?
- What role should each Wazer play on this call?

## The account plan

- Make sure your senior exec has a copy of your account plan as well. Need a refresher? Go to page 63.

# DURING THE CALL

Now that you've researched your heart out and built your pitch, it's time to think about actual techniques and best practices for when you're on a call. Don't let the word "call" mislead you. A call can be many things—a media day with 30 people in attendance, a 20-minute shared cab ride to an industry event, a small lunch meeting, a phone call, or maybe even an elevator ride. (See The elevator pitch on page 48 for how to make the most of your ride.)

There are no hard and fast rules or one-size-fits-all presentation/conversation structures. But the core approach is always the same:

1. Listen like crazy.
2. Show you understand and have done your research.
3. Be curious about them and their business (ask good questions).
4. Prove you can add value.
5. Listen like crazy.

Easier said than done...



## TO DO LIST: BAD PRESENTATION

- TALK ABOUT OUR COMPETITOR'S WEAKNESSES.
- PRESENT A 65 SLIDE DECK.
- ASK FOR A MILLION DOLLARS WITHOUT ANY FOUNDATION FOR THAT LEVEL OF INVESTMENT.
- GET FAR TOO INTO THE WEEDS AND BURY THE KILLER IDEA.

At Waze, we always sell our own strengths, not other's faults.

## Follow the 10/20/30 rule

When it comes to PowerPoint presentations, less is always more. Follow the 10/20/30 rule and everyone—you and your audience—will be a lot happier.

### Create 10 slides

### For a 20 minute presentation

### Use 30 point font on each slide

## TO DO LIST: GREAT PRESENTATION

- MAKE SURE IT'S UNIQUE AND FEELS CUSTOM.
- ARTICULATE THE IDEA IN ONE OR TWO SIMPLE SENTENCES AND MAKE IT MEMORABLE. MAKE IT STICK.
- LEVERAGE WAZE'S UNIQUE STRENGTHS.
- MAKE THE DATA RELEVANT
- PRESENT IN A CLEAN WAY, IN A DECK THAT CAN EASILY TRAVEL WITHIN AN ORGANIZATION AND STANDS ON ITS OWN WITHOUT YOUR VOICE-OVER.
- CLEARLY STATE THE ASK FOR MONEY AND MAKE SURE IT'S APPROPRIATE.

(Because otherwise they can take your idea and run it elsewhere.)

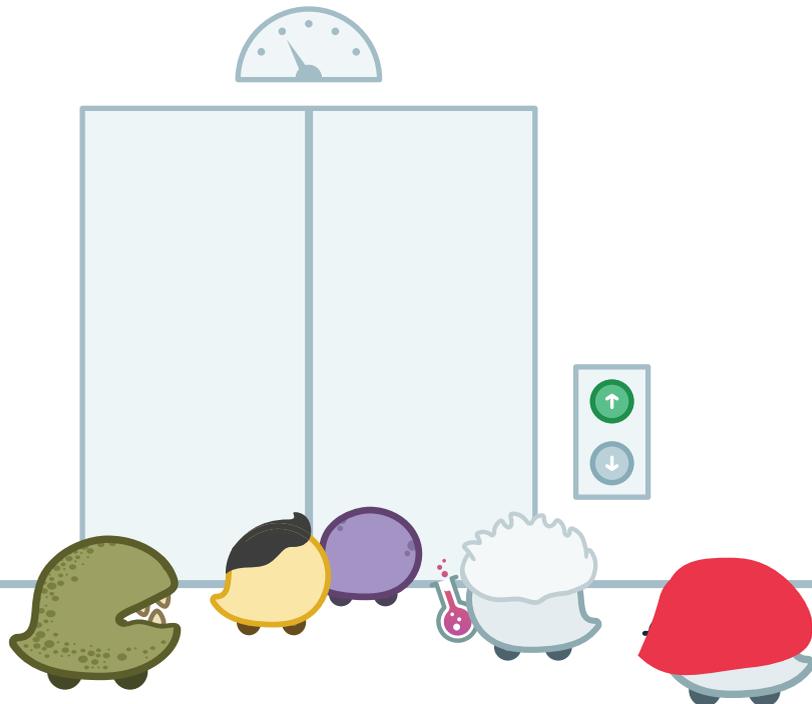
(Since the main body of the deck should be 10 slides max, the appendix and notes section is a great place to elaborate.)

## The elevator pitch

Going up? There's not always time for a full-length presentation that describes the market landscape, points out unique opportunities, and shows how Waze can help a customer take advantage of them. In fact, more often than not, you'll be put on the spot with just enough time to deliver a quick and effective response—one that needs to convince the customer that you and Waze are worth their time.

The best way to start, is to memorize the Waze value proposition. (Hint: it's on the right)

Then, quickly turn the conversation to the customer's needs and what Waze can uniquely deliver. Since you won't have time to take them through the whole 7 Point Framework, pick the top points to focus on. If you've researched your account and your decision maker, then you'll have plenty to draw from, like a competitive threat or a new customer segment they're targeting. Then, pivot to a potential solution you could work with them on. Don't forget to "close" by getting a commitment on how to take that idea farther.



## THE WAZE VALUE PROPOSITION

Waze connects  
**brands to drivers**  
in a **meaningful** and  
**measurable** way

### Brands to drivers:

- Other than OOH, only navigation apps allow advertisers to reach drivers exclusively
- Waze has the most sophisticated ads offering among navigation apps
- Consumers on the go are interested in saving time and money; ads can help

### Meaningful:

- Relevant
- Native ad units enable users to engage with the brand/offer or get more info when it's safe to do so
- Targeting options leverage technology to give advertisers greater opportunities to send a message that will resonate

### Measurable:

- Billboards with a digital backbone
- Wazers see and remember ads - ad recall study

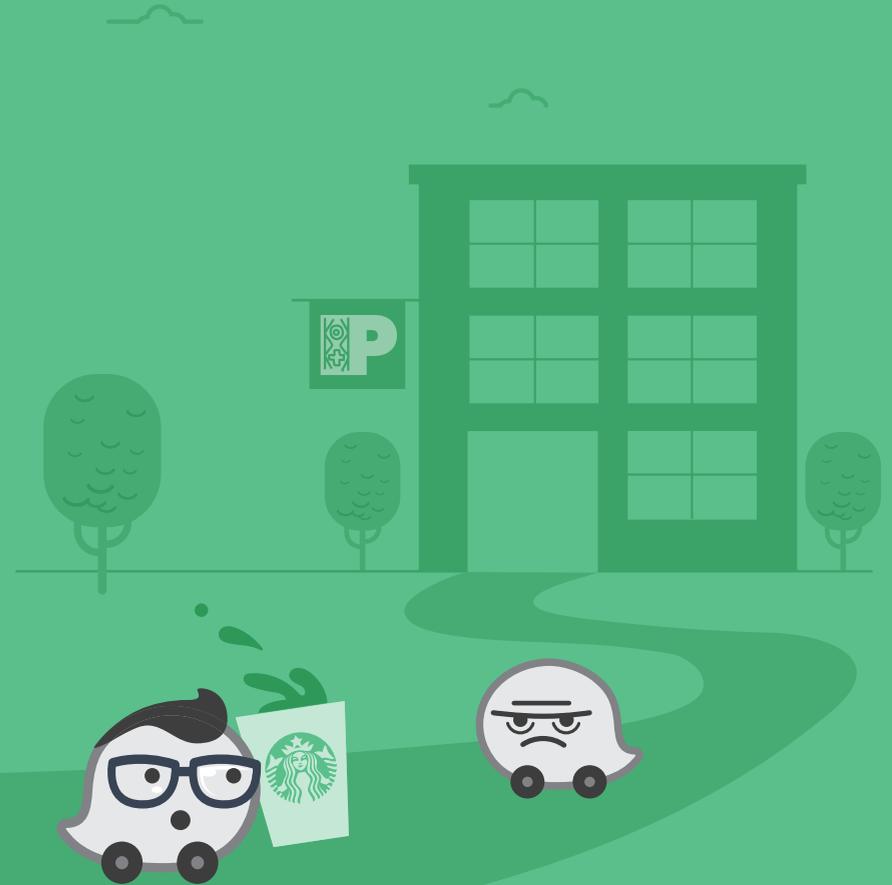
## A real wake-up call

My alarm didn't go off the morning of a really big presentation to Peet's Coffee. I ran out of the hotel, grabbed a much-needed latte, and arrived at the meeting with literally a minute to spare.

As I was catching my breath, I realized I was carrying a Starbucks cup. It didn't escape the customer's notice. I tried to explain, but it didn't matter. They really didn't like it.

Thankfully, I knew my material backwards and forwards. As soon as I started talking, I could tell that I was redeeming myself. They thanked me as I left and told me how much they appreciated what I had to say.

Lessons? First: don't forget the details (like a.m. vs. p.m. when setting your alarm.) Second: always show that you favor the customer's brand. And most importantly, know your stuff and you'll be forgiven for your foibles!



# How to Win Style Points

Evaluating the strength of your pitch comes down to two things—substance and style. One without the other just won't do. Cover the entire list below and you'll knock it out of the park.

1. Get rid of ums and ahs. Instead, pause.
2. Don't say, "I think..." Instead, say, "The data shows..."
3. Use strong business language like "impact, prove, measure" not weak, vague, or tentative words.
4. Don't say "I." It is about them.
5. Make eye contact.
6. Stand up straight.
7. Listen more than you talk.
8. Be brief.
9. Be brilliant.



## The art of the pivot

Ever been in a situation where someone runs away with your meeting? They just start talking about something irrelevant, their vacation, their dog...or even something totally relevant but they've just gone too far with it. We all have! That's when you need to pull out your pivot skills to get your meeting back on track. It might sound something like this:

"Charlie, this is an interesting point you're making. When we talked about the purpose for our meeting a few minutes ago, one of the things we stated is that we wanted to cover X. Let's move there now, can we?"

A pivot can also use the "Yes and..." tool from improvisational comedy. First, accept what your customer has said ("yes") and then expand on that line of thinking ("and") so you can move back to the business at hand. Here's an example:

Sam is discussing the remodeling being done on his house. You might say, "Wow, that's a big project. That must have a million moving parts. It makes me think of all the moving parts in your customer journey."



“Oh no!” might be your first response to an objection, but it should actually be, “Ohhh yesss.” Why? Because when people make objections, it usually means they’re considering committing. Silence from a customer is the true “Uh oh.”

## How to handle objections

### Listen

Don’t object to the objection. Don’t interrupt. Don’t jump to the solution. Use active listening skills and demonstrate interest in the objection—open body language, head nodding, etc.

### Pause

Think. Take a moment to understand the objection and challenge.

### Restate

Restate the objection in your own words. Confirm your understanding.

### Answer

Answer by repeating information to satisfy the objection or by using new information/data. Use references and examples whenever possible.

### Continue

Go ahead and ask, “Does that answer your question?” Return to a logical place in your conversation, near where you diverted for objection, renew agreement on other key points, and continue.

# CLOSING THE SALE

You’ve reached your destination. It’s time to commit. You must ask for the order because the customer will rarely commit without your asking them to. Remember, “Thank you,” is not a close and, “I’ll follow up next week,” isn’t either. There is no magic order to a soft close (also called a trial close) and the hard close. Here are a few examples of both. It’s critical to be intentional and thoughtful, and practice how you are going to ask for the order and what you’re asking for.

## Trial closes

**Gearing up for the hard close.** These are softer, often open-ended questions that will give you clues to your customer’s intent.

- Do you see any obstacles to getting this live this month?
- Can you imagine this campaign fitting into this quarter?
- What needs to happen to have creative ready?

## Hard closes

**Asking for your customer’s business.** Are we doing business or not? (Assume you have already stated the business impact for them of signing on with Waze.)

- Is this a program you are ready to commit to?
- Will you recommend this investment of \$1M to your boss and the brand manager? When?



*If the answer to a hard close is no or unsure, go back to your objection handling skills to understand why and what’s standing in your way. This is where you learn their true objections to investing with Waze.*

## Commitments

Leave with some kind of next step and/or commitment. Better yet, an IO!

# AFTER THE CALL

The call is over. Now is the time to follow up with your customer and your team members.

## Debrief with Wazers

While the meeting is still fresh, discuss and capture your thoughts with your team:

- Did we achieve the desired outcomes?
- What went well? What could you have done better?
- Were the right people in the room? Did we miss any key decision makers?
- What insights should be shared with Waze team/agency/managers?

No meeting is ever perfect, but you can learn just as much from the mediocre sales calls as you can from the great ones. Be open to constructive criticism so you can be better the next time.

## Determine action items and next steps

What are the action items for the customer/agency/Wazers?

- Who's on the hook?
- By when?



It's always good to ask for a confirmation of receipt when you send anything your customer's way. Not only will you know they've received your materials, but you'll also have another chance to touch base. A simple, "Let me know that this made it to the top of your inbox," does the trick. This also ensures you have a living record that's accurate and comprehensive.

## Follow up with the customer

Increase the likelihood of closing the deal by sending the customer an action plan over email (within one day of the meeting) that includes:

- A list of attendees of the meeting (customer, agency, Waze, others)
- A reminder of how Waze will help drive their business, marketing, media, or campaign objectives forward.
- Answers to any customer questions or concerns.
- Action items, owners, and a timeline as agreed upon during the meeting.
- An ask for confirmation and agreement on the proposed action plan including the next scheduled call or meeting.
- A personal touch (congratulate the customer on recent success, provide vacation ideas, etc.) that refers to something you discussed or heard about in the meeting.

## A short story

"I had a hard time getting ahold of an executive client. I spent my time composing a thoughtful, detailed email with the issue, solution and next steps. The executive never replied. I saw her later that week and mentioned my email. She said, 'I'm sorry, I never got past the first paragraph.' Moral of the story: if your email reads like a conversation it probably should be one."





# OWN YOUR BUSINESS

Simply put, you've got to own it to sell it. And that means becoming a truly disciplined business owner, complete with plans and pipelines, proposals and partnerships. Follow these systems and strategies to make sure you get where you want to go...without ever running out of gas.

# STRATEGIC PLANNING

How are you building the business?

## Develop good habits

One approach to owning your business is to hold a quarterly planning meeting (the last week of the prior quarter) to develop a cadence and structure for kicking off the next quarter. It's a great way to stay organized and on top of your business. Before too long, your quarterly planning will become a highly effective habit.

## 4 ways to plan strategically

- 1** Build a territory/regional plan. This usually happens during the 4th quarter, so by mid December it's done and ready for the following year.
- 2** Dig in and craft a detailed account plan for each customer. Refresh and refine once a quarter as your customer's business evolves. (See page 63 for an account plan primer.)
- 3** Create a joint business plan with your key accounts to map out their business, marketing, media, and campaign objectives. It's also a great way to demonstrate how Waze can make an impact and be an effective partner.
- 4** Manage your pipeline to create opportunity. Your pipeline is a reflection of what you're doing in the field, your momentum in the territory and with your accounts.
  - Manage it on a weekly basis and with precision.
  - Build your pipeline three quarters in advance to avoid in-quarter fire drills and know where you stand with respect to exceeding your quota.

## What do salads and pipelines have in common?

They both require advanced planning! Take McDonald's. When they decided to launch a new salad, they needed to commit over a year in advance to give the farmers time to grow enough cherry tomatoes! Same goes for offline media planning. So, if your customers are planning their businesses 12 - 18 months in advance, your pipeline needs to reflect that. Be sure to know what factors play into your customer's decision to promote a particular product, where they want to promote it, and how early those decisions are made. That way you can get in front of your customer early enough to make Waze a part of their plan.



# ACCOUNT PLAN PRIMER

Think of your account plan as the long-term strategy for growing revenue from a given account and a mapping of what you need to do to drive the business forward. A strong account plan will define your action items for several quarters out. Be sure to include your customer's product launch schedules in your plan. It also can be useful to note the world events that your customer might want to leverage like World Cup or Olympics, or more regional events/trends like summer roadtripping, back-to-school, winter holidays, etc.

## Time is of the essence

Account plans need to reflect the current status of a given account and their business to be truly useful. This means constantly updating the launch calendar, contacts within the customer and agency, and keeping everything fluid.

## Account plans are all about you...and your team

Account plans are not only a critical means of getting lots of people who impact an account on the same page, but can also be a deliverable in a QBR or a quick way to prepare coworkers for a meeting. Their purpose is not to impress, but rather to inform. First and foremost, your account plan should be a valuable tool and resource—a functional document that guides your activities. It's your tool, so create something that you can use and live by.

## Plan on it

No matter what office you're in or your area of focus, as you build your account plan, make sure you do the following:

- Attach timelines to activities.
- Determine who (which decision makers) needs to engage, in what way, and with what content.
- Note your sources so you can easily find information again and update as needed.
- State actions in the form of quarterly OKRs.
- Anticipate the roadblocks and plan the way around.





### Performance

2016: \$600K 2017: \$1.6MM 2018: \$2,2MM

### Total Digital (w/ search) spend

2015=126M 2016= \$76K 2017= 57M? 30% decrease

AE: Sharon W.

AGENCY: Spark

## LESSONS LEARNED

### START

- Leveraging talent across multiple teams to showcase Waze's expertise in the location marketing sector
  - Sheethal for analytics
  - Derek for 3pVM
- Lead and sell with data, creating unlockable insights at certain spend thresholds
- Creating strategic added value opportunities that ladder back to business challenges (heavy ups in test markets, hungry Wazers bookings etc.)

### STOP

Being reactive vs. proactive. Push the Waze value proposition narrative on the agency and analytics rather than react to media norms.

### CONTINUE

Playing chess! Make strategic moves with every person that influences who they partner with.

- Taco Bell Media Team
- Brand Experience Team
- Digitas (Digital Agency)
- Deutsch (Creative Agency)
- Spark (ALL Media Planning Agency)
- Franchisees

## BIG BETS

### Placed Integration

- Both Taco Bell client and Digitas have a vested and increased interest in Placed.
- Taco Bell should be the number 1 candidate for a beta partner with Placed.
- Leverage Derek as not only our champion internally, but our voice of 3rd party measurement externally with Taco Bell & Digitas analytics

### Custom Analytics -- Leading with Data

- Marry Taco Bell media / business objectives with existing pilots from the business analytics team. For any completely unique challenge that does not fit into an existing pilot, put on business analytics team's radar to gauge feasibility.
- Use BA or new AL role talent to bring into meetings as a true expert in the media measurement space
- Waze has a one of a kind, unique data set. Let's have Taco Bell be the client that leads the charge on using Waze's data to inform a smarter and more robust media strategy

## CLIENT, INDUSTRY AND BUSINESS INFORMATION

### Client marketing objectives

- Competitive market share growth
- Intercepting consumers based on past purchase, proximity and propensity

### Industry and Business Risks

- Losing brick & mortar traffic to on-demand delivery
- Continued healthy eating push
- Innovation from competitors, especially Mcdonald's

# TRACKING AND MANAGING

Being a great salesperson isn't just about selling, it's about organizing, too.

→ Keep track of **who you've seen and who you need to see**.

Map out your decision makers, mark your customers, make sure key accounts and agencies are covered, plan and strive for 10 meaningful customer engagements a week.

→ Pay attention to your **T&E**.

Keep track of what you and your team are spending on your own travel and on customer entertainment.

→ Develop an organized system\* for **customer contact information**.

Make sure it's all in one place and that you can easily export it, filter it, mail to it, etc.

→ Create a personal system\* for recording all your **activities**.

Keep track of call reports/meeting notes, proposals, account history, etc. Think about it this way...If you won the lottery tomorrow and were retiring to Eilat, Israel and got to turn over your territory to someone, what would you give them and how could you make it easy to find.

→ Know the **current composition** of your business.

Total revenue (current and historical)

Year over year growth

Revenue by vertical

Top spenders

At-risk accounts

Churn rate

\*At most sales organizations, this is handled by the CRM system. Until then, it's your job.

# COLLABORATING

How are you leveraging your split partners, Waze and Google teams, and industry trade organizations?

- Communicate with your split partner so the left hand knows what the right hand is doing.
- Identify relevant internal cross-functional dependencies—from research and finance to bMark and Google LCS pod—so you can get help where you need it.
- Be aware of and take advantage of potential industry events, opportunities, and partnerships that can help you accelerate your business.



It should go without saying that a disciplined business owner also makes the time to really, really know your product...and your competition, too. Being a product expert also means knowing how the advertising products work, what insights you can access, and all the innovations and features in the app.



## The big boss

It was Thursday afternoon and I was planning on wrapping up my day and heading out for an early weekend when I got an email from the admin of my boss' boss' boss (the big boss). The note said she would be in town the next day and wanted to find a time to review my business since she was having lunch with one of my customers. I was panicked. I'd been in the job for about 6 months and while I had a handle on some aspects of the territory, I wasn't prepared to meet the big boss...or any boss for that matter.

I went into craze mode, pinging and texting other sellers on the team asking them if this had ever happened to them and what their experience had been. "She'll want to see your pipeline and for any account with an opportunity over \$500K she'll want to see all the contacts and the call reports and what the next steps are." Another seller told me "she might ask you a lot of detailed questions about the measurement service we just launched last month. When she was in town last month I know she asked Katie a lot of very detailed questions, testing her product knowledge." So what did I do? I wrote the admin back and told a little white lie...saying that I wasn't in the office Friday morning and could I welcome her to the region in the coming months. Then, with some guidance from my manager, I started doing what I should have been doing all along. I was definitely going to be ready for the next visit, but more importantly I was going to learn to run my territory like a real business.



# THE WAZE WAY

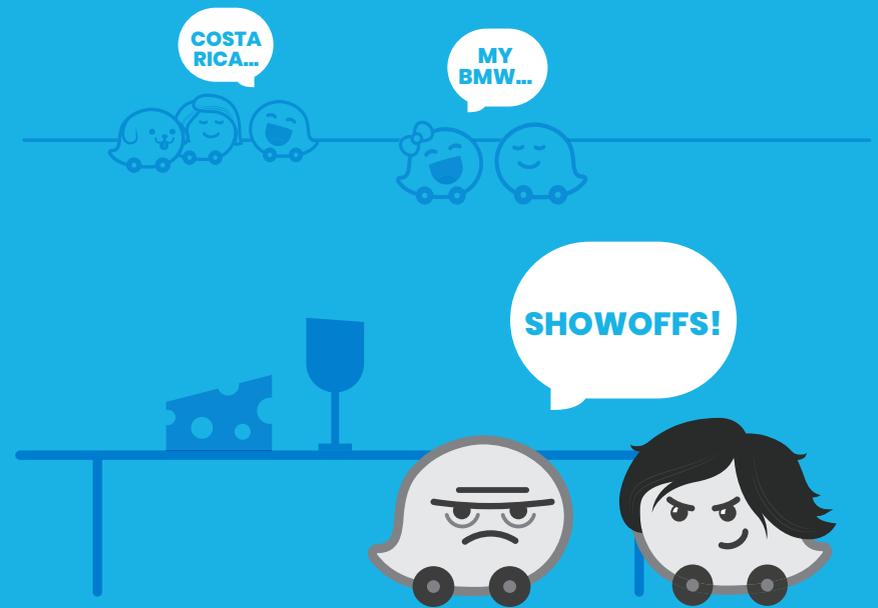
**Follow these standard operating procedures (SOPs) and we'll achieve great things together—with efficiency, quality, and consistency. The Waze Way outlines what we value, how we behave, what we believe, and why we do what we do.**

## Always be humble

I was at an industry event with a bunch of media planners and sales reps. People were talking about summer vacations and a few reps were going on and on about hiking through rain forests, scuba diving in Costa Rica, staying in fancy castles in Scotland...

Two of the media planners stepped out of the conversation and headed for the food table. That's when I overheard them complaining under their breath about "These reps who make three times as much as we do and work half as hard...they have no idea what our lives are like, they jet off to Europe and drive BMWs...and I have four roommates and vacation with my parents!"

Their perceptions about reps in general were wrong, but the boastful attitude of a few made us all look bad that night. It was an important yet uncomfortable reminder to censor what you share and to always be humble.



## Waze values

**Respect the user.** The user comes first, always.

**Lead with data.** Focus on the facts.

**Be curious.** Ask great questions.

**Listen actively.** Listen with empathy.

**Sell with integrity.** Do what's right.

## Waze traits

### Committed to self-improvement

- Studies communication and presentation styles, from Oprah accepting an Oscar to Sheryl Sandberg on the Today Show defending Facebook's data practices.
- Constantly reads and absorbs books, guides, etc. to gain powerful insights that will trigger thoughts about our profession (mobile, digital, marketing, and advertising).
- Uses confident and positive language (impact, increase, powerful), and avoids using tentative approaches such as I hope, I think, and maybe. Strikes the use of and ums, ahs, and like, and knows who Strunk + White are.

### Eternally curious

- Continually stays on top of Waze products.
- Digs into the customer and the customer's business—from KPIs to business metrics.
- Investigates how a customer will measure success of a campaign or marketing activation.

### Always prepares (Luck favors the prepared!)

- Practices presentations/stories/key points with colleagues and XFN partners, in front of the mirror, on the walk home, in the car, and with family (whatever works)!
- Works with managers and colleagues leading up to sales calls to let them know what role they should play on the call—gives a full/relevant briefing.

## Waze etiquette

- Dresses professionally when meeting with customers.
- Is ten minutes early for customer meetings and is always respectful of people's time. Doesn't linger chatting/burning time after the meeting. Be brief, be brilliant, be gone!
- Has sound judgement regarding gifts/swag and uses them as tools to further develop relationships and celebrate joint success.
- Writes handwritten notes every now and then thanking people for partnering with Waze.
- Picks up the phone and calls people vs. relying only on email/text.
- Spends minimal time with Wazers at events where customers are present. Fans out and work the crowd.

## Waze relationships (with customers)

- Builds lasting and authentic partnerships by always doing the right thing for the long term, for the customer.
- Does not talk about one customer's proprietary business with another customer (ever).
- Does post-mortems when the customer decides not to buy. Is gracious, professional, and enthusiastic about the next go-around.
- Helps the customer be the hero within their own company and creates tools/decks that will help them sell a concept through.



**U-turn ahead.**  
**Flip the book over**  
**and start from the**  
**other direction.**

**U-turn ahead.**  
Flip the book over  
and start from the  
other direction.





My most challenging sales call/meeting...

The time in my career when I learned the most and developed the most was...

# Tell your story.

It's important to record and reflect on your own personal sales stories—the good, the bad, the ugly. It's a great way to celebrate your successes, learn from missteps, and share with others. And who knows, one day you might get this as an interview question so it's smart to think about it now.



The biggest and most complicated  
sale I ever closed...





# Go grow!

The best salespeople are the ones that keep learning. Commit to at least 3 classes this year and grow, grow, grow.

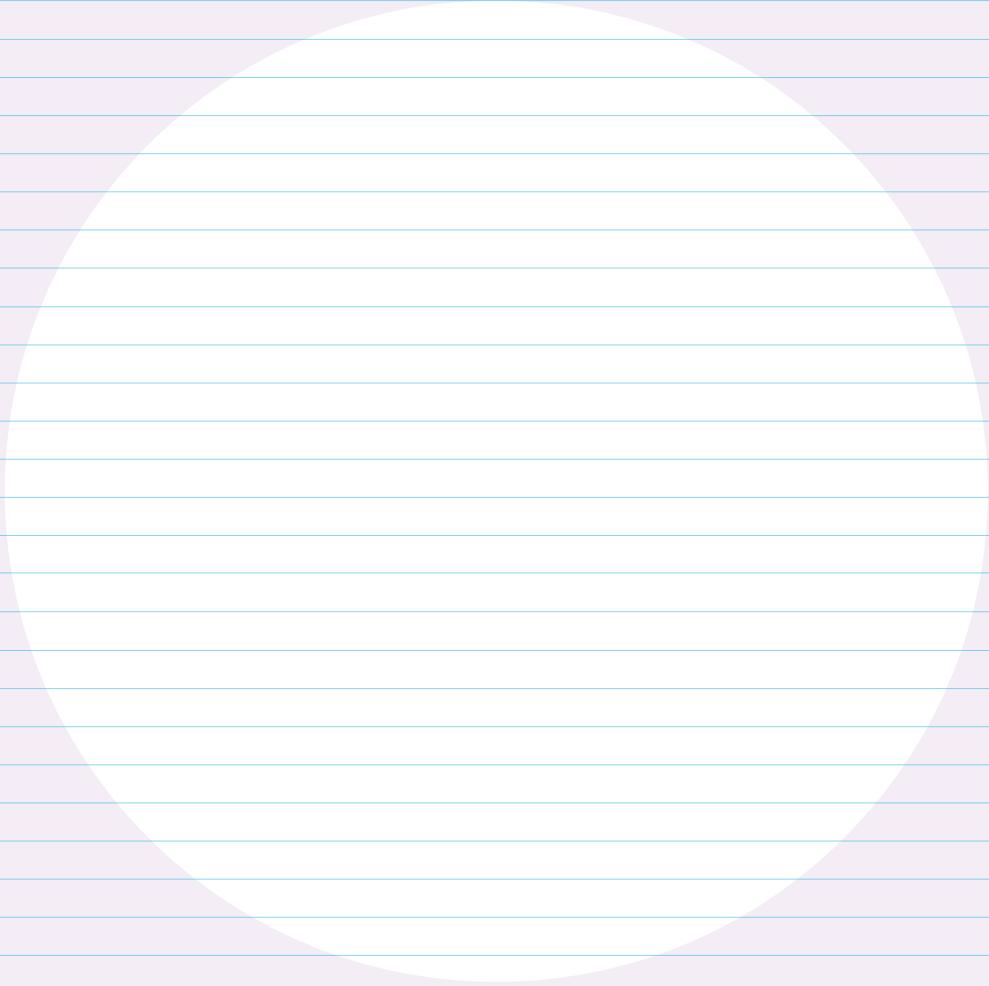


Classes to take:

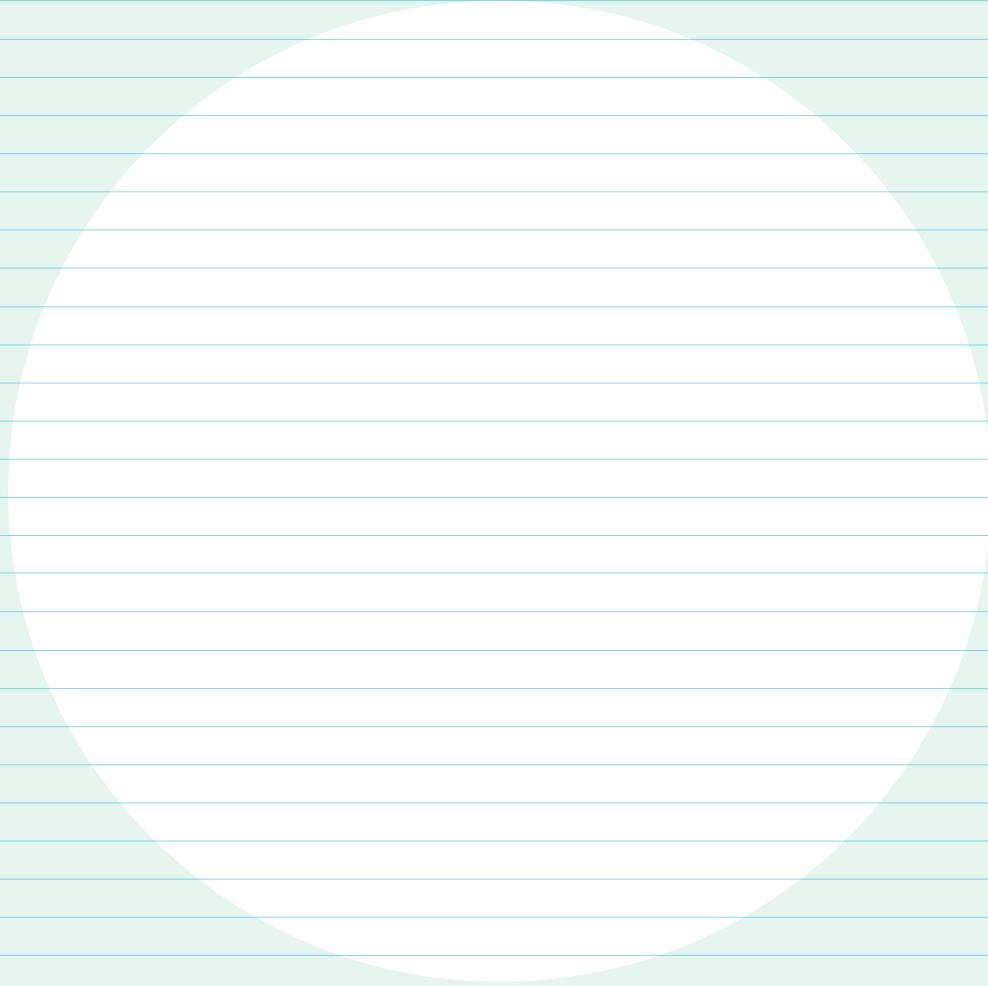
Lessons learned:







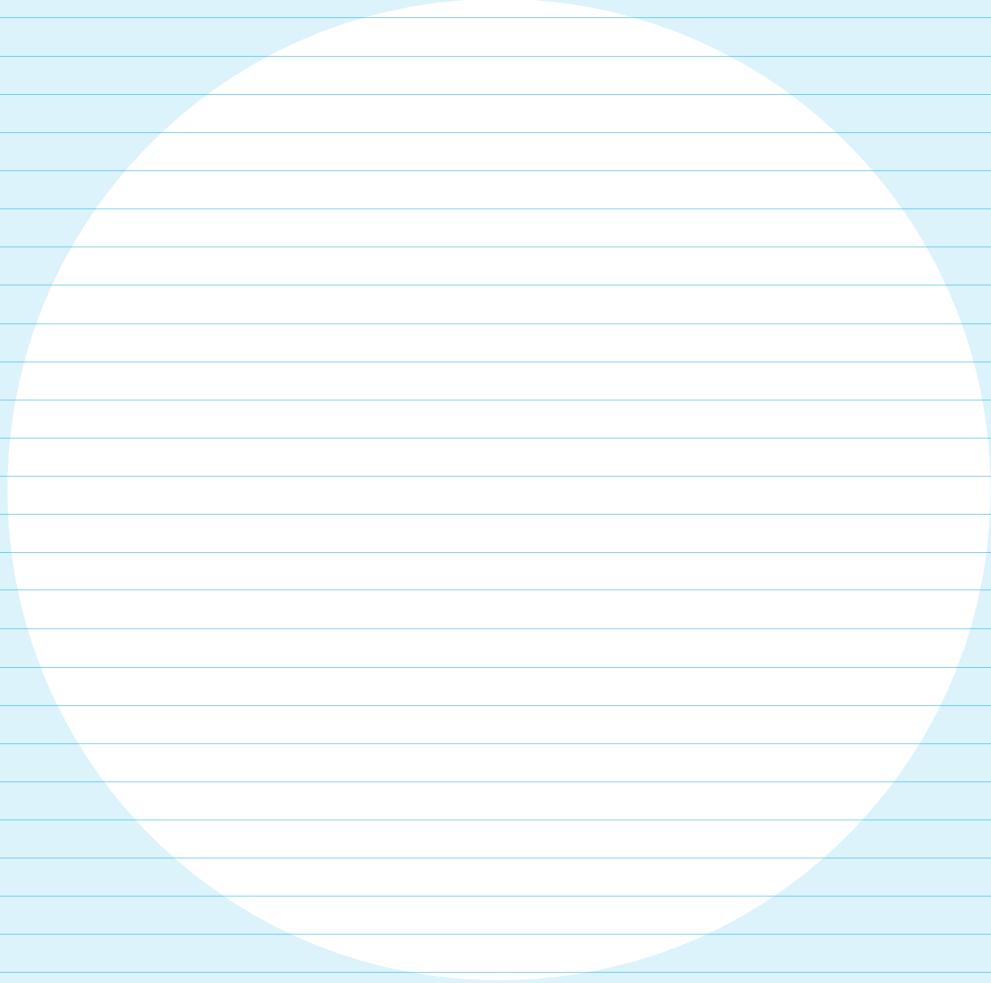
Where does the company  
have a need?



What are you  
passionate about?

# Brainstorm to find your sweet spot.

What are you really  
good at?



# Find your sweet spot.





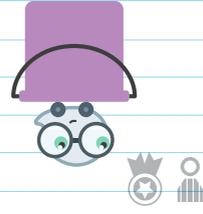




My experiences



My relationships

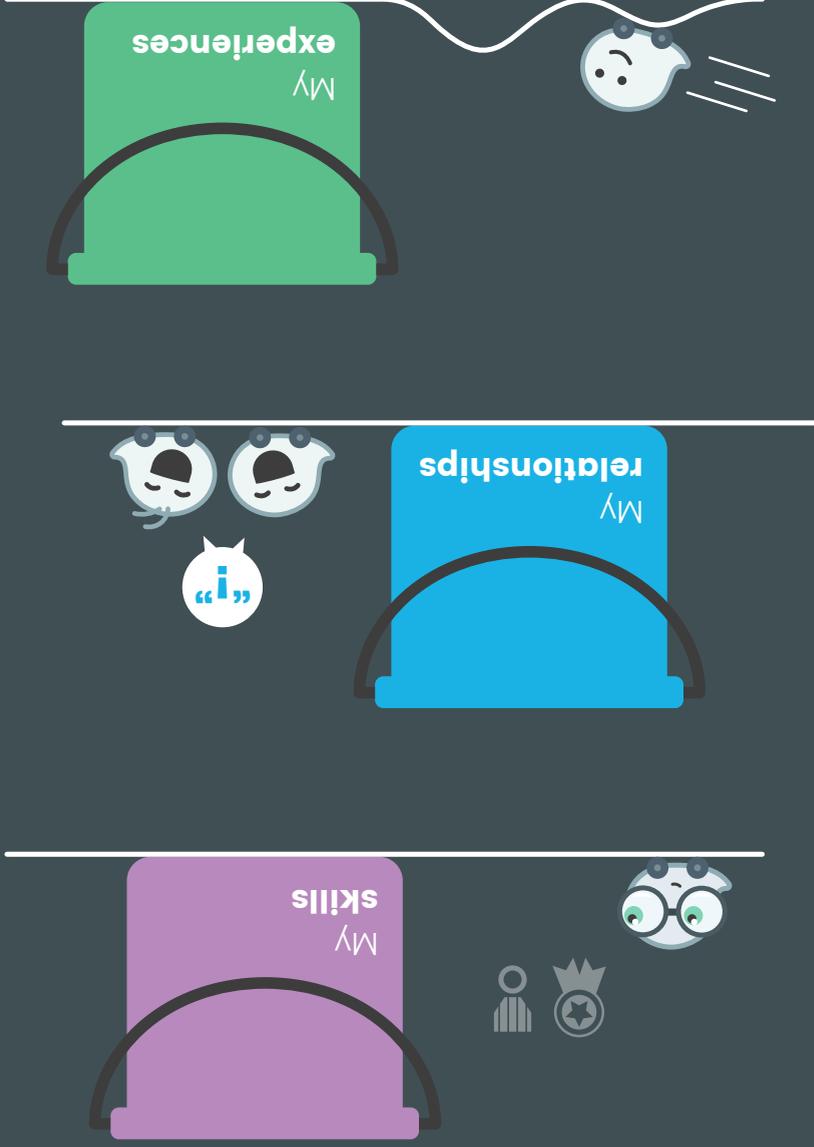


My skills

# Build your career. Fill your buckets.

Your career path will certainly be filled with twists and turns, steep hills, and a few potholes. But every now and then, you'll find yourself on a fabulous scenic drive—the perfect route for you. As you travel, keep track of the **skills**, **relationships**, and **experiences** you're picking up along the way. Think about how you're building and what you're learning. There might be an ultimate destination or maybe just a meaningful journey of development, self-discovery, and impact.

## What new am I adding? What new am I learning?



← Fill your buckets.





# Dear Wazers,



In 2010, we were a small but mighty team of about five people working in Israel to build the ads platform. It was quite a challenge for all of us but we surprised ourselves at many steps along the way. At first, we didn't really know what our value to advertisers was. As I often point out, it's easy to get money from someone once, especially since we knew both users and advertisers loved Waze and were willing to try us out. The real challenge was to get them to buy again. And again.

We started testing, and confirmed that people drove more often to businesses that were advertising. We learned that we can drive significant business for advertisers in our key industries—and we can help with awareness and branding for all types of customers.

Our focus from day one was to make our ad formats as useful and native as possible. We were onto this two years before the term "Native Ads" took off. Even today, ask users and they will tell you pins are not ads, but simply a part of the map.

We were making it up as we went along, and it worked. Customers started buying a second time. Today, we are constantly looking for the next game changers in product, ops, and sales, as there's still a long road ahead. And, we need to keep surprising ourselves at every turn and continually strive to be the best partner to our customers.

It's my hope that this "Let's Go Sell" book will help with that and we'll look back on a year filled with surprises and significant achievements.

Samuel Keret

Global Business Officer (and Chief Surfer)



# LET'S GO SELL

A GUIDE  
FOR  
MASTERING  
SALES

