

## Buyer Sitdown Series Transcript - VP of Marketing at Zoom

Bryan: Take two. This is our second take. Bryan Kreuzberger with Breakthrough Email. I've got Janine Pelosi at Zoom. Excited to have you here. Thanks.

Janine: Thank you.

Bryan: Why don't you tell everybody your role and a little bit about your background and then we'll just jump into it?

Janine: Perfect. I lead marketing for Zoom Video Communications. Wonderful company that's really disrupting video conferencing as it's known today in a market full of a bunch of gorillas. Prior to this role, I was leading worldwide demand gen for Sysco, specifically for WebEx, within the collaboration business unit. Happy to be here and change things up.

Bryan: Yeah, and we're on Zoom right now recording. We're going to be able to use Zoom a bunch for the [cushion 00:00:53] calls and the webinars and things like that. Walk me through your day with people reaching out to you, working on what you need to work on, working on what you need to work. Just give me just a quick snapshot of your day.

Janine: Quick snapshot? Like most, I wake up and unfortunately or fortunately the first thing you do is check and see what's waiting for you, right? Check the usual email. Couple personal, corporate emails. Go through those. Find anything that has immediate actions, right? I'm going to go through obviously Eric, our CEO, Dave, our president, my team. Get to anything urgent and then I'm going to get ready for work. Hang out with my three-year old daughter for a little bit. Then basically get into the office.

When I get in, specific to communications, I'm going to delete a lot. I think I'd shared that with you in the past, right? I'm going to delete a lot. Unless I know you, you're not going to get any of my mind share first thing in the morning because I'm trying to get to what I need to before I'm slammed in meetings or pulled in a million different directions throughout the day. I try and keep meetings to a limit, even though we work for a meetings company. We're a tool that enables that collaboration and my team knows don't set up a meeting unless it's urgent. Walk over to the office. Let's have a quick chat or use our IM to just get to decisions.

Bryan: What about people reaching out to you? In a week, how many calls do you get? How many cold calls do you get from sales people? How do you ...

Janine: To be brutally honest, I don't know my phone number at my desk. I don't know what my direct line is. I get so many calls. I don't think I've checked my work ... I'm trying to think how long it's been. Probably close to eight years since I've listened to a voice mail on my work number because I just get inundated.

Whether it's media companies or folks that really probably do have solutions that can help us. Phone is just not the way to go about it. Then emails, I mentioned I delete a lot. I come into at least 40 to 60 cold emails a day. It's just not going to be feasible for me to reach out that way. The best way too is probably throughout the day, later in the day, which I know from a marketing standpoint ... We try to bring some of that into our communications, but it's okay to send an email after lunch, right? You're probably going to get my mind share because I'm look at one thing versus 50.

Bryan: Right. Everything that's accumulated over the night and all the urgent things that you have to take care of the morning.

Janine: Or those people that just think, "Okay, I'm going to send out my email blasts to everyone on the Pacific Coast between 5 and 7 a.m." ... a lot of other people.

Bryan: How can you not check your voice mail? What if your boss calls you?

Janine: He knows not to. My boss is going to reach out over chat. We don't even use email a ton here to be honest. I know that's a theme. There's a lot of companies coming out that are really trying to replace email and gain efficiencies, but for us, most of our communications are going to be through chat.

Bryan: What about LinkedIn for you?

Janine: LinkedIn for me ... So that's one. If I go in right now, I do have it open. I have 120 messages right now that I haven't yet gotten to. This is one that ... I will check them, but I wouldn't say it's something that ... You're going to get my immediate mind share. If you need a decision made or you need something quickly ... I'll get to the LinkedIn, but it's not going to be in a timely fashion.

Bryan: How often do you check it or reply to people?

Janine: Probably if I see something come in from somebody that I know, see it in my Gmail and I'll go and I'll check that and then I might, if I have time, look at a couple of the messages before or after. I'm not going to sit here and go, "I'm going to go check my LinkedIn." I'm not one who lives in LinkedIn.

Bryan: You'll get an email with a LinkedIn message. Is that right?

Janine: Yeah, from someone I know. I'll get a lot of LinkedIn messages, but if I don't know you, I'm probably not going to go in and look.

Bryan: What about friend requests on LinkedIn?

Janine: Friend requests on LinkedIn?

Bryan: Do you just accept everybody? Do you not accept ...

Janine: I don't accept everyone. If I don't know you, I'm probably not going to accept you. Colleague? Absolutely. I'll go in and I can quickly do that from my email. Sometime the app works actually and sometimes it doesn't. Sometimes it wants you to log in again and then if I hit that, I'm not going to do it and I'm going to go onto something else.

Yeah, no, cold requests, if I don't know you, I'm not going to accept you.

Bryan: Do people ever text messaging you or on Facebook? I'm curious other ways people might ... Carrier pigeon?

Janine: It's astonishing to me how many people do have my cell phone number. It's at a point now and I do have it in my email signature, but it's still ... Knowing as much as I do about the digital world, I know Big Brother it can be and it still astonishes me that people can get my cell phone number. Now I get to a point where if I don't know the number, I'm not going to answer. I'll let it go to voice mail. Sometimes every once and a while I'll think I'll know the number and I'll answer it and it's a cold call. That one, I'm just going to say I really don't have the time.

Bryan: Say it's me. I'm calling, like, "Hey, Bryan Kreuzberger. Breakthrough Email." Cold calling you. What's going on in your mind as you pick up your phone, right? You're over here. You got your mobile. What are you thinking?

Janine: I think it's annoying. I really do. I'm not a fan of cold calls because I'm not ready to ... I'm probably only answering it because I think it's somebody else. Then throughout the day, I'm just not going to have time for a conversation that isn't going to be top of mind. Email is going to be the best way to reach me, but it's going to be throughout the day. Not one, as I mentioned earlier, in the morning.

Bryan: Okay, so you're not a morning person or you're busy in the morning, right?

Janine: I'm very busy in the morning, yeah.

Bryan: Tell me about the emails that you normally get. If you were to say, "Hey, here are the 40 or 50," and sum them up, how would you sum up the emails that you're getting right now?

Janine: Overall, I think it's a lot of really great solutions. It's a lot of marketing tools and while I think that a lot of them could probably add value, I just don't have the time to bring on 50 marketing tools in a quarter or even in a year. I think it's great

for the industry to have so many disruptive tools coming out that can over time provide value, but the reality is, a lot of these tools aren't going to provide value off the bat and they're going to be a lot of hard work in the beginning. That's the hurdle that I think ...

Bryan: I don't think people get that. Hey, can you buy my thing? But ultimately, as an executive, as a buyer, they're not really considering all the implementation and everything that has to go into it. How do you consider the decision to ...?

Janine: For us here, I think we really ... Pilots are very important. Any opportunity to ... I hate the term try something free. We really started a lot of that actually years ago with WebEx with the free trial, that whole one-touch model. It is valuable to be able to kick the tires on your own time. There's a lot of stats coming out today about folks have made their decision when they're ready to talk to you in most cases, right? There's somewhere between 60 and 80% through that buying cycle.

The reality is, it is that hurdle of implementation and my team's busy. Typically, I think that's a great point. For me, I'm going to ... You should be reaching out to my team, not me, because they're the ones that are going to bring these things and say, "Hey, this is needed." They're the ones on the front lines of these programs. If they're not experiencing a pain point, then it's not something that's going to get my mind share.

Bryan: Yeah. How does somebody get your attention? Walk me through what people have either done in the past to ... You look at the email and you're like, "All right, this one's different." What does somebody have to do to actually get your attention or what have they historically done?

Janine: Yeah, there's this whole concept in advertising of frequency, like this magic number of six, right? You need to hear or see something six times before you're ready to take an action. Really taking an integrated approach, right? I might see something on social. I may hear it from a colleague. We all know that referrals are going to be the number one way to get through to folks. I do think digital banners and such is a black hole. You can spend and waste a lot of money there. I'm not sure how much it helps the awareness piece.

But I'd say from an email standpoint, it's going to be humor. Authentic humor. If you're the one responsible for these email programs and you don't think you're funny, go find someone. There's probably somebody that you know or that works in your office that's authentically funny. That is probably going to be the number one thing that's going to get my attention. Then at that point, I think if it does get my attention and I think it's interesting, I'm going to forward it to the team, to the person that makes the most sense to be taking a look at it. I, myself, likely wouldn't respond.

Bryan: Right. When have you taken meetings in the past? You, yourself.

Janine: When my team has said "Janine, you need to jump on this. I think it's really cool," but I typically let them have that first discussion and determine okay this is going to solve a pain point that I currently have, then they bring it back and say, "All right, it's time to get some mind share and to start thinking about this."

Bryan: What about for who you report to? You don't have to say the name, but what's the level of the person who ... Their title.

Janine: The president of the company. Before that was our CEO. Yeah, that's the element of somebody can get to our president or CEO and they send something to me, then I have to at least take a look at it. But even at that point, I'll typically still send it to the right person on the team to investigate it.

Bryan: Say they're not funny, right? What else have people done in the past to get you to respond? Whether it's sending it to the team or what would you recommend people do or what should they focus on as they're approaching you?

Janine: I think what I mentioned. It is annoying, because I've got a million things on my plate, but if you can get to that C-level and get it back this way, it does force my hand a little bit. That can be a little irritating, but it is going to force my hand to probably take a look at something. Anything goes, right? If I send something to my team, if I forward it over, they also know that I don't do that on an ongoing basis so specifically will look and investigate if I send something through because they know it's not a daily occurrence.

Bryan: How often do you reply? Do you reply? Do you just delete it? Do you archive them?

Janine: I would say 99% of the time, you're not going to get a reply from me. Forwarding is going to be what the action that I take.

Bryan: 99% of the time. 1% you'll respond. If we break it down like every three days, you might reply to somebody?

Janine: God, that's almost being generous. It's going to be really rare. I'm trying to think of a time where I've actually responded and it's going to be rare.

Bryan: There's a couple things that ... One thing is the waterfall technique. Years ago, I had this issue, trying to get the people until I realized ... My perspective was do what's right for the buyer. Understand the buyer. Not put yourself in their shoes, but think how they feel. Understand the emotions of the other person and what

they're dealing with. I realized everybody's got a boss. I would write you and you would delegate it to somebody else. Yeah, but I really want to meet with Janine because I know Janine is the decision maker and the other person could be risky so I would just go above the person. That was my target.

Oh my gosh, I started getting meetings that nobody else was getting, but you have to have the right messaging to catch the ear of the president or the CEO and if you didn't, then they weren't going to reply, they wouldn't care. I talk about in messaging, creating a credible opportunity. How can I create something where it's an opportunity for you? Not a pitch about us. It's incredible because you're like, "Is it worth my time?" Really, do I care? I've got a million things and I've got to make that decision do I care or not.

We ended up meeting through a cold email, right? Several months ago. Something worked, right?

Janine: I can tell you. I remember what it was. It was this concept of how can we bring ... We want to bring Zoom in as a speaker. It was going to provide value to the other end, right? That's what's going to get attention.

Bryan: You know that you do respond. That might have been the last one that you responded to.

Janine: Yup.

Bryan: How can people create an opportunity for you? In your world, what's on your plate? Just so that I can get an understanding like what do you actually care about? What are you trying to do? What would be the thing, that if it fell in your inbox, you're like, "Oh, I might look at that"? But directionally, what is it that's important to you as head of marketing?

Janine: What's important to me and I think this isn't going to be just me. I think a lot of marketing leaders are experiencing this is we're closer to revenue than I think we've ever been in the past and the way that we're going to manage our team is through our [lie 00:16:41]. Maybe we touched on this. I think it's surprising ... We don't talk about what's our CPA? You're not going to hear us say, "Oh, we have a \$123 cost of acquisition for this program." We're thinking about it more holistically and really give me a dollar, I'm going to give you back this and in this time frame, because we know these programs don't work ...

No one program is going to work in a silo, right? Everybody's talking about attribution. It's obviously much harder to do said than done. Attribution's going to be a big one. Show me how I can actually understand the value that each of these programs are providing and in what stage? Be honest about it. Let's not

pretend necessarily that if I put a white paper out there that it's going to bring all that new leads and then they're going to close and I'm going to see that in that silo, but maybe it's about my pipeline and providing those pain points, whether it's security white paper. I typically hate white papers. Just to put it out there, but I know a lot of people love 'em. A lot of people love 'em, right?

I think it can a sales cycle and it can speed up a sales cycle, but know the place of your programs so when you're selling into a buyer such as myself be really honest about the place in which whether it's your program or your tool, where it's going to provide value and what hurdles am I going to have to address? Yeah, you're not going to see value for the first three months. Just put it out there and be honest.

Bryan: I was listening to this podcast called Invisibilia and this guy started this dating site. He was saying like, Match is like everyone is showing their best of the best versus the reality and I can't remember the name of it, but it was like ... Oh, it's called Settle for Love. Half of it is like everything that's good about you and the other half of it was the things that aren't great. What they found was that ultimately biology and the way that people are programmed, that's not how people are attracted to people. A, let me tell you about everything's that's cool and let me also tell you about all the shortcomings that you're going to have. [inaudible 00:19:04]

I get it as a buyer because you want to be discerning because it makes it even easier for you to say no. What I heard though was you want to increase your pipeline, increase revenue. You want to be able to track the results and measure and have an idea of how long from the beginning to when you'll be able to actually attribute the sales and things like that. [inaudible 00:19:33]?

Janine: Yeah, it is. When I think about going back to revenue, what we're supporting. There's the online route to marketing that we're supporting and we're very close to and driving and we can get back to the short term way. It's very transactional. Then I have various segments from small business through very, very large enterprises that we're going to market to with a direct sales team. Then you have those lead targets for each of those segments and then you think about supporting the channel. There's a lot of opportunity for programs to help drive there, but really understanding and being clear which program or tool is going to effect where and in what time frame.

Bryan: Knowing that, if I was going to write an email, I would say, "Hey, here's how we can help the small business segment. Here's how we can help the enterprise segment. Here's how we can help channel marketing. Here's how we can help online marketing."

Janine: Yeah, because I might go, "Oh, well my small business is at 136% of its lead goal right now," like I don't have to worry about that for the next few weeks or until I see that it's declining, but maybe I have another segment that might be my only segment that's not at 100%. That's where my focus is going to be at that time. Then you are going to have a higher probability of getting a response. How do you know that, right? That's the challenge, but if you are true to what your program or tool can provide, then there will be folks that it will make sense and be the right time for.

Bryan: Yeah, I call it the deep sea fishing technique. The difference between deep sea fishing and regular fishing ... Have you ever been deep sea fishing?

Janine: I have once.

Bryan: Were you sick? I got sick.

Janine: No, but I got close.

Bryan: I was drinking a bunch of tequila the night before and it was literally get me off of this boat. We were in Cozumel, Mexico. Anyway, but the difference is in deep sea you got multiple lines in the water, right? You can catch multiple fish whereas if you're in a river, you got one line and that's it. I can't necessarily meet you in your mind every single time based on where you're really at, but I'd hit online, I'd hit channel, I'd hit small business, and I'd hit enterprise and hope that maybe I could hit one or two, right? Because I don't know your priorities, but I can have my best guess. For anybody like yourself, they're probably going to be in the head of marketing, they're going to be thinking, "Oh, the channels," and thinking about how they're supporting them and identifying where are your pains or frustrations are.

Janine: I think it goes back to how folks see their role. My leadership style and the way I see my role is to be the advocate for my team. I'm orchestrating and I'm making sure that they're all rowing in the right direction, but at the end of the day, I'm relying on them as subject matter experts to really raise their hand and say when they're in need and then trying to understand and get ahead of it. The reality is I'm going to depend on my team heavily for those kinds of decisions and identifying the pain points.

Bryan: Yeah, anything else to add? Any question I should have asked?

Janine: No. No, I think we covered a lot of ground.

Bryan: Good. Any feedback or final advice for everybody? Just to ...



Janine: Do your homework, right? Do your homework. Don't make silly mistakes. Go on LinkedIn once at least and understand my background. When people come in and they just have wrong information that they should know, that's the other piece. We're in a world today where there's a lot of information at your fingertips and if you can tell that someone didn't do three minutes of homework, then that's immediately, it's going to show on the company.

Bryan: What specifically would you expect them to know? When you say do your homework, what do you mean by ...

Janine: I had somebody send a note into our info@zoom which I happen to be on which I probably shouldn't have said, but they referenced not only myself but a colleague of mine who's no longer with the company, but if they would have taken a moment to go to the leadership page or maybe even this other person's LinkedIn they would have seen that. It just makes them look like they didn't spend 30 seconds before they sent that email.

Bryan: Yeah, yeah, yeah. Anything else that you can think of?

Janine: Yeah, understand ... We actually didn't really touch on this too much, but understand where you do have common colleagues or potential common interests, right? If you get something that is personal, which isn't rocket science. That's marketing. The more personal you can be and dynamic, the better your chances. Then it's going to go over better.

Bryan: Anything that personally, if somebody was like, "I went to your college," or, "I'm also a mountain biker," or, "I grew up ..." What would ...

Janine: What would that be?

Bryan: From a personal perspective, like my mom, she's a dog lover. If somebody's like, "I love Cockapoos," she'd be like, "What up?"

Janine: I think I'm a very loyal person to my friends. I try and really respect my colleagues and my network of folks. If you can get a warm hand off or an introduction, that's going to be number one. I will follow up on that because I feel that I should, that it's the right thing to do.

Bryan: Sure. That's awesome. Awesome. Thank you so much. We will stop the recording. I think it's super helpful for everybody to hear this. I just want to thank you for sharing this and going behind the scenes on what your day is and what your experience. I can't tell you how helpful this is for people so thanks.

Janine: Awesome. Thank you, Bryan.

