SPEAR SELLING

The ultimate Account-Based Sales guide for the modern digital sales professional

Jamie Shanks

TABLE OF CONTENTS

Preface

One account changed my business career forever. In my first book, *Social Selling Mastery*, I told a story about the evolution of my consulting career, which owes much of its success to embracing social selling early enough to help pioneer the category. However, the bulk of my growth over the last six years, as a digital sales advisor and trainer, may not have been possible if it wasn't for one account: Vision Critical, a Canadian customer intelligence software and market research company. It's crazy to think that I can trace the hockey-stick-shaped growth of my consulting career from that single account!

In 2012, when I was experimenting with the power of social selling for my business development efforts, I needed one paying customer to test my newly developed Social Selling Mastery® training curriculum. I was introduced to Vision Critical's SVP of Sales, Mark Bergen, who found my ideas (and my apparent eagerness to build a successful company) appealing enough to test out my training. We agreed on a nominal training fee, but in exchange for being paid very little, I somehow conjured up one of the smartest business ideas I've ever had. In the boardroom with Mark, I said: "I'll make you a deal. I will ensure that each sales professional on your team creates at least one sales qualified lead from my training in 60 days. Assuming you're satisfied with the training result, you will agree to field any referral call I send your way for the next year, even if it's your direct competitor!"

Mark happily agreed, and I could tell that he just wanted me to get this business off the ground. He even accepted having those terms put in writing within our signed Statement of Work.

I'll admit that, at the time, I still didn't have a game plan for what would follow once I'd made the Vision Critical sales team successful. Thankfully the training workshop was a success, and the team created 31 sales qualified leads within 60 days. So now I had a story, but I still had no idea where I should go next with that story! I was a lost consultant and sales professional. Night after night I would agonize over how I could win more business effectively. Time was my enemy. I recognized that I had only 168 hours every week to attract new business and that on the 167th hour, my expenses were due. I needed a process that maximized my ROE (Return-on-Effort). I don't remember exactly how I came up with the idea; as with most sales methodologies, I drew on a sprinkling of ideas mashed together from various experiences. My main memory is of drawing out my plan on a sheet of paper as if I was Dr. Brown from the movie Back to the Future, and I'd just developed The Flux Capacitor. See example:

I started by drawing the Vision Critical logo onto the center of a sheet of paper; I then circled it and drew spokes radiating from that circle. I then would look at my drawing and ask myself "who actually cares about my Vision Critical success story?" I would just sit and think about it, and the more I really thought about my story, the more I found my thoughts drifting into the mindset of a customer. It was then that I realized that I was making the same grave mistake many sales professionals do – telling stories to customers that just don't care about that particular story. They don't care because THAT story isn't relatable to THAT particular PERSON. Eureka! People buy from people, and people like people just like themselves. And people listen to stories that they can actually envision themselves being part of. It was through this customer-centric mindset that I began to draw my first "Sphere of Influence" around a particular customer. I started by drawing a list of people and companies that I felt would be most interested to hear about Vision Critical and/or hear about Mark Bergen's success.

September 2012 was when my fortunes changed. At last I had a sales process that was becoming clearer to me. I could see which people and companies I should logically approach because of my Sphere of Influence drawing. My theory was sound, but my methodology had not yet been tested. Time for an attack plan! On September 11, 2012, I wrote a blog on our Sales for Life website about the Vision Critical success story. That gave me a visual reference that I could guide future buyers to, and some real-life results that made my story more credible. Next, I crafted two email messages – one that focused on both Vision Critical's 31 sales qualified leads in 60 days, and one on Mark Bergen's success as

a sales leader creating 31 sales qualified leads in 60 days. Finally, I used LinkedIn to map the accounts that had the highest social proximity to Vision Critical and Mark Bergen. I then began engaging VPs of Sales and Marketing on LinkedIn, using InMails and free group messaging. Here's what happened next:

1.   Vision Critical had a competitor in Los Angeles called UsAMP. I had met their VP Sales, Kevin Gaither, at the April 2012 AA-ISP Leadership Summit in Dallas, TX. I emailed him the blog story on September 12, 2012, and won their business on February 27, 2013.

2.   Mark Bergen was connected to a sales leader at Paragon Relocation, in the corporate relocation industry. I met their team on a conference call on October 18, 2012, and won the business on November 19, 2012. The success of their project created a tangent Sphere of Influence success story in the corporate relocation industry, which attracted MSI Mobility on March 4, 2013 and won that business on March 26, 2013.

3.   Having read my Vision Critical blog, on December 21, 2012 Ronan Keane, a marketing leader at XO Communications, emailed me to discuss the successes from Vision Critical. On January 25, 2013 XO Communications became a customer. Within weeks of that project, their competitor Tata Communications heard about the Social Selling Mastery® training. On March 13, 2013, Tata Communications became a customer. The success of helping two telecommunications leaders allowed me to create a Sphere of Influence that connected me to MTS Allstream in Canada on May 15, 2013 and won their business on July 18, 2013. This telecommunications Sphere of Influence would go on to pay long-term dividends, as we've worked with dozens of telecommunications companies since.

4.   The success of working with Kevin Gaither, a prominent figure at AA-ISP events, afforded me an invitation by Bob Perkins (the AA-ISP CEO) to speak at their upcoming event in Arizona in the spring of 2013. This was my first speaking opportunity ever, and it turned out I was good at public speaking. My appearance on stage enhanced my profile and, combined with my Sphere of Influence story with Kevin Gaither, I was introduced to Jill Rowley who was recently leading the global Social Selling program at Oracle. On June 10, 2013, Oracle became a customer.

Let's put this one-year chain of events together. My simple motion of selecting accounts based on high social proximity leapfrogged my business from a $2,500 engagement with Vision Critical to the largest Social Selling training deployment in the world, with 23,000 Oracle sales professionals by the fall of

2013. The Oracle account paved our path for global training engagements on a scale that I hadn't imagined possible in 2012.

Account-based selling was a process long before digital sales, and will continue to exist long after digital becomes standard operating procedure in sales organizations. Digital is only an accelerant to an effective process, and it's the simplicity of the process that we at Sales for Life have designed that makes this so special. Account-based selling is not about tricks or tools, but about aiming and deploying the right stories at the right people. I hope the principles in this book change the course of your sales pipeline, sales team, business unit, or company, as they did for me.

—Jamie Shanks

Introduction: SPEAR Selling executive summary

> "If you can't describe what you are doing as a process, you don't know what you're doing."
>
> – W. Edwards Deming

The most important takeaway I'd like you to gain from this book is to develop your account-based sales strategy focused on being **process-centric**, not platform-centric. Platform proficiency is only a mechanism for executing your sales strategy. Platforms are communication vehicles, data organizers, data analyzers – but they are not the strategy itself. Teams that focus too heavily on which tools they need to execute their sales strategy tend to fall short of their desired outcome.

Let's take an analogy. If I were sailing a boat from New York City to Dublin across the Atlantic Ocean, should I spend most of my mental energy on:

a: The process of reading navigational charts, trip markers, distance per day goals and mastering food rationing; or

b: The brand of ropes, sails, and crackers, as tools that we'll bring on the trip?

I'm sure you laughed at how obvious this sounds for a life-or-death voyage across the ocean, but the truth is that most sales and marketing leaders, along with sales professionals, focus on tools, tools, tools. They can't see the glaring misalignments in their account-based programs.

This book is meant to be your strategic roadmap, your primer, your order-of-operations for defining and executing your program. There are five parts to your account-based sales process. My most sincere advice is that you start by taking one step backwards and design your process in advance – that's going to help you leap three steps forward. Having trained and advised 300 global companies at the time of this writing, we've seen that the companies that have the greatest success are those that really focused on designing a customer-centric process at the start, then colored in the details with tools, content and sales plays.

Part 1 – SELECT your accounts with a Social Proximity mindset

We truly do believe that account selection is the single most important element of any account-based selling program. If you spend too much time with the wrong accounts, you adversely affect your ability to reach your business outcomes (typically measured in sales quota attainment). When I say "wrong", I mean that your account selection process is far too heavily weighted on "wallet-share" account selection. Wallet-share account selection means that you select accounts in a specific territory or vertical based on that account's potential spend (Average Contract Value, Total Lifetime Value). While the economics of this account selection process makes sense on a spreadsheet (focus on the big fish first), the reality is that sales cycle velocity and probability of winning are major factors that spreadsheets don't account for. And let's remember that these are typically accounts that your competition (and just about everyone else in adjacent industries serving these accounts, who you compete with for 'mindshare') also wants as customers.

Best-in-class account-based selling teams complement their wallet-share account selection with "social proximity" selection. Social proximity is the relationship connectivity between people and/or companies. The process that you'll use to determine social proximity is what we call the "Sphere of Influence". By having a customer-centric mindset, the Sphere of Influence starts by reverse-engineering your existing customers and advocates (people working inside your customer base that use and love your solution). Thinking outwards from inside your customer base, you begin to map both companies and people that have the highest social proximity to your best success stories. These people or companies might be past employees of your customers, competitors, vendors, partners, fellow alumni of your school, key social connections to your best advocates. High social proximity accounts tend to have shortened sales cycle velocity, coupled with increased probability to winning the account, all due to relationships. This becomes your sustainable Asymmetrical Competitive Advantage, which no competitor can take from you. I'll also show you how to map accounts where you have Asymmetrical Competitive Disadvantages, in which your competition may have the upper-hand based on high social proximity, so you can avoid those landmine-laced accounts.

Part 2 – PLAN your sales plays with storyboards

It's said that 85% of people are visual learners. Take a step back and think about how the modern buyer learns today – videos, infographics, comic book-style content consumption. By thinking like a customer, you begin to visualize the stories that would be most valuable to them. Just like writing a movie script (or indeed the creation of this book), the best design process is with storyboards. Your process will need a multi-story, multi-touch plan for each account. No modern-day customer is pushed off their status quo with one magical message. The value of storyboarding your messages also helps keep you accountable to thinking through various message themes, styles, data-points, and engagement mediums. Flawed account-based sales processes that I've seen will deploy multiple touches to an account, only to recognize later that every touch-point is just a slight variant on their original messaging. It's basically a broken record, and the customer isn't learning anything new after the first engagement.

We recommend that you develop at least five storyboards for your future account engagements. We call these engagements "sales plays", exactly like running a play in football, basketball or hockey. Each sales play is varied in its theme, style, data-points and value to the customer. Here is a quick look at those five sample sales plays:

a.   **Sales Play 1: The Sphere of Influence connection** We typically see this sales play as the first engagement with the customer. The purpose of this sales play is to both humanize yourself and demonstrate the high social proximity that you and the customer share. This sales play disarms the customer's apprehension of unsolicited engagement, and helps to push them off their status quo.

b.   **Sales Play 2: Stack-ranking the account vs. competition vs. best-in-class** The purpose of this sales play is to bring empirical evidence to the customer that objectively showcases **their** strengths, weaknesses, opportunities or threats. (Gartner's Magic Quadrant is a successful example of this.) Customers tend to live in a bubble, and rarely have a well-developed idea of where they benchmark against their peers.

c.   **Sales Play 3: Market intelligence and trends** This sales play is an excellent mechanism for building a "trusted advisor" status with a customer. You bring advanced-level business acumen that predicts/pontificates on market trends,

or provides industry secrets that help bond you and the customer. In time, you become their trusted resource center.

   d. **Sales Play 4: What does the Emerald City look like?** The purpose of this sales play is to visualize and/or experience what success would look if they became a customer. In the movie *The Wizard of Oz*, how could you reduce Dorothy's apprehension about travelling down the Yellow Brick Road and into the scary forest? Show her what the Land of Oz and the Emerald City look like in advance, right at the beginning. Let her see it into a crystal ball, touch it, visualize walking around it, and then watch her excitement grow as she begins her journey. The talking trees and the flying monkeys won't seem so daunting anymore! Show your customers what success looks like 90, 180, 365 days into the future.

   e. **Sales Play 5: Role/function career guidance** The final sales play has a different purpose, which is to recognize that you're trying to win accounts by winning over people. People are at the center of purchasing solutions. Rather than just focusing on account-centric messaging, think through the role/function of the buyer. How can you personally help them? What value could you offer that particular person that will strengthen your personal relationship? The sales professionals that master this sales play create customers for life.

These sales plays will all reside within an Activation Cycle. Your Activation Cycle will be an objective process that each account is qualified and activated within to produce next sales actions, or disqualified due to non-activation. This process uses structured thinking, is time bound, and designed with a pre-defined cadence/sequence. The value in running a defined Activation Cycle is to help you objectively focus on the right accounts that will highly influence your sales objectives, and not allow subjective attachment to any account (brand name logos, for example) to distort your sales process.

Part 3 – ENGAGE your accounts with your prescriptive sales plays

Time management on accounts can either be your asymmetrical competitive advantage or your Achilles heel. Managing time effectively is the pendulum that sales professionals, leaders, teams and sales organizations often neglect to focus enough on. This is why so much of our process-centric mapping is done in advance – with account selection/de-selection, planning and storyboarding all happening before customer engagement. I urge you to exercise one more planning element before customer engagement: think through your account segmentation strategy after you've engaged and activated accounts. What naturally happens during account engagement is that some accounts show buying intent, and some do not. You create a slow descending "death spiral" if you don't plan this in advance, and unproductively spend an equal amount of time and energy on each of your accounts. Sales leaders are typically to blame for this. They have designed a sales process that's based on carpet bombing an equal number of sales touches (talk-time minutes, number of calls or emails per day, etc.) to every account, and then just manage to that process. Best-in-class account-based sales organizations, in contrast, will design an account segmentation process in advance, allowing them to clearly define the expected time and energy that should be spent on specific account categories to maximize ROE (return-on-effort).

Once you have your accounts selected, planned and storyboarded, you can infuse your sales plays into digital sales tools and social platforms. Digital sales tools and social platforms (elements of social selling) allow you to engage more customers, more quickly, and with more richly-storyboarded content. They also help you to segment accounts based on buying intent while allowing you to better map the buying committee. In this book I'll showcase best-in-class tools that we leverage, or our customers leverage, and their specific use cases for you to mirror.

Part 4 – ACTIVATE your engaged accounts with tailored learning paths

As customers begin to demonstrate buying intent and are activated, your account segmentation plan becomes highly valuable. How will you **continue** to push key stakeholders in an account off their status quo and align everyone together on their buying journey? We call this nurturing process "learning paths". The customer is going to learn with or without you, so you'd better design a process and action plan to become their resource during their buying journey. There are three natural paths that key stakeholders (remember you're selling to PEOPLE, not just to accounts) will take:

      a.   **Learning path 1**: **the dead zone** This is the path you encounter most often, and no doubt the one you loathe. This is the uncomfortable silence you get from customers that either show zero engagement, or show some engagement but then go dark. What will be your gameplan to ignite the flame of interest? How long does your ROE (return-on-effort) continue to make sense, before you consider replacing this account with another?

      b.   **Learning path 2: the Yellow Brick Road** Yes, I must have watched *The Wizard of Oz* too much as a child! The Yellow Brick Road theory is that some buyers find their problem, or your solution, so outrageously complex that they can't get their heads around it. They are prevented from moving forward or making logical decisions because they can't see through the dense, dark forest. This learning path theme will be centered around making the complex seem very linear, logical, and manageable. You will teach this key stakeholder what to prepare for – obstacles, pitfalls, challenges, success metrics – and (most importantly) **how** to simply move forward and buy.

      c.   **Learning path 3: the mental pretzel** There are some frustrating key stakeholders that think your product or service seems so simple. They talk about your solution like they could almost do it themselves tonight in their garage. Customers treat the purchase as trivial without factoring in other variables, and will make snap purchase decisions without thinking through the ramifications. This often leads to later regret about how they approached the purchase. This learning path theme is centered around making the simple seem much more complex, and showing how it integrates with bigger decisions. This helps

customers stop taking the easy road with small purchases, instead thinking through a more strategic buy.

Part 5 – RUN OR REPLACE your accounts

Best-in-class account-based sales organizations have very defined Service Level Agreements (SLAs) for each sales professional, based on:

a. The Total Addressable Market (TAM) of a territory, and the percentage of accounts that are expected to be activated within a target market;

b. How many accounts can be effectively managed (both minimums and maximums);

c. How long an account can be held for attempted activation, or confirmed dormant, before being replaced with another account.

We call this Service Level Agreement an Activation Cycle. In this book, we will help you design your Activation Cycle. I will help you define the parameters, and create a prescriptive process with two options:

a. You run your defined sales plays and learning paths against an account, until your Activation Cycle is complete, or closed-won/closed-lost;
and/or

b. You replace any non-activated/dormant accounts with new accounts, using high social proximity, and these accounts are placed within an Activation Cycle.

This is a dynamic process. It doesn't have you closing a fiscal year and cleansing your CRM of accounts each year. This is a structured process that's kept accountable by sales leaders during quarterly reviews (often a QBR is used as the lagging indicator and "replace date" for accounts, and weekly one-on-ones as the leading indicator to which accounts might be replaced over the upcoming quarter). You, as sales leader, will use targeted questions in your one-on-ones to help keep your sales professionals focused and accountable:

1. What accounts have you selected and why?

2. What is the most logical path of entry into that account?

3. How is that account going to highly influence your sales objectives over other specific accounts you could be targeting? (Opportunity cost)

4. What is your engagement and activation strategy, and what specific actions have you taken?

The entire Run or Replace strategy is structured to concretely outline the TAM of every sales territory, and set milestones for increasing market share/penetration in each territory.

How do I use this book?

This book was designed with an order of operations that mirrors the Sales for Life – Digital Sales Mastery® program. I've written the book for both sales leaders (look at coaching sales plays), and sales professionals (executing sales plays), as a step-by-step guide to follow. I highly recommend you start with the following:

1. Put one foot in front of the other

You don't just hoist the sails on a new boat and begin tacking into heavy winds, sailing deeper into the ocean without a destination and navigational map. Using this analogy, you also don't start engaging accounts before you logically think through WHY you're engaging those accounts (selection) and plan what information is most important to those accounts (storyboarding).

This book is the result of working with hundreds of best-in-class sales organizations that have built exceptional account-centric programs. Some of our customers have literally become the global defacto standard by which account-based selling is measured. Build your program using the same order of operations that I've laid out for you here. If you need to pause on a chapter, and take weeks to design storyboards with marketing, do it! The upfront work you put into the planning process will be reflected in both sales results and increased value for your customers.

2. Think process-centric, before you execute platform proficiency

At the time of writing, we have three ongoing training engagements where our customers sales and marketing operations teams had purchased LinkedIn Sales Navigator, employee advocacy tools and/or video platforms, all totaling hundreds of thousands or millions of dollars, only to find these tools all eroding into "shelfware" in their businesses. Now the CFOs of these companies are breathing down the sales and marketing leaders' necks, wondering why adoption and usage of these tools are so abysmal.

Remember: a tool or platform is only the accelerant and mechanism to execute your sales plays. It is NOT the strategy and process in itself. As I've seen countless LinkedIn Sales Navigator purchases turn sour, let's use that tool as an example. LinkedIn is the world's greatest database and an incredible communications medium, but the tool itself doesn't execute your sales play! You,

the sales professional that has the license to LinkedIn, executes the sales play. If you were the coach of a sports franchise, you'd work on designing effective plays and keeping the team accountable for executing these plays. If you don't get those plays working to drive your results, then the players on the field can have the shiniest equipment in the league… but you're still going to suck on the scoreboard! There is no way their equipment alone will win football, basketball, or hockey games. Design the plays first, then purchase the shiny tools in the quest to accelerate your sales plays.

PART 1: SELECT your accounts with a Social Proximity mindset

Chapter 1: Defining – motions, learning paths, sales plays, and cadences/sequences

> "Definitions are the foundation of reason. You can't reason without them."
>
> Robert M. Pirsig

Before we begin building our account-based sales strategy, let's make sure we have complete alignment of standard terminology. This will help you course-correct the vernacular your team uses internally. All of these terms will be elements within your designed Activation Cycle – Service Level Agreement, which each sales professional will execute on each of their accounts.

Motion

A particular go-to-market sales strategy that a team or organization uses to deliver a solution to its customers. Essentially, an account-centric focus, once put into a process and actioned, is a motion. You may choose to execute an account-based motion for only specific sales professionals, selling specific solutions, and/or targeting specific accounts. Not every sales professional in your organization is, or should be, an account-based sales professional.   In fact, I would argue that a hybrid approach of **Open-account** and **Account-based** selling is ideal for most companies. As an example, in our company (Sales for Life) we create new opportunities using five distinct sources:

    a.   Inbound marketing
    b.   Outbound account-based selling
    c.   Channel-driven
    d.   Customer referrals
    e.   Customer expansion

At the time of writing, our inbound marketing motion is not account-based. We leverage a classic open-account focus based on our ICPs (Ideal Customer Profiles) that meet our firmographic, demographic and buying behavior parameters. All this data is delivered to our sales professionals from Hubspot, our marketing automation software.

Cycle timeline

The number of days, weeks, months or years that one account is expected to be managed by a sales professional, in the pursuit to RUN (activate the account) or REPLACE (non-activation or dormant account). This timeline can be different for specific sales professionals, such as mid-market vs. enterprise accounts. Best-in-class sales organizations use historical data from average sales cycles to design this framework, which helps minimize the possibility of a sales professional "holding on" to an account beyond normal sales cycle timelines.

Learning path

Key stakeholders in your accounts are people. People have biases, priorities and learning challenges. Learning paths are different than the classic marketing "buyer's journey" because you recognize that you're educating people within accounts, not accounts themselves. A classic buyer's journey might be:

1. Awareness
2. Consideration
3. Decision

In my previous book, *Social Selling Mastery*, we simplified that language for sales professionals, focusing on three questions that buyers ask themselves (Why, How, Who). In an account-based motion, I believe we need to focus more intently on a key stakeholder mindset.

The learning path thinks more about the specific questions, hurdles and stumbling blocks that specific people (key stakeholders) may encounter, and identifies where you can easily recognize these inflection points. The core difference between a buyer's journey and a learning path is that a buyer's journey attempts to bundle accounts into likeminded sales stages. As an example, a buyer's journey creates content for a VP Human Resources that has naturally progressed from Awareness to Consideration to Decision. A learning path recognises that this particular VP Human Resources is stuck on a few key points around our implementation process. She's clearly not understanding what we're talking about – in fact, she seems more confused than when we started our discover call six weeks ago. Instead of pushing "Consideration" marketing materials to this VP Human Resources (which will only frustrate her), a learning path asks: "How can I unbundle her confusion, and place her on a path to make this complexity much more simplified?" The sales professional then prescribes a course of insights (perhaps both educational and experiential) for that key stakeholder to absorb. A learning path is more situational than a buyer's journey

developed by marketing. Not all like-minded buyer personas would be interested in a standard "nurture path" that marketers design.

Learning paths are very common in learning and development circles, where student A is prescribed different learning materials than student B, based on their competencies and goals. As a sales professional, or sales leader of an organization, you should be treating your accounts (and the key stakeholders inside these accounts) with a similar teacher-to-student mindset. In our experience, key stakeholders fall within three required learning paths:

1.   "I'm happy sticking with the status quo."
2.   "I'm completely confused/overwhelmed with complexity/choice/not clearly seeing what the end result will be." (Also known as "can't see the forest through the trees.")
3.   "I'm certain someone in my company could do this! This seems simple enough. Why do we need you?"

Sales plays

Engaging the key stakeholders in an account through a series of stories designed to create an singular outcome. A single sales play can be made up of multiple sales actions. In football, a play is drawn up, and the players will run around the field for a few minutes trying to execute that series of actions to create one outcome (a first down). Similarly, a sales play might have a series of touch-points as actions inside the play, such as a short burst of phone calls, email, social, video, live events, mail, etc., but centered around one topic/theme that can deliver an expected outcome. A complete series of sales plays run to fruition is what make up one Activation Cycle.

Cadence/Sequence

These terms are used interchangeably; neither is right or wrong. I prefer to use cadence as the time between sales plays, and sequence as the order of operations in which you'll execute each sales play – all part of your sales play architecture. What's best practice? How many sales plays, and the time between plays? Going back to our football analogy, imagine a play called "44 Jet Long", which has the quarterback in shotgun, prepared for a deep pass into the endzone. The sequence dictates WHEN this sales play should be used, and the cadence dictates HOW long this play should be run after a big running first down. In the same way, sales organizations will design various cadence/sequences in a series, based on a number of specific sales plays to be deployed over a specific time duration (the Activation Cycle). In examples used in this book, we might choose five sales plays, in a cadence deployment of 30-days and sequences in a specific order-of-operations to tell a linear story, to conclude our Activation Cycle.

Touch-points

The individual action used within a single sales play. The touch-point is the most common measureable that a sales leader can use as a leading indicator to ensure a sales professional is on track to highly influence their sales objectives. As mentioned before, these touches can be digital (LinkedIn, Twitter, WhatsApp, video email), analog (phone, mail), or experiential (live event, coffee meeting).