Building a Data-Powered Sales Intelligence Platform

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Data Products, LinkedIn

Overview

- Data Products At LinkedIn
- Sales 101 - Challenges and Opportunities
- Data to the Rescue
- Product Perspectives
- Q&A

Data Products @ LinkedIn

Data Products @ LinkedIn

Mission

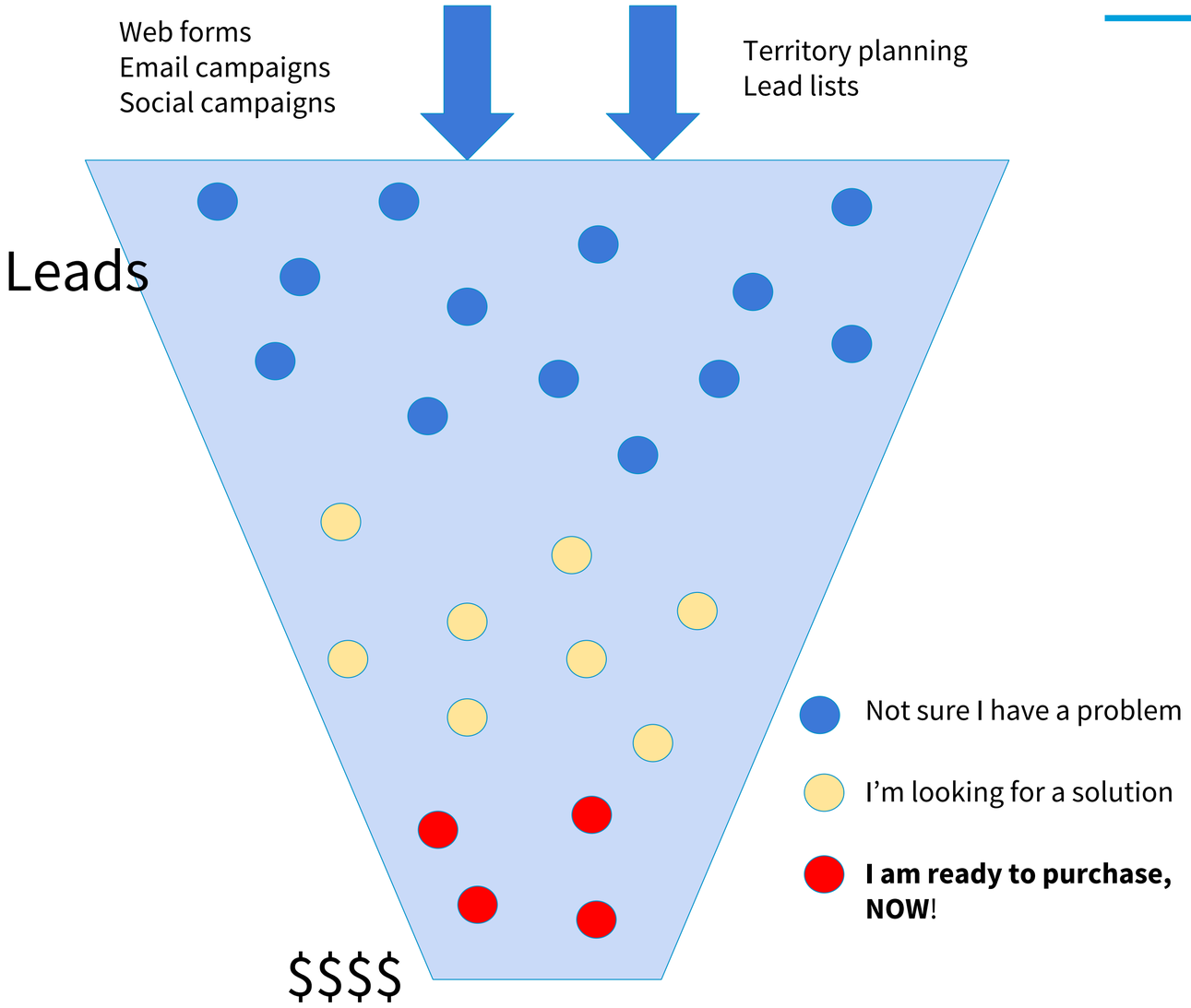
Deliver world class Data Platform that enables employees to make better decisions faster and deliver maximum value to members

Areas of focus

Standardization and Knowledge Graph
Targeting, Ramping and Experimentation
Reporting
Search and Discovery
Sales Productivity
Developer Productivity

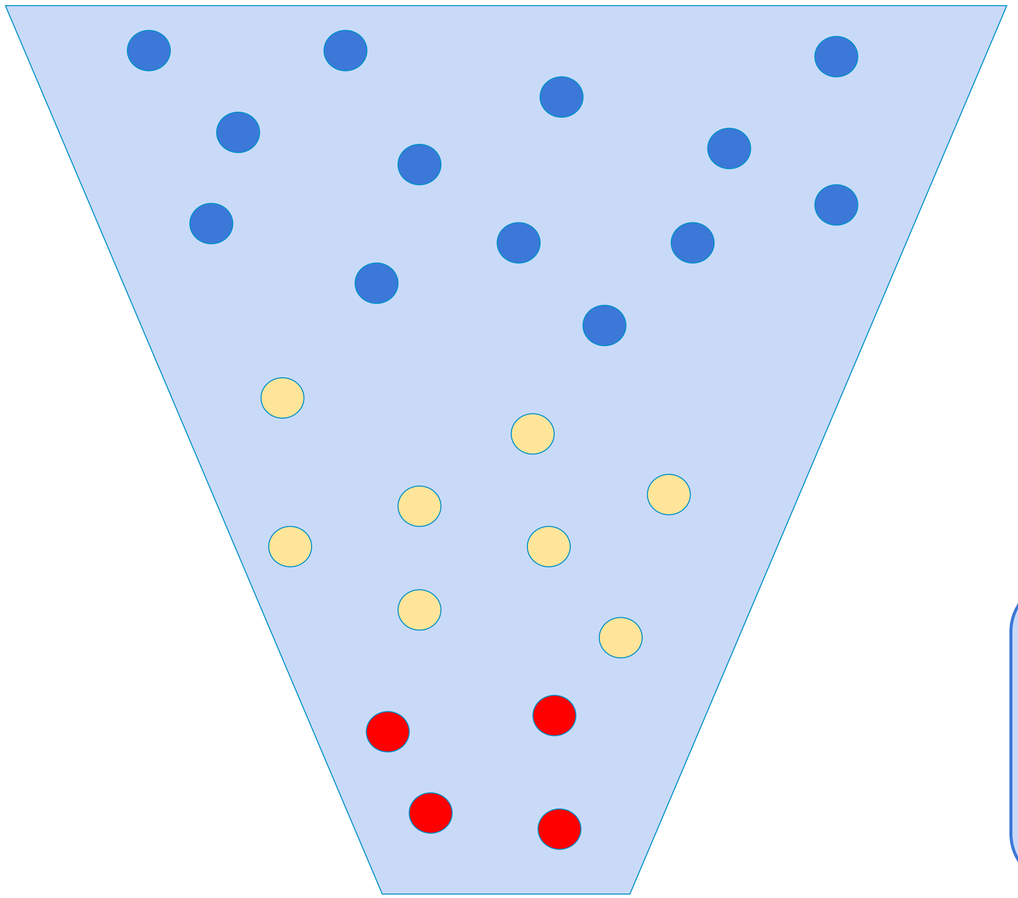
Sales Intelligence: Challenges and Opportunities

(B2B) Sales 101



Job of the Sales rep is to ***convert as many leads as possible into customers, as fast as possible***

Key Challenges in B2B Sales



5-10% of the leads convert to sales

B2B deal takes 2-3 months to complete

2/3rd of all reps miss quota

$$\textit{Sales Velocity} = \frac{\textit{(\# of Leads * \% conversion * \$/deal)}}{\textit{Avg. Length of the Sales Cycle}}$$

Opportunity

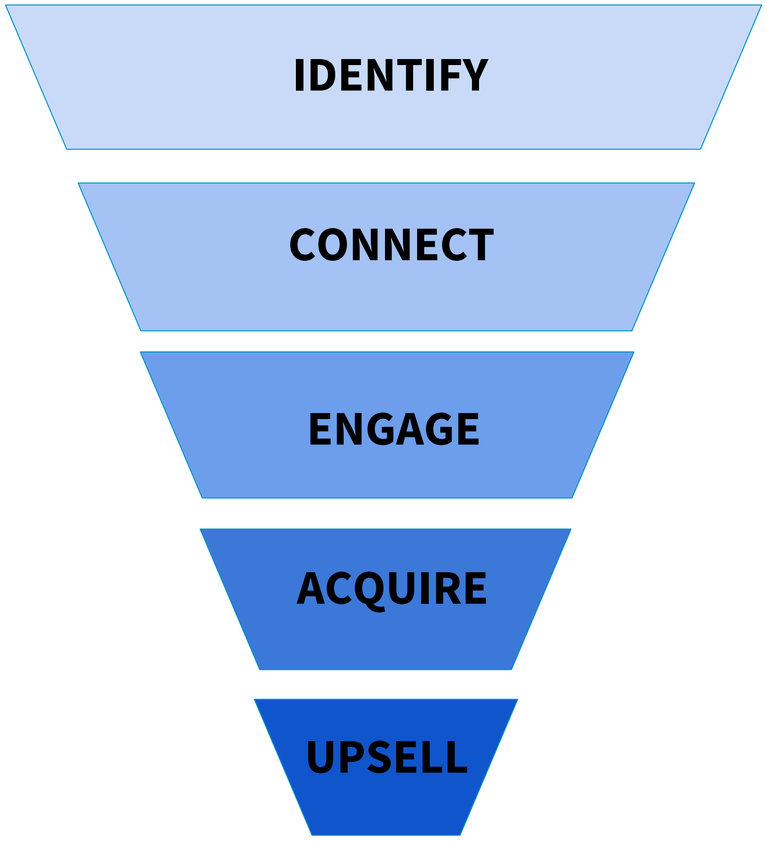
Can a data product help increase sales velocity?

Sales Intelligence: Product Perspectives

Journey of a (Data) Product ..

Start with Empathy (Strategy)	Build for Usability (Product-Market Fit)	Optimize for Trust (Scale)
Who is my user?	Does the product speak to my users?	Does the broad user base trust the data and recommendations?
What's the problem?	Do the workflows and interactions make sense?	Does the product reliably and measurably deliver value?
Does this problem matter?	Are the feedback loops defined?	
What's better when I'm done?		

Start with Empathy



“I have hundreds of accounts in my book. ***Which account is most likely to close?****”*

“There are hundreds of employees I could target, ***who is a decision maker?****”*

“I have tons of collateral I could use, ***which data-story is the most meaningful?****”*

“I have number of contractual options, ***which pricing option is the most appropriate?****”*

“I have dozens of accounts in my book. ***Which account is most likely to Upsell?”***

Identify “Your” Problem Statement

“I have dozens of accounts in my book. ***Which account is most likely to Upsell?”***

Relationship Managers manage 10-500 accounts consisting of thousands of users and

1. Spend 5 hours/week context switching between different systems, and are
2. **Unable to construct narratives to engage customers resulting in missed upsell opportunities**

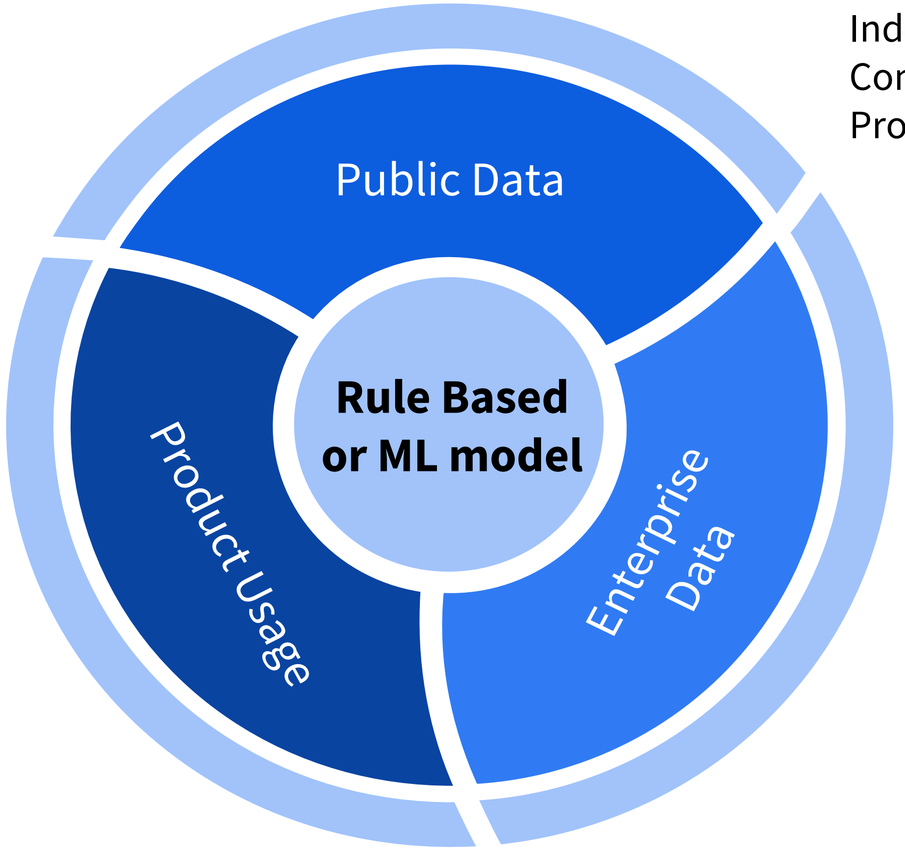
Build the Hypothesis

Opportunity to Upsell if ..

1. The account is in a growing industry
2. The account is growing in revenue/headcount
3. My product has opportunity to grow at the account
4. Current licenses are well utilized
5. Users are leveraging key product features
6. ….

Identify the Data Sources and build the Modal

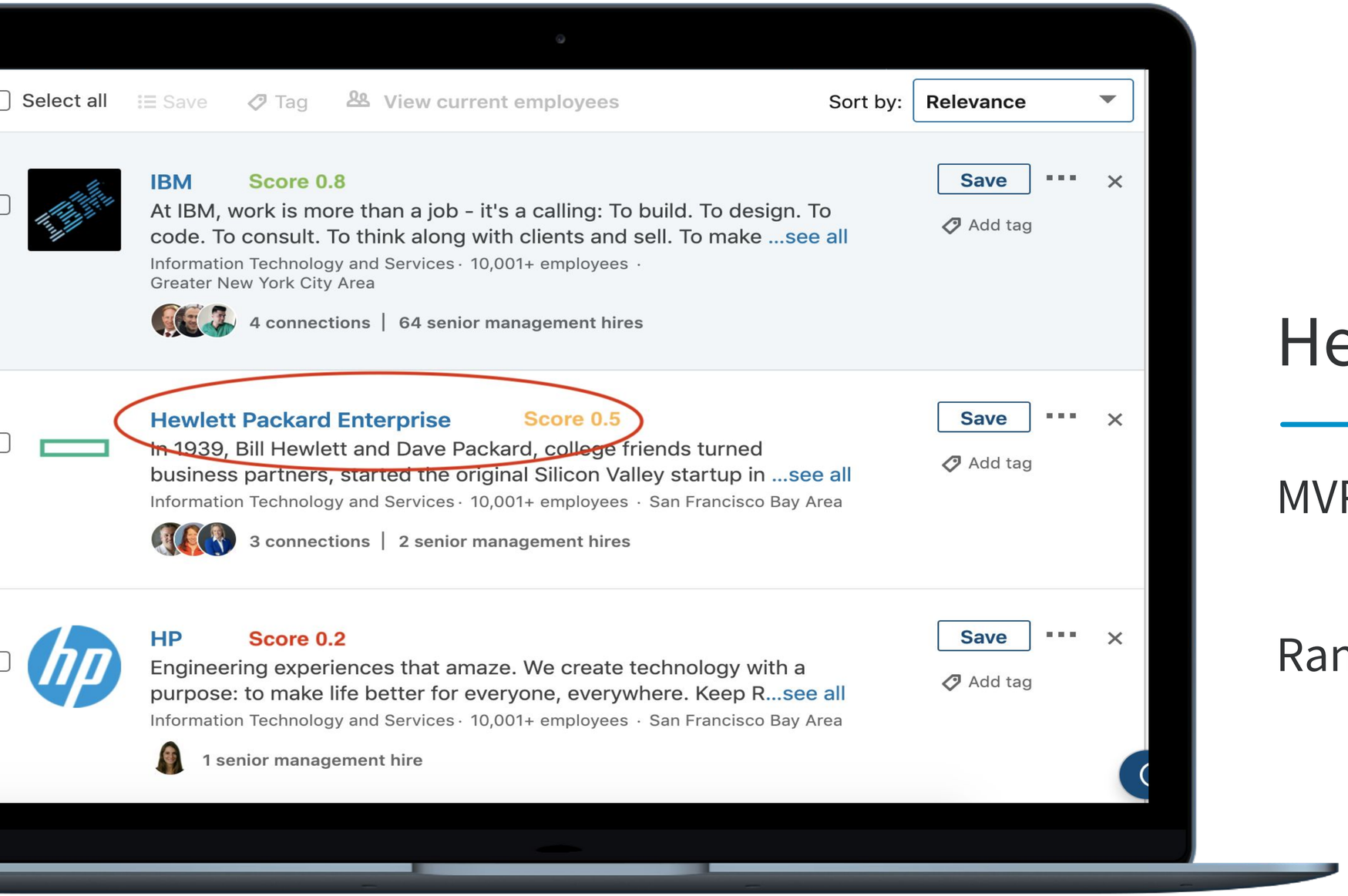
Industry Reports
Company Reports (PR, Web ..)
Professional data (e.g. LinkedIn)



Sessions, DAUs/WAUs
# of searches
# of page views
Top users

Customer Relationship Mgmt (CRM)
Billing and licensing data
LDAP and Employee data

Output of the model = Score between 0 (Not likely to Upsell) and 1 (Extremely likely to Upsell)



Hello World!

MVP of the prioritization system

Ranking based on Upsell score

Likely User Reaction

“Okay, I kinda get it. How can I use this”

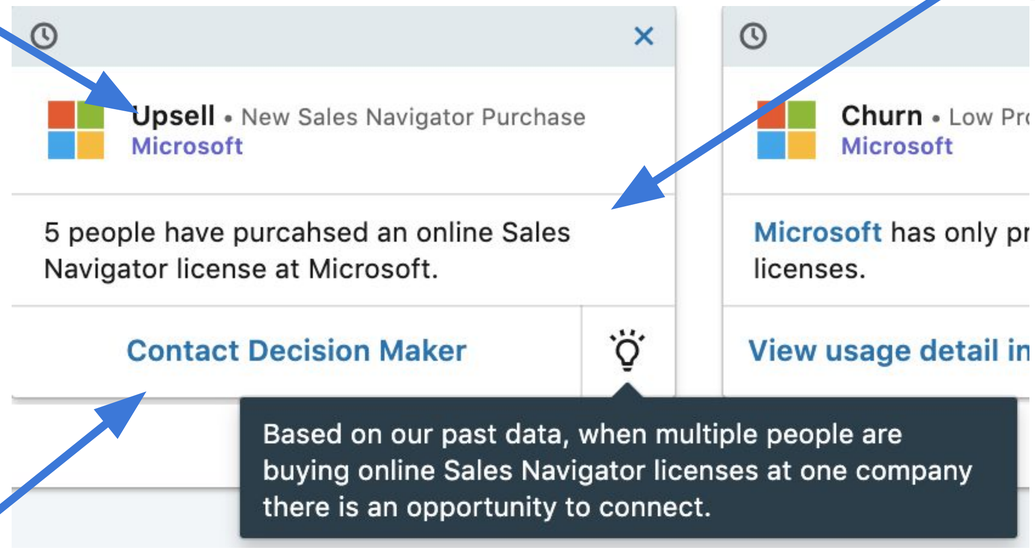
- What is this score?
- How is this score calculated?
- What does this score mean to me?
- What do I do with this recommendation?

Net Result: Low adoption and engagement

Build for Usability

1. *Here is the opportunity*

2. Here are the signals



4. Here is what you do next

3. Here is why these signals matter

Speak the language of the users

Models must provide narratives - scores are not enough

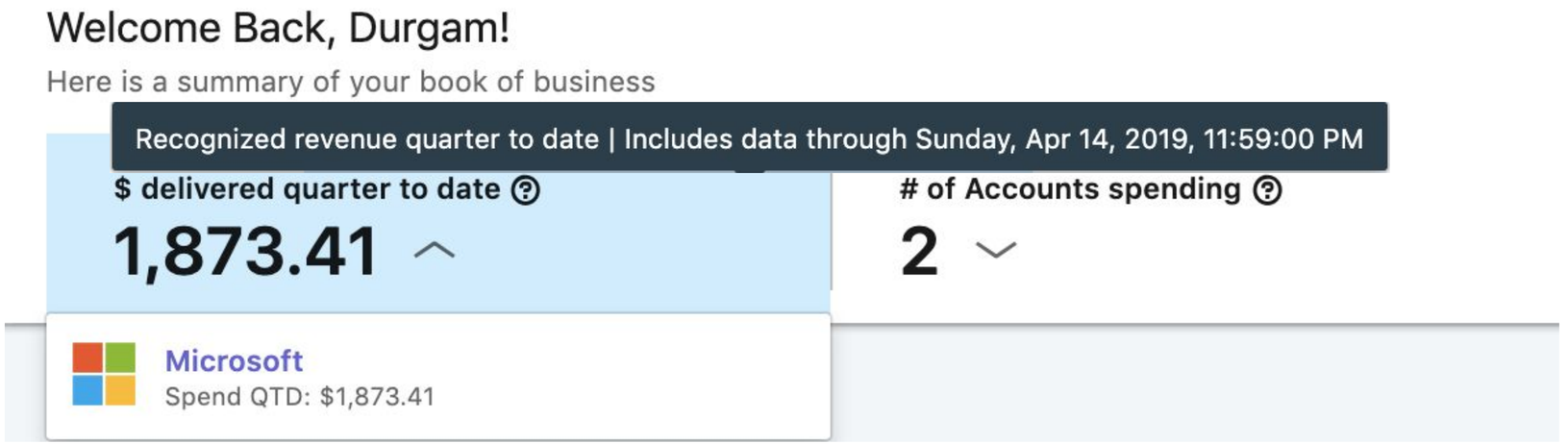
Sometimes the highest scores are not the most relevant

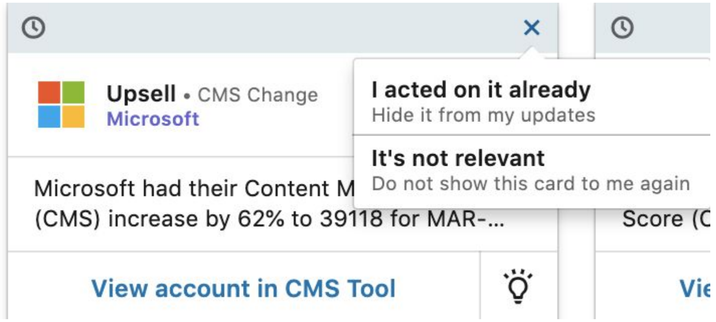
Can you bring Serendipity?

“Okay! This makes sense. Can I trust this?”

- What are the data sources?
- How do I know the data is correct?
- Can I provide feedback?

Scale with Trust





Personalization: Understand the individual - LOB, Role, Book ..

Transparency: Highlight data sources, refreshes, compliance (GDPR, member-first)

Metrics that Matter: Book level, Quota attainment

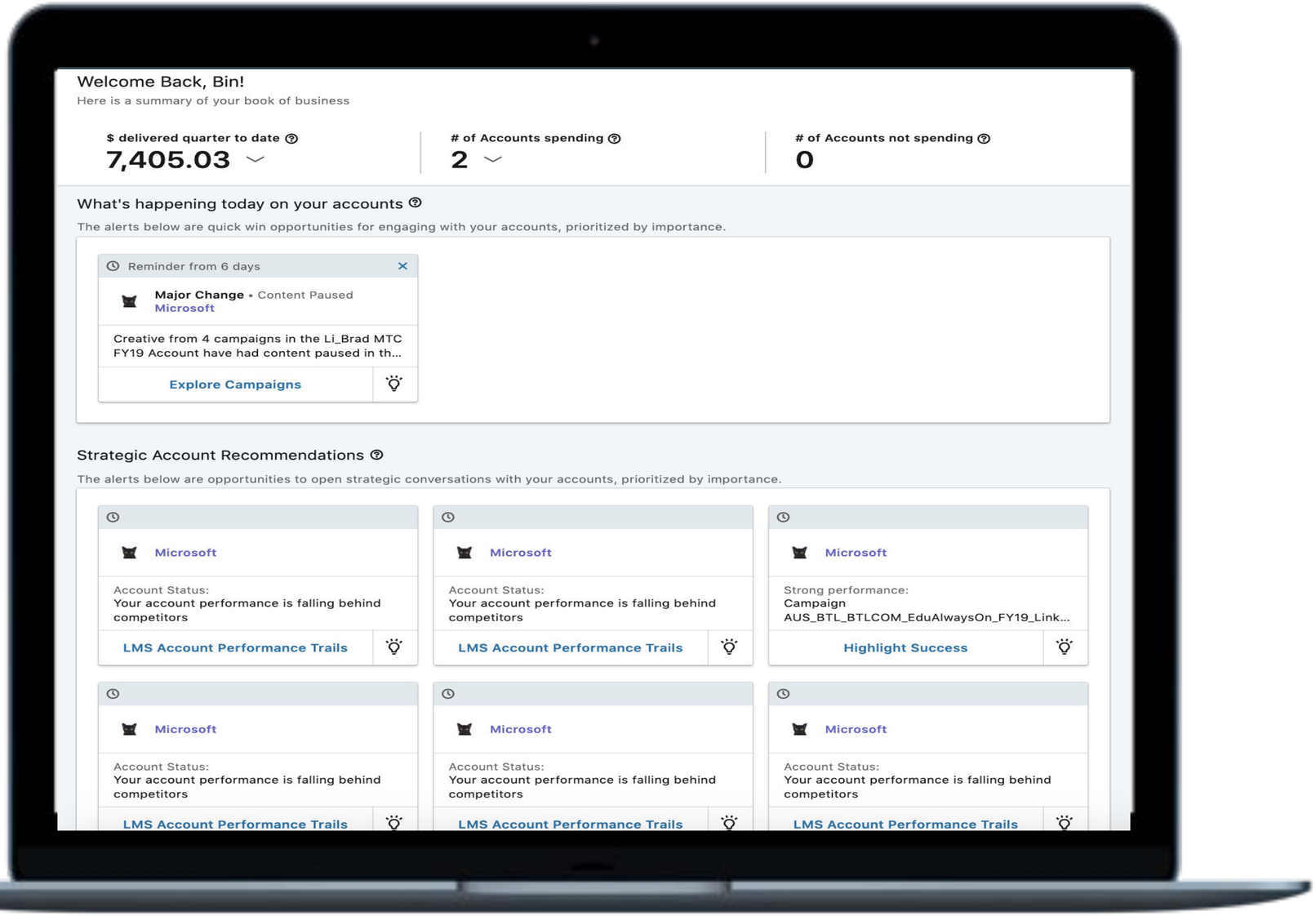
Drill downs: Book -> Account -> Subsidiaries

Trust is a key to sustained value

Sales Intelligence @ LinkedIn

Next Best Action: *Deliver personalized and actionable sales intelligence to reps throughout the customer life cycle*

Sales Intelligence @ LinkedIn



Serves all rep personas, all stages of the pipeline

Personalized to an individual

GDPR compliant

Success measured by $ impact, customer experience

Tracking includes DAU/WAU, Impressions, CTRs, Likes

Takeaways

Basic product principles still hold

- Build the right stuff (User Empathy)
- Build the right way (Usability)
- Measure and refine

Perfectly OK to begin with a Rule based model

- De-risk the product by solving for value and usability first
- Will enable tons of learning and user insights, will help ML feature engineering

Trust is really hard to build

- Provide as much data transparency as possible
- Provide feedback mechanism for data/model quality issues

Life can only be understood backwards; but must be lived forwards

- Soren Kierkegaard


LinkedIn