



pindrop

# Strategies for a Startup to Recruit C-level Members to a CAB

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Marketing Manager, Pindrop



pindrop **CAB**  
CLIENT ADVISORY BOARD

# ABOUT PINDROP

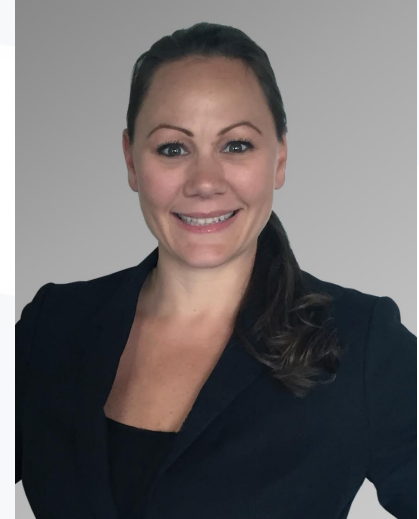
Our mission is to provide security, identity and trust on every voice interaction.

VOICE IS THE INTERFACE OF THE FUTURE

- **2011** Founded Dr. Mustaque Ahamad, Vijay Balasubramaniyan, Dr. Paul Judge
- **2012-2014** Raises \$12 M Seed Funding by Andreessen Horowitz, Citi Ventures & others; Launch Fraud Detection System Version 2.0, Expands Globally
- **2015** Closes \$35 M Investment (One of the Largest Series B Rounds), Patent for Phoneprinting Technology Granted
- **2016** Raises \$75 M Series C Led by CapitalG, Total Funding \$122 M
- **2017** John Chambers, Executive Chairman At Cisco, Joins Pindrop Board

# ABOUT ME

- Joined Pindrop in May of 2016
- Senior Marketing Manager, oversee Events, Client and Field Marketing
- Prior: Dell SecureWorks, managed marketing, events, CAB program manager
- University of Georgia grad
- Reside in Atlanta





# WHY CREATE A CAB AT PINDROP?

- Helps improve the quality of client delivery and satisfaction
- Drives innovation, positioning Pindrop as an industry leader
- Identifies potential products/product changes for Pindrop
- Builds and maintains relationships with executives of Pindrop and customers
- Identifies client priorities, needs, industry trends and competing technologies
- Contributes to effective customer messaging and marketing strategies and corporate image and branding

# PINDROP CAB OVERVIEW

## Executive Sponsor

Vijay Balasubramaniyan  
Co-Founder, CEO & CTO

**12** C-Suite Executives,  
Fraud (CISO, CIO,  
COO, GM)

**OBJECTIVE:** STRATEGIC  
board directly influences  
**Pindrop's strategy** to be a  
leader in industry

## External Facilitator



**Member benefits:**  
**peer networking**, influence over  
company's **strategy**, unique  
**industry insights** and access to  
company's **executive team**

## **Mission:**

- 1) Forum for Pindrop clients to provide strategic input and advice into the direction of Pindrop
- 2) Provide a structure for questions, concerns, and issues to be raised
- 3) Engage clients on important industry topics and future needs, enabling Pindrop's long-term performance and growth

**18 months**

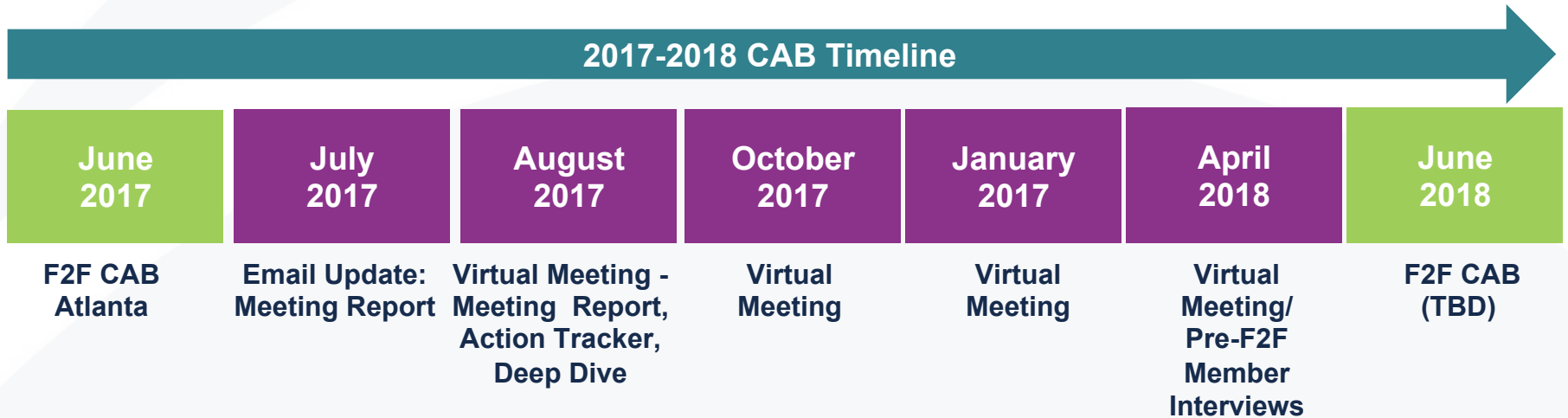
duration of board membership  
(two in person meetings)

## MEETINGS

- 1** Annual in-person meetings for 1.5 days
- 3** Quarterly virtual CAB meeting (minimum)

# CAB ONGOING ENGAGEMENT

- Annual face-to-face meeting
- Quarterly virtual meetings (60 - 75 minutes, every 3 months)
- Ad hoc engagement opportunities



# OUR CAB TEAM

Provides high level direction, key areas of focus and an executive face to the program

*Quarterly alignment calls*

For content development and working on agreed action items

*Meetings as needed to build agenda and execute deliverables*

Executive Sponsor

Steering Committee

Subject Matter Experts

Program Manager &

**IGNITE**  
ADVISORY GROUP

Functional leads responsible for driving forward advisory board recommendations

*Quarterly alignment calls*

Responsible for design, development and communication of CAB

*Weekly meetings*

# JOINING A CAB: MEMBER BENEFITS

1. Influence Host Company Product or Solutions Roadmap
2. Acquire Best Practices from Peers and Benchmark against Peers
3. Obtain Insight Into Host Company' Strategic Initiatives
4. Opportunity to Beta Test New Products
5. Interact with Executive Management Teams
6. Improve Customer Service and Support
7. Learn About Industry Trends
8. Help Solve a Business Issue Impacting Everyone on the Panel
9. Opportunity for Thought Leadership
10. Network for Potential Personal and Professional Growth

**CIO INSIGHT.**

<http://www.cioinsight.com/it-management/inside-the-c-suite/slideshows/10-reasons-to-serve-on-customer-advisory-boards.html>

# CREATING A UNIQUE CAB EXPERIENCE

- CAB at same time as board meeting
- Access to John Chambers



VIJAY A.  
BALASUBRAMANIAN  
CEO, CTO, & Co-Founder



DR. PAUL JUDGE  
Executive Chairman & Co-Founder



MARTIN CASADO  
General Partner Andreessen Horowitz



JOHN CHAMBERS  
Executive Chairman Cisco Systems



SOMESH DASH  
General Partner at IVP



GENE FRANTZ  
General Partner at CapitalG



MARC ANDREESSEN  
Co-Founder & General Partner at  
Andreessen Horowitz - Board Advisor



ARVIND  
PURUSHOTHAM  
Global Head, Venture Investing at Citi  
Ventures - Board Advisor

# CREATING A UNIQUE CAB EXPERIENCE

- Invite to Offices – All Hands Company Call with employee Q&A





# CREATING A UNIQUE CAB EXPERIENCE

- Hiring external facilitators
- Unique/fun networking activity





# Recruitment Process

## Invite

- Face-to-Face meetings, where possible
- Over the phone as a back-up. Not via e-mail
- Key Talking Points
  - New strategic initiative, sponsored by our CEO
  - Exclusive membership, invitation only
  - Provide names of other prospective members
  - Delighted to have you as a member
  - First meeting will be in {location and date}

## Onboard

- Board packet sent via FedEx and includes:
  - Formal invitation letter
  - Potential Top of mind topics
  - Charter and scope
  - Member benefits
- Upon acceptance, a personal Thank You note sent from CEO

## Engage

- Personal phone call to validate our thinking and build momentum
  - Member benefits
  - Personal interests
  - Top of mind topics
- These interactions will assist us in meeting design and in creating highly relevant content



# RECRUITMENT: WHO WILL YOU TARGET?

## Who are you targeting to build success?

- What type and level of customer are you targeting?
- How are you going to recruit? Leverage sales?
- Are these new or established relationships?
- What's the time frame for completion

## Practical Steps

- Define recruitment criteria to ensure right member mix
- Agree on key elements of Charter
- Based on criteria solicit input from sales team and force rank candidates
- Decide on the process – are you going to recruit directly or leverage the sales relationships?)
- Segment customers based on priority – wave 1 should be the ideal members, wave 2 to round out roster of 12-16 members
- Define deadlines for recruitment of waves

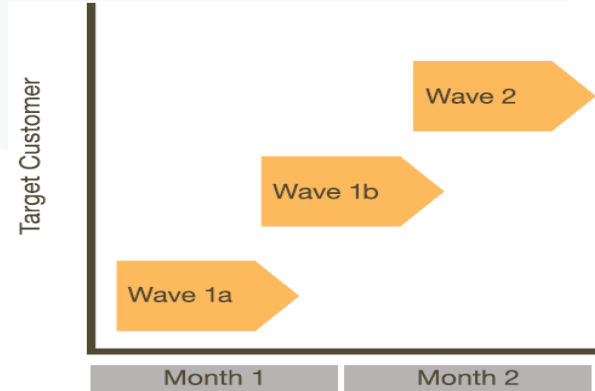
# PINDROP ACCOUNT SELECTION CRITERIA

## Key Questions to Consider

- Size and significance of account?  
= Propensity of FRAUD to occur

## Other Considerations:

- Familiarity with our products and services?
- Current or future potential to serve as advocates or champions?
- Does the person belong to other industry organizations/networks?
- What is the person's desire to make a name for him or herself?
- Currently publishing white papers or perspectives?
- Will the person be outspoken, voice his or her opinions and contribute to the group?
- Level of openness to new ideas and creative ways of changing the profession / industry?

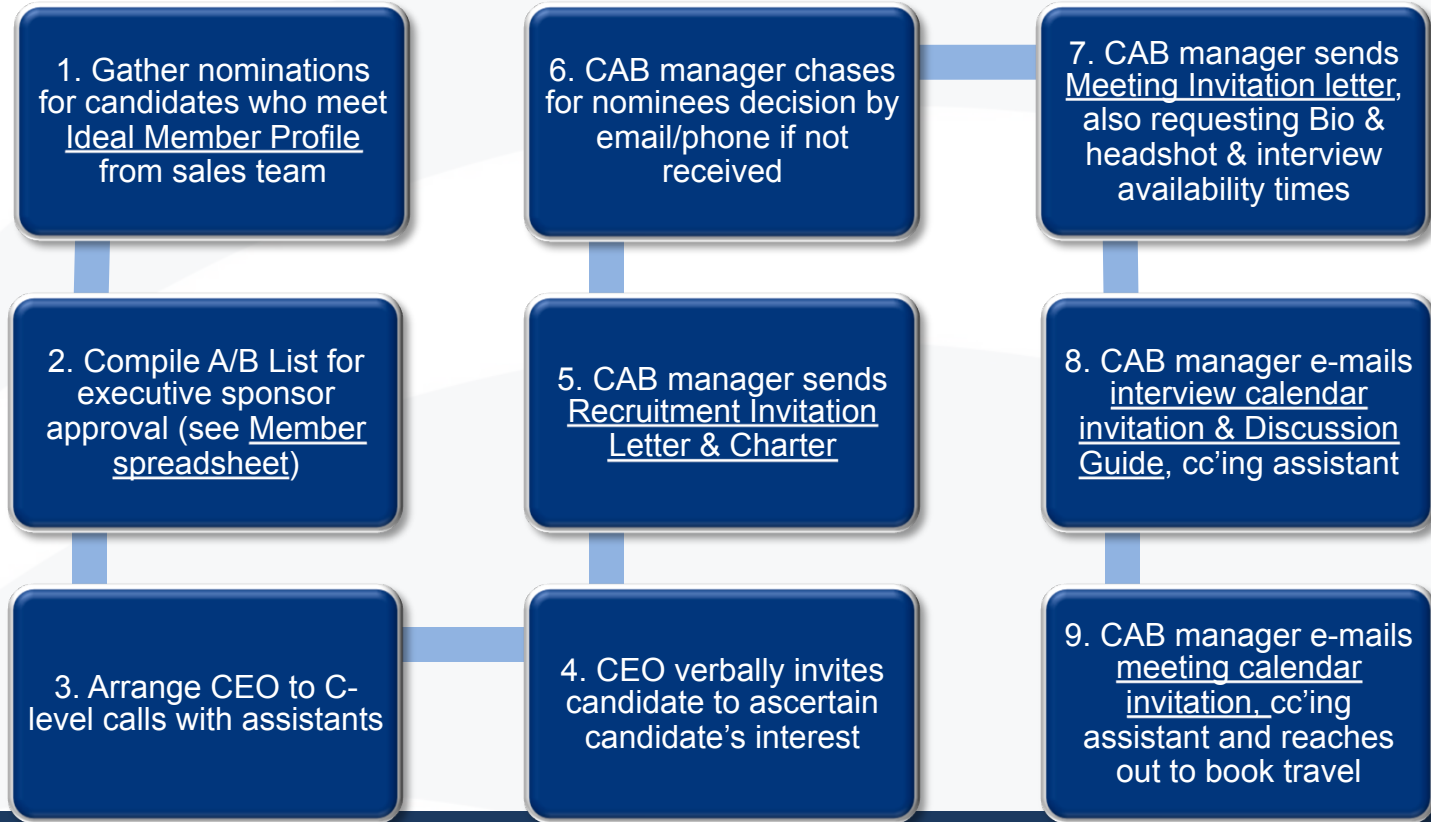


# TARGET MEMBER PROFILE

## Profile of an Ideal Candidate for Pindrop CAB

- Active customer
- C-Level (Pindrop not necessarily in contact with already, so had to tread carefully not to ruin relationships)
- Senior Executive IT decision maker
- Recognized peer leader
- Willing to share strategic ideas
- Able to commit for 18 months for 2 in-person meeting plus quarterly calls

# CAB RECRUITMENT AND INVITATION PROCESS



# OUR RESULTS: CAB ATTENDEE FEEDBACK

## AGENDA & TOPICS

- Liked best – roadmap, strategy, vision, future of voice
- Enjoyed the employee town hall
- Excellent facilitation and cadence
- John Chambers provided a great view of the digital future and how to prepare for it
- Pindrop is on the right path

## DIVERSE GROUP OF MEMBERS

- Great group that drove non-typical dialogue and added value
- Valuable interaction with CAB members, sharing common/unique challenges

## FUTURE MEETINGS

- More time on strategy and roadmap (products, general releases, features improvements)
- Topics: visibility into Skunk Works / disruptors, enterprise class identity platforms



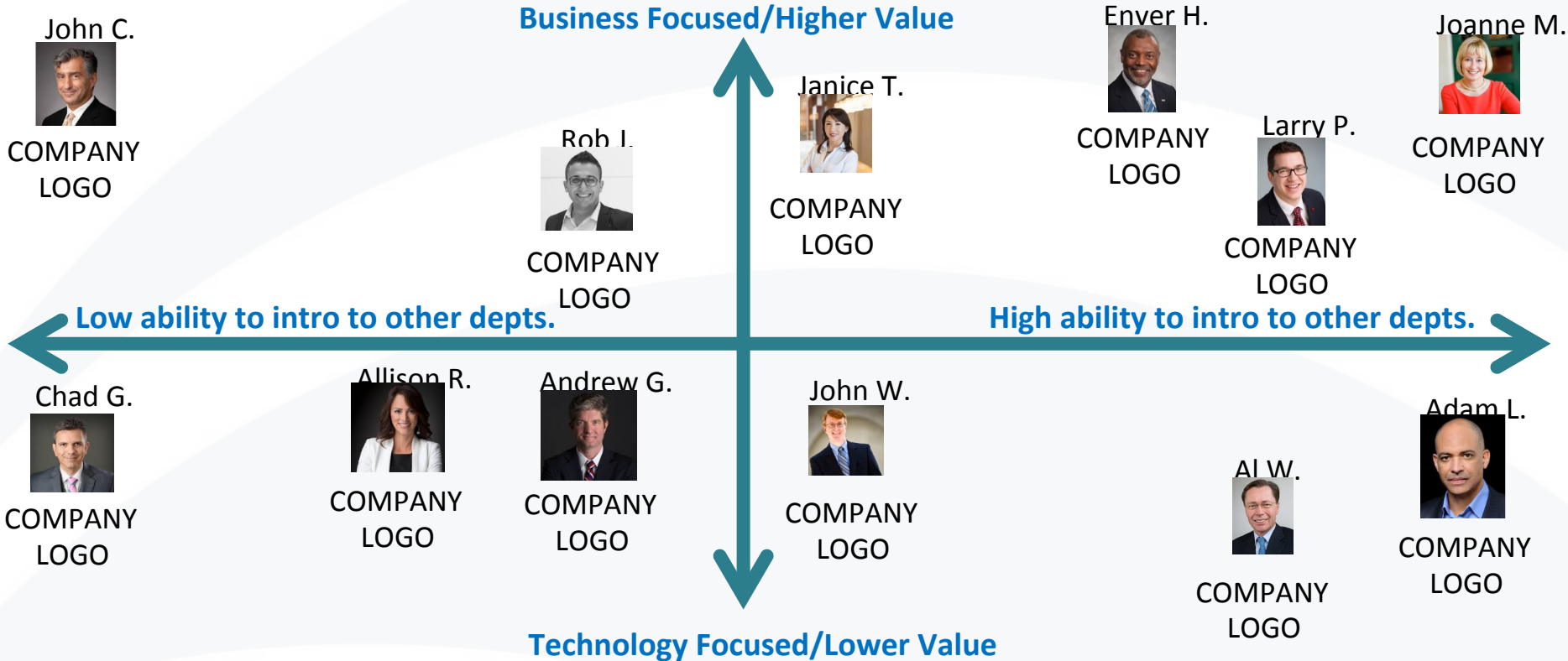
RANKED MEETING ABOVE  
OR MUCH HIGHER  
THAN SIMILAR FORUMS

# MANAGING THE RECRUITMENT PHASE

- What are your top recruiting issues?



# FUTURE PLANS - RETIRING CAB MEMBERS







pindrop **CAB**  
CLIENT ADVISORY BOARD