

## Episode 1 Transcript

# Driving Predictable Growth Through Sales Execution Angela Garinger

### Introduction

**[0:46] Anthony E Byrne:** Angela, thanks for joining us this morning.

Let's kick things off by jumping straight in. Just in case there's one person who hasn't heard of Outreach—I don't believe there is at this stage—but just in case, could you tell us a little about Outreach, your mission, and where the company is today before we dive into some of our other topics?

**[1:12] Angela Garinger:** Absolutely. Outreach has been in business for more than 10 years. We like to describe ourselves as a system of action.

We help sales reps amplify their impact across the entire buyer journey through AI, pipeline management, deal

management, and forecasting—really every stage of the customer journey.

Our platform helps sellers and revenue leaders manage that entire process so they can achieve their revenue goals.

**[1:43] Anthony:** Brilliant. That's awesome.

### Section 1: Scaling Execution: Turning Process Into Momentum

**[1:45] Anthony:** Angela, tell us a little about your role at Outreach. We'd love to hear a bit about your background and what your day-to-day responsibilities look like within the organization.

**[1:55] Angela:** I joined Outreach about three years ago in a sales development leadership role.



Interestingly, I joined Outreach because I'd implemented the platform as a sales leader at several previous organizations. Every time I implemented it and used it to drive the behaviors needed to achieve our revenue goals, both my teams and I continued to succeed.

So when I had the opportunity to join Outreach, I thought, "Let's do it." It was a platform I knew well and genuinely believed in.

When I joined, I led the sales development organization and focused heavily on scaling the processes behind it. We expanded from North America into EMEA, then I took on responsibility for the global team.

Because those processes were working well, I was asked to lead our New Logo business. After implementing and scaling those processes successfully, I then took on the Growth side of the business as well.

Today, I lead our commercial and mid-market Growth teams alongside our New Logo organization. Across those teams, I have roughly 80 sellers and about nine or ten frontline leaders.

**[3:22] Anthony:** That's a healthy, well-scaled organization.

You're a lot like me—we both have the opportunity to lead sales organizations while also spending a lot of time speaking with other sales leaders about their challenges and priorities. We have that

dual perspective of looking at both our own business and the broader market.

So let me ask you this...

## **Section 2: What Makes Sales Tech Stick: Leadership, Mindset & Readiness**

**[3:46] Anthony:** When you see the most successful Outreach deployments, is success driven by the company's stage, its maturity, or its mindset?

How would you describe the mindset that enables organizations to embrace process-driven technology and achieve better results?

**[4:03] Angela:** That's a great question, Anthony.

I always say this, especially on the Growth side. When we're working closely with customers, we're selling the technology, but the technology is only as effective as the leader implementing it and using it—especially AI—to change behavior.

You're absolutely right to ask what makes the biggest difference. It starts with leadership. Leaders have to say, "We're going to use this technology to implement better workflows, change behavior, and operationalize oversight so we can continue to scale success."

Where that often breaks down is when companies buy a technology or start using AI and think, "This is going to solve all of our problems. We'll wake up

tomorrow and magically hit our revenue goals."

But these are tools to help leaders lead better and help sellers execute more effectively.

If you're not in the right mindset, if you're not operationalizing those changes and using AI and data to change behavior, and you're simply doing what you've always done—just faster—you're not going to see the results you're hoping for.

**[5:16] Anthony:** That makes total sense.

It also creates both a challenge and an opportunity when you're identifying your ideal customers. It's not necessarily about how long they've been in business or how large their sales organization is. You're really trying to determine whether there's a mindset that's willing to embrace change and where you can have the greatest impact.

**[5:43] Angela:** Exactly.

I like to call it leading-indicator leadership. It's about focusing on the leading indicators that create predictable success.

When leaders focus only on outcomes, they never implement the processes that multiply and scale the success they're looking for.

**[6:05] Anthony:** As you move through a sales cycle, are there qualification points where you're assessing a prospect's workflows and whether they can be

managed and scaled more effectively through your platform?

And are there situations where you say, "You're a great company and you'd be a great customer, but your level of readiness just isn't there yet?" If so, how do you handle that?

**[6:35] Angela:** It's really independent of company size or organizational maturity.

What we need to see throughout the buyer journey is a willingness to rethink existing workflows if necessary.

Often, we meet prospects who come to us saying, "Something's broken. We don't know exactly what it is. Help us build a better workflow. Help us understand which data points matter and where AI fits so we can move faster and achieve our goals."

Other buyers come in saying, "This is exactly how we do things. We already know what we should be measuring."

Those situations require a much more consultative approach.

One of the advantages we have is that we use the same product we sell. We can say, "I understand your workflow. Tell me more about it, because here's what we've found works best at Outreach using Outreach."

That builds credibility because we're living the same experience as our customers every day.



If I were selling technology that I didn't use myself or wasn't solving the same challenges with, it would be much harder to shift someone's perspective.

I've found that most sales leaders genuinely want to improve. They want to know how they compare to their peers. They want to know what's working and how they can get better.

When you can show them a faster, more effective way to achieve their goals, they're usually very open to the conversation.

**[8:26] Anthony:** I completely agree.

At MarketStar, one of the ways we start conversations is through benchmarking. We help customers understand how similar organizations operate and what good performance looks like. It taps into that competitive mindset and gives leaders a way to evaluate where they are today.

Everyone can be optimized, and great sales leaders always have that radar turned on—they're constantly looking for ways to improve conversion rates and strengthen their organizations.

I also like your phrase, "drinking your own champagne." I used to say "eating our own dog food," but your version is definitely a little more appealing.

That leads nicely into the next topic.

You mentioned AI earlier. From your perspective, what's been the most

significant change in the sales technology category during your time at Outreach?

### **Section 3: AI in Action: Driving Predictable Revenue**

**[9:18] Anthony:** It seems like everyone has an AI initiative today. Every CEO is asking, "What are we doing with AI?"

The market is still trying to figure out what AI really means from a sales perspective—how to build it into workflows in a meaningful way. Everyone has experiments underway, but it seems like Outreach has made a significant investment in embedding AI across the platform.

Could you talk about how you've implemented AI, the impact it's creating, and where you see customers today in terms of adoption and the value they're realizing in the short, medium, and long term?

**[10:01] Angela:** One of the things we've done successfully is implement AI agents across the entire seller workflow.

At the individual seller level, it's really exciting because one of the biggest challenges is writing the perfect email. As a sales leader, I'm always saying, "Just pick up the phone. Just go." But sellers are constantly asking, "How do I personalize at scale?"

The research consistently shows that the buyer journey is becoming more personal than ever, so understanding how to



personalize at scale has become incredibly important.

That's where our AI Prospecting Agent comes in. It helps sellers craft personalized emails in about 30 seconds instead of spending 15 or 20 minutes on each one, while still delivering highly relevant messaging.

We also have AI agents built into our deal management capabilities. They help identify deal risk, assess deal health, and recommend the next best actions to move opportunities forward. It's a very prescriptive approach to opportunity management.

From my perspective as a revenue leader, though, the most impactful capability is AI-assisted forecasting.

I'm constantly committing forecast numbers. As you know, Anthony, once you commit to a number, your board and executive team expect you to deliver it.

AI helps ensure my forecasts remain accurate day after day and week after week. That confidence doesn't stop with leadership—it extends throughout the organization.

Even at the individual seller level, AI factors in pipeline coverage, historical win rates, and other key indicators. So when a rep tells me, "Angela, you can count on me to close this amount of revenue," I can trust that commitment and confidently roll it all the way up to the board.

That's probably been the biggest impact for me, and I think it's been equally valuable for our customers.

**[12:16] Anthony:** That's huge.

Forecast accuracy is probably one of the biggest challenges every sales leader thinks about—if not during the day, then certainly at night.

Everyone is pursuing predictable, sustainable growth, and accurate forecasting is a critical part of that. Over the past few years, many industries have gone through resizing and market adjustments, and we've also seen a tendency to overestimate expectations as organizations try to demonstrate they're on a strong recovery path.

What you're describing is AI helping remove some of the subjectivity from forecasting and making pipeline predictions more robust and data-driven.

How does that make Outreach unique compared to others in the market?

**[13:23] Angela:** One of the things that makes Outreach unique is that we help everyone responsible for revenue—whether it's an individual seller, a sales leader, RevOps, or a CRO—identify the patterns that lead to success.

That really ties back to the mindset we talked about earlier.

As a seller or sales leader, you have to be willing to look for those patterns. Once



you've identified them, our platform helps you execute them consistently.

I like to say there's really no art in sales—there's science.

If you can identify the patterns that consistently produce predictable success, then your job becomes executing against those patterns.

That's what differentiates Outreach. We help revenue teams identify what works and then build those successful patterns directly into their workflows so they can repeat them faster and more consistently.

**[14:34] Anthony:** How do you think about optimizing a seller's day?

Are you seeing Outreach enable leaders to think differently about headcount by making sellers more efficient, removing non-revenue-generating work, and ultimately driving more revenue from the same team?

Does that translate into measurable business outcomes?

**[15:05] Angela:** Absolutely.

Earlier we talked about everything from research and email creation to account mapping and deal management. There are countless opportunities throughout the workflow where AI saves time.

As a sales leader, you might tell a seller, "We need to get this deal closed." They respond, "Okay, what should I do?"

With AI-assisted coaching, we can be incredibly prescriptive.

It's difficult to quantify every minute we've saved across the entire workflow, because it's much more than reducing email creation from 20 minutes to two minutes or shortening account research from half an hour to just a few minutes.

The real value is the precision.

It's almost like having a heat-seeking missile that pinpoints exactly what needs to happen next and exactly what action the seller should take, instead of relying on trial and error.

As a result, many of those non-revenue-generating activities simply fall away.

From a headcount perspective, that means you can accomplish much more with the same team.

I know "doing more with less" has become a common phrase, but it's true.

I can look at a team of eight sellers, understand the workflows they're executing every day, and confidently predict the level of output they'll generate because those workflows are built around proven, repeatable patterns.

That's how I think about it.

**[17:02] Anthony:** That makes perfect sense.

Every revenue leader is trying to build the most efficient, tightly aligned organization possible.

#### **Section 4: Eliminating Complexity Across the Revenue Journey**

**[17:17] Anthony:** Tell us where you sometimes see organizations overengineering their sales teams and processes.

**[17:26] Angela:** I think it often happens through point solutions.

A revenue leader might say, "Our sales development team uses this platform. This is how they execute, and this is where we pull their data from." Then they'll have a different platform for their New Logo team, another for pipeline management, another for deal management, another for forecasting, and yet another for account management or customer success.

Each team has its own tools and processes that seem to work well individually.

But then they start asking, "Why are we breaking down across the buyer journey? Why can't we consistently move opportunities from pipeline to closed won? Why are we struggling to retain and expand customers after the sale?"

To me, that's where overengineering happens. It comes from all of these point solutions and the silos they create throughout the customer journey.

That's also what differentiates Outreach as a platform.

We bring all of those workflows together so everyone is working from the same data, making decisions from the same source of truth, and executing in a much more aligned way.

The benefit isn't just for the sellers or sales leaders inside the organization—it's ultimately for the customer as well.

**[18:38] Anthony:** Exactly.

The customer journey maintains that continuity, even as responsibility transitions between different teams and different stages of the revenue lifecycle.

That's a huge advantage.

#### **Section 5: The Future of Revenue Execution**

**[18:52] Anthony:** Let's talk about the future.

Outreach continues to innovate, expand its customer base, and grow into new industries. When MarketStar first partnered with Outreach several years ago, the platform was primarily associated with the technology sector.

Today, every industry is looking for greater efficiency and digitizing its sales organization.

Where do you see Outreach continuing to diversify? And what can you share about the future of the platform—whether it's new capabilities, product innovation, or feature enhancements?





**[19:30] Angela:** I like to say that workflows are a religion, and we only have room for the converted.

One of the things I'm most excited about is that we're continuing to build AI agents across every stage of the customer journey.

That includes our AI Prospecting Agent, Research Agent, Coaching Agent, and Forecasting Agent.

But what excites me most is what we're building for existing customer relationships.

Right now, every organization is asking the same questions: How do we retain our customers? How do we expand our existing accounts?

That's where I think the next wave of innovation is happening.

As someone who also leads a large account management organization, it's an area we're investing heavily in, and it's something we're actively embracing.

I don't believe other sales execution platforms have focused as deeply on helping revenue leaders drive retention and expansion through AI.

That's where Outreach is headed—helping organizations not only acquire customers but also retain and grow them over time.

**[20:40] Anthony:** That's fantastic.

It's such an important theme because, for the past several years, much of the innovation in sales technology has focused on customer acquisition.

Now the conversation is shifting toward maximizing customer value, maintaining healthy customer relationships, and driving long-term growth. That's something every revenue leader should be thinking about.

Well, Angela, thank you again for joining us today. It's been a great conversation.

We're looking forward to many more successful years partnering with Outreach here at MarketStar, and hopefully we'll have the opportunity to do this again sometime soon.

**[21:15] Angela:** Thank you, Anthony. I've had a great time.

I always enjoy talking shop, so let's do it again.

**[END]**