TURING

Turing Sales Guide

V 1.9

3.8.2023

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Welcome to the Sales Team!

The objective of the Turing Sales Guide is to provide Account Executives (AE) with everything needed to support in successfully close sales.

It includes information on how the company uses the CRM and how to respond to inbound leads. The PG will also help to understand Turing best practices, strategies, tactics, and tools that AEs can use to close sales.

Each bold topic and bullet point to the right is a clickable link that will direct you to the main page of the topic, provide information, and activities to be completed during the onboarding process.

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Please feel free to take notes as you follow along.

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Getting Started

Welcome to the Turing Sales Team!

Founded in March 2018, Turing is led by serial entrepreneurs Jonathan Siddharth and Vijay Krishnan, whose last A.I. firm leveraged remote talent and had a successful acquisition.

Based in Palo Alto, California, we are a fully remote company of 500+ people across the world Total funding raised to date is $140 million and Turing's valuation $1 billion.

> **We are a data-science-driven intelligent talent cloud helping companies spin up their engineering teams in the cloud at the push of a button.**
>
> **With Turing, companies can hire pre-vetted, Silicon Valley-caliber remote software talent across 100+ skills in 3-5 days.**
>
> **Our Intelligent Talent Cloud uses AI to source, vet, match, and manage over a million developers worldwide. This, in turn, helps organizations save valuable time and resources as they build their dream engineering team in a matter of days.**

Sales Team: The Learner's Journey

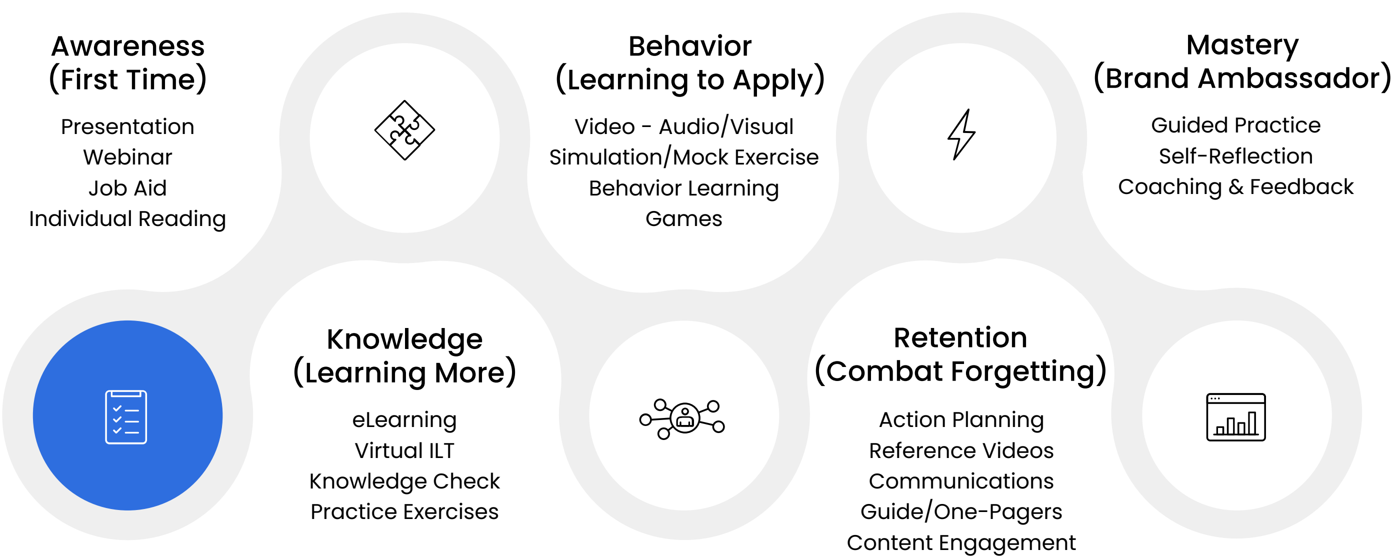
The Sales Enablement team's goal is to:
Provide partnerships, capability, tools, processes, and resources to establish the GTM team as Turing Brand Ambassadors and help increase the effectiveness of successful client starts. Sales Enablement increases sales success by engaging sellers (direct & indirect) in learning, tools, experiences that drive desired behaviors and results.

Here is a general overview of the sales onboarding experience in the SE Calendar. This will help AEs plan their first few weeks at Turing and know what to expect from the Sales Enablement team during the onboarding journey.

During the Sales onboarding experience at Turing, as well as during an AE's tenure, learners will go through the various steps of the learner's journey while reviewing assorted resources and completing different activities.

AEs will be required to review multifaceted resources and complete different activities as a Turing AE. Below, is an outline of the content that will be provided to AEs. There will be scheduled meetings, activities, and slotted time for self-guided learning(SGL).

Please reach out on Slack #fss-sales-training if you have any questions.



Turing
About Me

Name:

Current Role:

Previous Roles:

Family/Pets:

What do you like to do outside of Turing?

Short Term Goal:

Long Term Goal:

Theme Song:

Favorite Quote:

Insert photo / collage about you

ACE Career Conversations Activity

What are Career Conversations?

Career Conversations are structured discussions between employees and their supervisors that are designed to support employee success through reflection, planning, problem solving, with honest and constructive feedback.

Career Conversations begin when employees reflect on significant accomplishments, key strengths, and plans for the future.

What is the value of honest, direct, and regular feedback?

- Better performance and higher productivity
- Stronger teams and work groups
- More trust
- Greater job satisfaction
- Early alerts about performance concerns

Complete the [SE Onboarding Activity Survey]

1 **Employee**

Take time to reflect and fill out your [ACE Career Conversation] slide.

2 **1:1 Meeting**

Once the ACE Career Conversation slide is completed, schedule a 1:1 with your supervisor to discuss the document, and attach the ACE to the meeting invite.

TURING

ACE Career Conversation

Aspirations

What are my career aspirations?

-
-
-
-
-

Capability

What are my strengths and where do I need to focus to grow?

Strengths

-
-
-

Opportunities

-
-
-

Engagement

What motivates and engages me?

-
-
-
-
-

Additional Questions for Consideration

Aspirations

- What career opportunities would be meaningful and exciting to you?
- How would you describe your dream career experience?
- What kinds of experiences outside of my current function, business, or geography would be appealing to you?
- How open am I to relocation or traveling?
- How willing am I to take on tough assignments with challenging circumstances in order to serve my long term career aspirations?

Capability

- What results and I most proud of achieving?
- What would others say are my strongest leadership attributes?
- What are you known for?
- What do people rely on you for?
- What is my level of functional expertise?
- What am I doing to understand our business?
- What are my development opportunities?

Engagement

- What do you want to learn more about?
- What skills would you like to develop?
- How would developing these skills benefit the company and business objectives?
- What do you want to achieve in the next 2 to 3 years?
- What feedback have you received from others / your manager?
- What skills do your manager and colleagues value most?
- What can be difficult about working with you?

Company Overview

Turing Origin

Alan Turing, in full Alan Mathison Turing, (born June 23, 1912, London, England—died June 7, 1954, Wilmslow, Cheshire) was a British mathematician and logician who made major contributions to mathematics, cryptanalysis, logic, philosophy, and mathematical biology and also to the new areas later named computer science, cognitive science, artificial intelligence, and artificial life.

> **At Turing, we help companies build their ideal team by allowing them to hire skilled developers from around the world and also help them save time and resources in the process of doing so. Most of our clients are US based and our developers are from all around the world. Turing gives these developers an opportunity to connect and work with these Silicon valley based companies. We believe in providing speedy solutions while continuously improving our services in order to attain long-term relationships with our clients.**

We live in a software first world. Turing allows you to:

Source deeply vetted engineers

Deeply Vet developers

Optimize matching via AI

Make it easy for managers and developers to securely collaborate

Abstract away the complexity of hiring global workers

Turing Timeline

March 2018
Turing makes its debut.

August 2019
Turing goes to General Availability.

May 2020
Number of developer signups to Turing reaches 250k.

August 2020
Turing raises $14M in seed funding.

December 2020
Turing raises $32M in Series B led by WestBridge Capital.

March 2021
Turing named to Fast Company's annual list of the World's Most Innovative Companies for 2021.

March 2021
Turing Named one of America's best startup employers for 2021 by Forbes.

June 2021
Number of developer signups to Turing reaches 500k.

October 2021
Number of developer signups to Turing reaches 1 million.

December 2021
Turing becomes a Unicorn, raises over $140 million.

Today
Turing welcomes YOU to the team!

Turing’s Vision, Mission & Values

Turing’s vision for talent is to be the first-step career platform to learn about careers, get new jobs, grow their careers, and give them back to the community.

Turing’s vision for clients is to instantly deploy the world’s best engineers with a touch of a button. Turing is the AWS for Talent.

Mission

To unleash the world’s untapped human potential.

Value: Speed

At Turing we have a bias toward speed. This sometimes means moving fast. Other times it’s a ruthless focus on prioritizing what’s truly important to moving the needle for the company.

Value: Continuous Improvement

We have a culture of continuous improvement at the level of the individual, teams, and the company as a whole. This means we are often very data driven in defining success metrics and identifying opportunities to improve those metrics in ways that create business value. You should feel comfortable proposing new ideas or initiatives that you think can help the company be more successful. You are encouraged to share your bold ideas with other teams and leaders.

Value: Long term Customer Centricity

Turing will succeed when the companies building on top of Turing succeed and the developers we have working on Turing succeed. We care deeply about the long term success of our company partners who trust Turing with their company’s success and the developers who trust Turing with their career success.

Link: Turing Customer Stories

400+ companies are already using Turing to spin up their engineering dream teams.

Turing Client Public Logos

Public facing logos are logos that are used when Turing partners with another organization. The partnership between the two organizations can be seen in advertisements, promotions, and other public-facing materials. These logos are important because they help to create brand recognition and trust between the two partnering organizations. Additionally, they can help to create a unified message that can be shared between both organizations.

IMPORTANT: Do not use companies in **red** currently in any public facing communications. This includes your personal & professional social media posts.

Name	Description (via Crunchbase)
Dell	Dell transforms computing and provides high-quality solutions for people and businesses to be ready to move forward.
Johnson & Johnson	Johnson & Johnson engages in the research and development, manufacture, and sale of a range of products in the healthcare field.
Pepsi	Pepsi is a food and beverage company making enjoyable foods and beverages loved throughout the world.
Volvo	Volvo specializes in the fields of automotive manufacturing and sales.
Zuellig Pharma	Zuellig Pharma is a healthcare distribution business in China.
Acorns	Acorns is a finance company that allows individuals to round up purchases and automatically invest the change.
Bumble	Bumble is an app that brings dating, friend-finding, and career-building into a single social networking platform.
Disney (Hotstar)	Disney+ Hotstar is an online video streaming platform offering over 100,000 hours of TV content and movies across 9 languages.
OpenAI	OpenAI is an AI research and deployment company that aims to ensure that artificial general intelligence benefits all of humanity.
Reddit	Reddit is an online platform that enables users to submit links, create content, and have discussions about the topics of their interest.
Rivian	Rivian is an electric vehicle manufacturer that works to offset the carbon footprint.
StubHub	StubHub is the ticket marketplace, enabling fans to buy and sell tickets to tens of thousands of sports, concert, theater and other live entertainment events.
Wish	Wish is an e-commerce shopping app, putting a digital shopping mall of affordable goods directly in the pockets of consumers worldwide.

Turing’s Client Industry Portfolio

Given the recent changes in AI and Deep Learning, we have seen a spike in interest from a variety of different industries, that utilize Turing as a valuable supplement to their existing developer team.

Turing's clients include companies at all stages - from early growth stages, unicorns, to enterprise-level clients. We can help and are currently being used in a variety of different industries. We have been looking to expand our reach and are interested in finding out more about new opportunities.

- Retail
- CPG (Consumer Packaged Goods)
- Tech
- BFSI (Banking, Fin. Services and Insurance)
- Automotive
- Consumer Electronics
- Media and Entertainment
- Enterprise Software
- Hospital and Healthcare
- Medical Devices
- Pharmaceuticals
- Textiles, Apparel and Luxury Goods
- Telecommunications
- Travel and Hospitality

Turing Resources

Here are various resources to help you learn more about Turing. All the title tiles are clickable links that will send you directly to the resource webpage.

Turing 101

A video walking through Turing's history, value propositions,

The Turing Way

Overview of Turing's culture.

Turing Sales Deck

The deck used by the sales team when selling Turing to clients.

Turing Brand Assets

Brand guidelines, email headers, email signatures, icons, illustrations, logos, presentation templates, and self-serve documents.

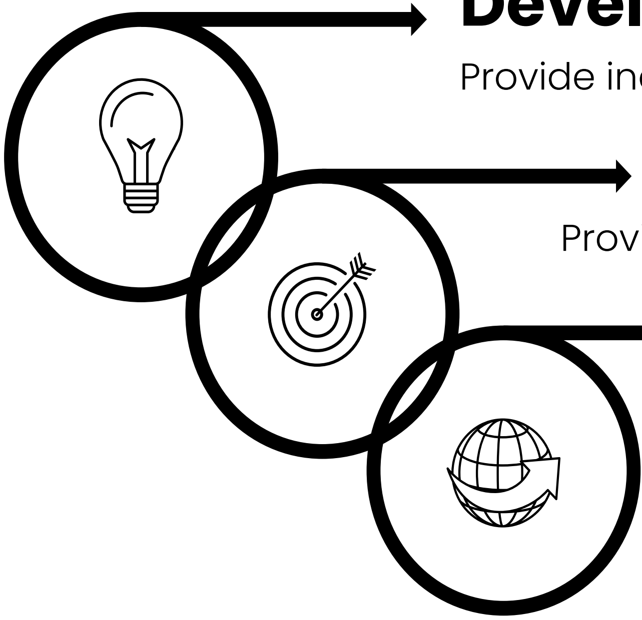
Turing Blog

Articles at the intersection of technology, upskilling, and management for developers, engineering leaders, and managers.

Turing Portal

A one-stop shop for all things People Team related!

Turing Customer Engagement Models



Developer Staff Augmentation

Provide individual developers to work with client's teams.

Managed Teams

Provide managed team pods that work with clients.

Delivery, Practices & Services

Own and deliver a specific outcome for clients.

Model	Customer Engagement Rationale	Project Resources	Project Leadership	Consulting Solutions SME	Pricing Model	T&C's	Engagement Model *('how to buy')*
Delivery, Practices & Services	Need both Solution Consulting and Full Project Delivery Team	***Turing***	***Turing***	***Turing***	Hourly Rates (blended)	MSA, Deliverables SOW, Solution SME	Turing Sales (plus Cloud Hyperscaler)
Managed Teams	Need full Project Management to build & manage team, own deliverables, provide knowledge transfer, off-load team, etc	***Turing***	***Turing***	Customer	Hourly Rates	MSA, SOW	Turing Sales (plus Cloud Hyperscaler)
Self-Serve Developer Staffing	Individual contributors to fill talent-gap	***Turing***	Customer	Customer	Hourly Rates	MSA, SOW	Turing Sales, Self-serve at: Turing.com

Turing's Platform Software

What if you could build remote teams with software?
Turing's platform provides tools that enable effective management of remote teams to maximize efficiency and integration with existing team members.

Turing's system is vertically integrated as a stack that includes:

Sourced developers teams planet-wide. Developers are sourced from all over the world and go through rigorous vetting for technical skills, communication skills, and fit for remote work.

Optimize matching via AI. As a result of Turing's vetting process, Turing's developers are among the best in the world that are within Silicon Valley standards. Turing's customers can hire pre-vetted, silicon-valley caliber, remote engineers at the touch of a button.

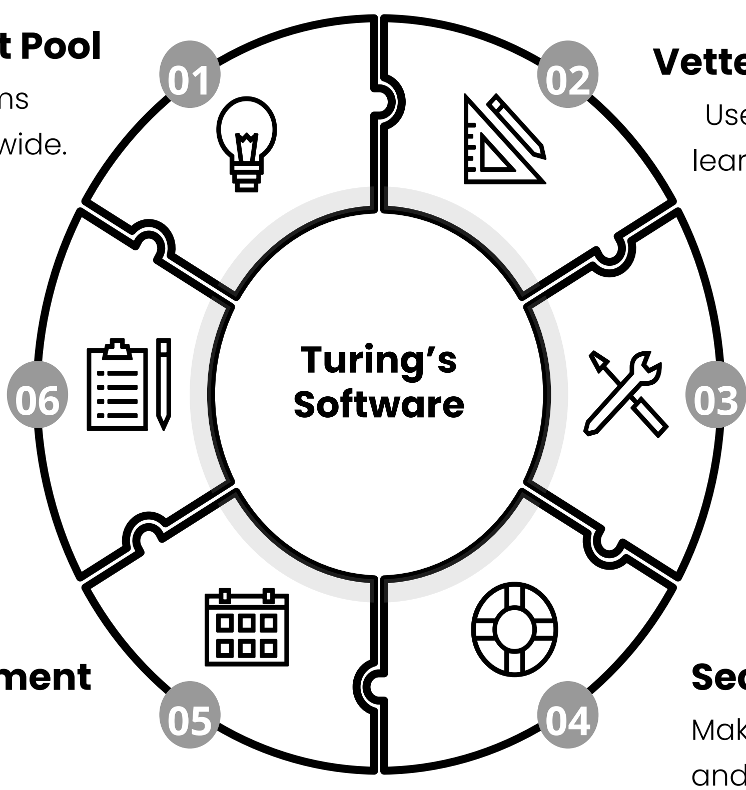
How Turing helps clients:

Make it easy for managers and teams to securely collaborate.

Companies on the Turing platform are able to reduce the time it takes to secure software developers from months to one week.

Customers only pay for hours worked. Turing takes care of tracking hours, payments and all the complexities of working with remote engineers.

Turing also gives customers a two-week trial period to make certain an developer match is successful.



Global Talent Pool
Engineering teams sourced planet-wide.

Vetted Developers
Uses AI technology and Machine learning on our in house platform Intelligence Talent Cloud: Test technical skills, soft-skills, live coding challenge.

Optimized Match
Intelligent talent cloud that uses machine learning and AI.

Secure Monitoring
Make it easy for managers and teams to securely collaborate.

Remote Management
Abstract away the complexity of hiring global teams.

Efficiency
Time and resources saved during sourcing, hiring, and onboarding process.

Turing's Developer Vetting

Turing's Intelligent Talent Cloud allows you to **easily dive into skills, background and vetting details for AI-matched developers.** Turing vets developers through lengthy interviews to ensure developers meet or exceed client expectations. Our global talent pool features over 2 million developers vetted across 100+ skills, through 5+ hours of tests and interviews to ensure quality.

Technical skills

This developer went through 5+ hours of rigorous vetting in these areas:

Skill	Vetting results	Years of experience
Node.js	★★★★½	5 years
Buffer and Streams	92%	How do they compare to other devs on Turing?
Child Processes	87%	Top 10%
Control flow	85%	Top 20%
Diagnostics	84%	Top 30%
Error Handling	80%	
File System	79%	
Module system	71%	
Node.js CLI	70%	

See answers

Coding Challenge

Python ★★★★

EXPLORER
CODING CHALLENGE
example.java
hello.ts
index.html
main.py
package.json
readme.md
rectangle.cpp
run.sh
test.cs

main.py

```python
# Solve the quadratic equation ax**2 + bx + c = 0

# import complex math module
import cmath

a = 1
b = 5
c = 6

# calculate the discriminant
d = (b**2) - (4*a*c)

# find two solutions
sol1 = (-b-cmath.sqrt(d))/

print('The solution are {0} and {1}'.format(sol1,sol2))
```

Cloud certifications

AWS Partner: Accreditation (Technical)

Turing Verified 2022

Certificate ID: AWS-456789

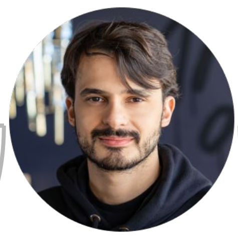
Expiration Date: May 22, 2024

Microsoft Certified: Azure Fundamentals

Turing Verified Expired 2020

Certificate ID: AZURE-45GH008

Expiration Date: January 17, 2022



Renato Oliveira

Mid-level developer from Brazil

Recommended by AI

Soft skills

Seniority level

Mid-level developer

Example scope* for a Mid-level developer include:

Project Impact
Can own tasks

Engineering Excellence
Has good coding/debugging/testing skills

People
Can work with other people in the team to unblock themselves

Communication
Can understand and can clarify the tasks if necessary

Direction
Can make suggestions to improve the code

*Actual capabilities of developers should be assessed at in

Experience on Turing

Overall performance rating

★★★★ 4.2 out of 5.0

Code quality	★★★★★
Productivity	★★★★
Communication	★★★★
Reliability and consistency	★★★★
Ability to drive projects to success with minimal guidance	★★★★

Completed 2 engagements on Turing

- **Coinbase** Apr 2021 - May 2022, 1 yr 1 mo
- Nov 2019 - Mar 2021, 1 yr 4 mos

Git score details

This is a sample set of questions

How can you restore a branch you just deleted?

- Run git gc
- It can't be done
- Create a new branch on the same commit after looking up the commit hash in git log
- ✓ Create a new branch on the same commit after looking up the commit hash in reflog

After you install Git and prior to issuing the first commit, which two configuration properties does the tool expect to be configured?

- username and origin
- password and origin
- username and password
- ✓ username and email address

What is described in the paragraph below?

It is a mechanism to handle the changes within a single repository in order to eventually merge them with the rest of the code. It is something that is within a repository. Conceptually, it represents a thread of development.

- Clone
- Branch — This is the correct answer
- ✗ Fork
- Merge

Work history

Mid-level Full Stack Developer Apr 2021 - May 2022, 1 yr 1 mo

Coinbase

- Worked on the main Coinbase's web application (with the highest traffic) that offers portfolio management, trading, staking and many other features to retail users.
- Implemented identity and security related features on the front end application using React, TypeScript, and Relay as a GraphQL client.
- Controlled release traffic using feature flags.
- Implemented analytics logging functions for multi-factor authentication actions.
- Maintained legacy code for account recovery flows using Ruby on Rails.

Successfully delivered the project and now more than 98 million users (retail and institutional) are able to maintain their security settings up to date and their accounts secure.

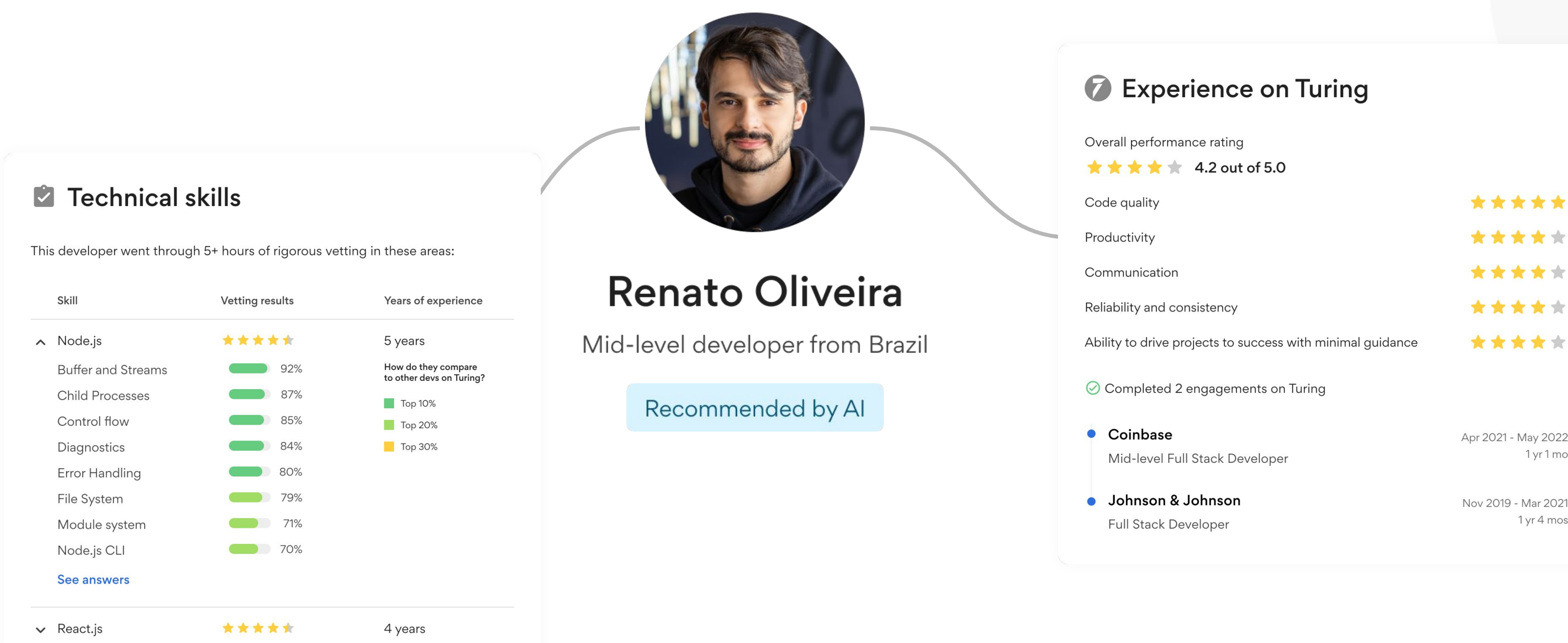
Turing’s Developer Vetting: Star ratings

External Communication about Developer Star Ratings
Star ratings are based off Turing’s internal vetting for key skills. Developers on Turing are tested for core knowledge and problem-solving skills via automated testing (multiple choice questions and coding challenges), as well as interviews conducted by Turing.

Tests vary in difficulty, so scores are mapped to a common 5-star rating system based on the performance of everyone who takes the test. 5 stars means the developer has scored in the highest bracket, 4 stars indicates strong performance. We only present you with the highest-quality candidates, so we do not show you developers that score in the 1-3 star range.

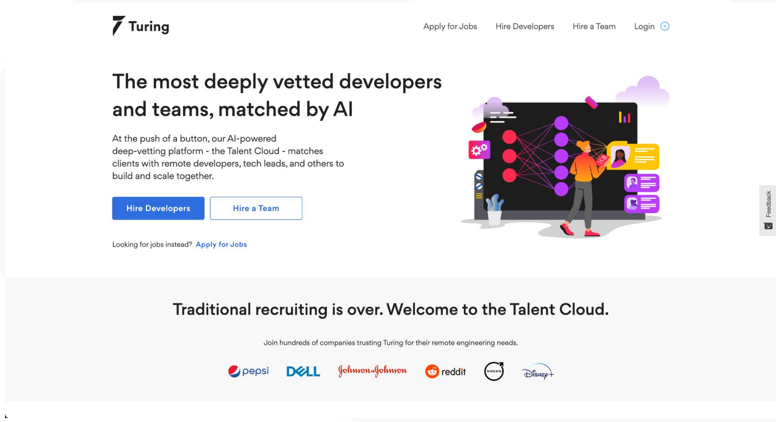
Internal only
For internal use only - this logic is subject to change as we improve our vetting and incorporate additional signals.

1. 70th+ percentile for the MCQ associated with that skill = 5 stars
2. 30th percentile = 4 stars
3. Anything between 30th and 70th is mapped linearly between 4 and 5 stars, so 50th percentile = 4.5 stars
4. Below 30th percentile = star rating not shown



Turing.com Website Overview

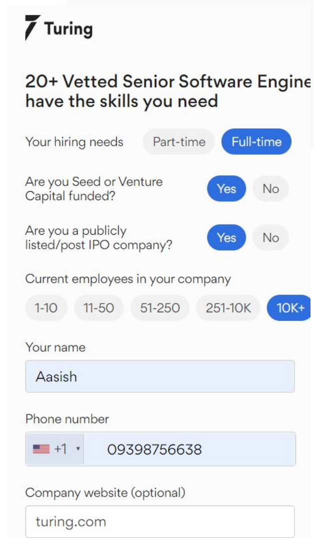
Home Page
The Turing.com customer flow on the homepage is designed to capture leads from all campaigns and direct them to the website. When a user visits the home page, we'll ask for their email address so that we can follow up with additional information and offers. This helps us to build relationships with potential customers and keep them informed about our products and services.



By providing their email address, users can expect to receive updates from us about our products and services, as well as special offers and discounts. By using this customer flow, we are able to capture more leads, build relationships with them, and ultimately convert them into paying customers.

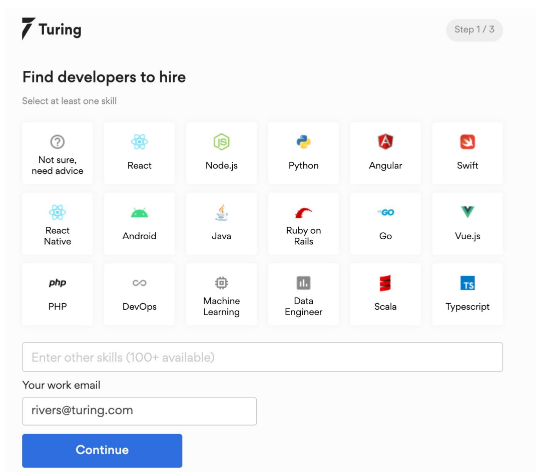
Company Information Page
The Company information site is very essential as we ask the lead to declare company information such as:

- Company Size
- Hiring for full time/ Part time
- Funding Information
- IPO information
- Company website



Call Booking Page
Only If the lead fulfills the minimum requirements that we have set in place then he/she is led to the call booking page where the lead can book a call with one of our Account Executives(AE).

The leads which fulfill the minimum requirements to reach the call booking page , are called Marketing Qualified Leads (MQL)



Client/Buyer Flow

Client/Buyer Experience with Turing

The client/buyer flow through the Turing.com sales cycle begins when a client makes initial contact with the company. This could be through an online inquiry, sign-up form, social media, advertisements, email campaign, etc.

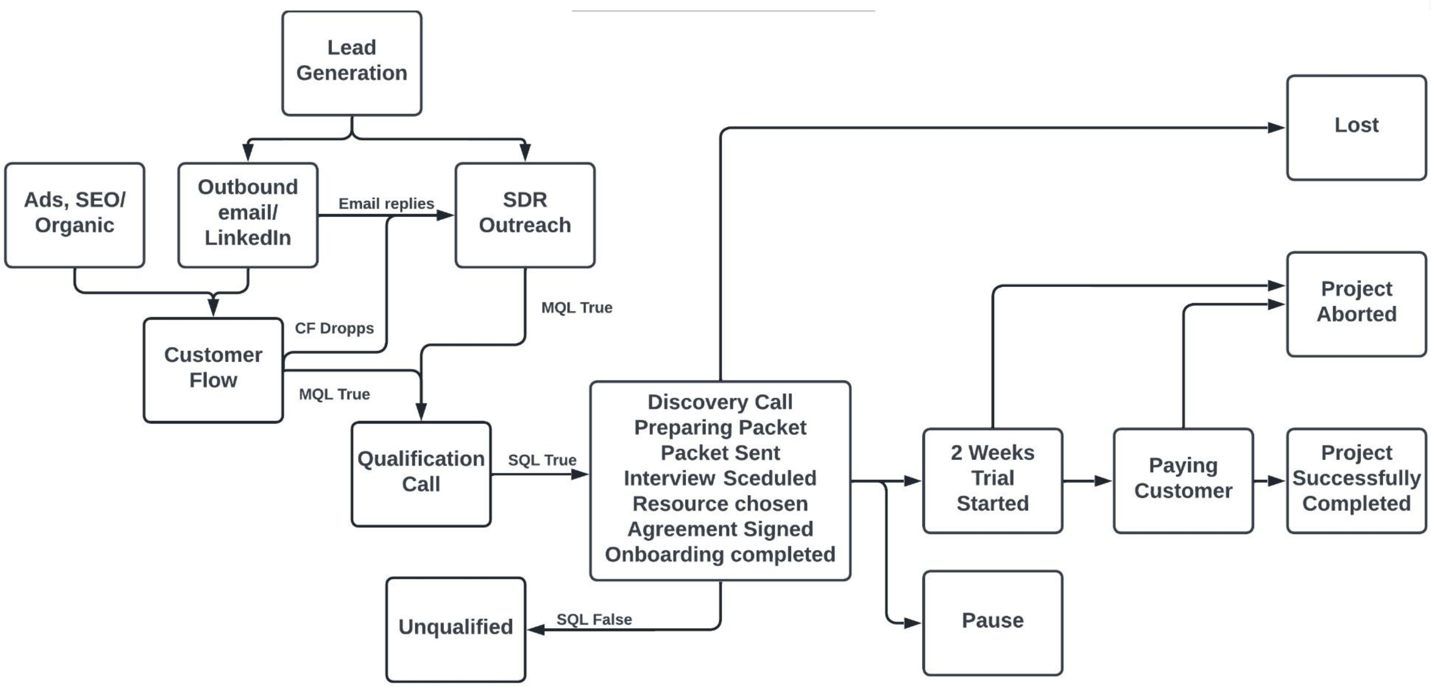
Once the client's interest is established, the GTM team will work with the client to understand their needs, budget, and timeline for the project.

The GTM team will then provide the client with a packet (Staff Augmentation) or proposal (Teams/Services) outlining the scope of the project, timeline for completion, and estimated cost. The client will then review the proposal and decide if they want to accept the offer.

If the client agrees to the proposal, the sales team will then create a contract outlining the agreed-upon terms and conditions. This document will be signed by both parties and submitted to the company for processing.

Once the contract is approved by the company, the project will then be assigned to a project manager who will manage the project from start to finish. The project manager will be responsible for coordinating the project, setting timelines, and keeping the client updated throughout the process.

Once the project is completed, the client will be billed for the services rendered. Once the invoice is paid, the project is considered closed and the sales cycle is complete.



Turing Brand Ambassador Activity

DSMN8 is a social sharing platform for Turing employees to share news about all the fantastic work we do here.

What is DSMN8? DSMN8 FAQ

DSMN8 allows you to share Turing social media content to your own social channels such as LinkedIn, Twitter, Whatsapp and many more.

Enter your LinkedIn username and password to connect your account to DSMN8. This is needed to track engagement and give you points. DSMN8 is only able to see the number of likes, comments, and clicks that your post generates. DSMN8 is **NOT** able to see the content of the comments.

Point amounts are as follows:

- Create a DSMN8 Account = 100 points
- 1 Share = 2 points
- 1 Click = 10 points
- 1 Like = 15 points
- 1 Comment = 25 points

Posts must be shared via the DSMN8 platform to count toward points. If you go directly to LinkedIn and create/reshare a post, there is no way for DSMN8 to track the engagement and you won't get any points.

Complete the SE Onboarding Activity Survey

TURING

1

DSMN8

Use the DSMN8 user guide to help you setup your DSMN8 account.

Share

Connect your LinkedIn account and start earning engagement points.

Turing Narrative: Core Client

Turing Narrative Client Messaging: Overview and Approach

Traditional recruiting wasn't built for a software-first world—offering slow response, shallow vetting, and a limited talent pool.

What if we replaced them with a software-driven "Talent Cloud"?

Turing provides the world's most deeply vetted developers and teams, matched by AI.

A software-first solution to complex engineering problems.

Traditional recruiting is over. Welcome to the Talent Cloud.

- **400+ top companies, including Amazon, Reddit, and Disney, have already embraced the shift to the Talent Cloud for their engineering needs.**
- **While managing your team, our Turing platform also handles global payments, productivity monitoring, secure development environments, engagement retention, developer support, and SOC 2 compliance.**

Review the Deck: Core Client Narrative
Watch the Video: CEO Jonathan Siddarth presenting the Core Client Narrative

How does it work?
At the push of a button, our AI-powered deep-vetting platform matches you with remote developers, tech leads, and others specific to your needs so you can build and scale your team. Plus, you can enjoy automated controls for productivity and security to simplify administration.

Clients enjoy Turing in three ways:

- **To Add** - Add one or more developers to your team as you need them.
- **To Scale** - Source large numbers of developers over time with a standing bulk request.
- **To Deploy Full Teams** - Domain experts and our Talent Cloud build the right team for you.

How do our clients benefit?

- **Speed** - Get personalized developer matches ready to engage in 4 days, not months, and in some cases engage the same day.
- **Vetting** - Our AI-powered vetting process saves an average of 50 hours on interviews per engineering engagement.
- **Retention** - We have a 97% engagement success rate—the developers you engage commit through project completion.

How do our clients get started with Turing?

- **Search** - Search on turing.com for developers matching the roles, skills, and experience you're looking for, or get custom recommendations in days.
- **Select** - Request an interview with developers you're interested in or skip the interview and go straight to hiring.
- **Secure** - Easily onboard your selected developer talent and enjoy seamless management, compliance, and more from the Turing platform.

Turing Clients Narrative:
Speed, Vetting, and Retention

The ability to sell our solutions effectively requires a deep understanding of how Turing will help the client realize their end goals. We should be able to describe what benefit the solution will bring to the client and why they need to consider it when purchasing other solutions.

This understanding should not be limited to what is stated in the descriptions below. We should also have an insight into why the client needs this solution and how it fits into their everyday working practices.

Turing Speed

Our speed is driven by a massive pool of 2M developer members. With 50k vetted and available right now, across a variety of roles, skills, and experience levels, it's easy to find the right developers for you in 4 days or less.

Roles: Full-Stack, Back-End, Front-End, Mobile, DevOps, AI Engineer, Data Engineer, Data Scientist, ML Engineer, Cloud Architect, Team Lead, Project Managers, and more.

Tech Stacks: React/Node, React/Python, iOS Swift, Android Kotlin, Ruby on Rails, Python, Angular/Node, React Front-End, DevOps, React Native, Flutter, Vue/Node, Go Lang and more.

Experience Levels: Mid-level Engineer, Senior Engineer, Lead Engineer and more.

Cloud Platforms: AWS, Google, and Azure.

Turing Vetting

Turing's AI-powered vetting is so rigorous and reliable that you can even skip interviewing. We use 20,000+ ML data signals including job descriptions, vetted skills, past experience, and interviews to secure the right people for your needs. Our rigorous vetting and focus on quality have earned us official staffing partnerships with all 3 major cloud providers: AWS, GCP, and Azure.

Turing Retention

Turing attracts and retains the best software engineers because they love our model. They want careers, not gigs, and are happy to go through over 5 hours of vetting because they know they have lifetime matching opportunities.

Opportunity - Developers grow their eminence through opportunities with the world's top brands.

Growth - Developers enjoy career opportunities, not gigs.

Freedom - Once vetted, developers are eligible to be matched for life.

Turing Narrative: Do’s and Don’ts

From the moment we hop into our Turing clients and start interacting with them, we should do everything in our power to make sure that Turing presents itself in the best possible way. We want to make sure that when someone interacts with us, they see a seamless transition from their screen to their senses.

Conversations should feel organic and not forced — just like talking to another person. Here are some Turing guidelines on what you should do and what you should not do during your client interactions.

Turing Do	Turing Don’t
Call companies that work with us clients	Call companies that work with us customers
Say build boundaryless teams or deeply vetted teams; or dedicated development teams, if talking about Turing Teams	Say spin up your engineering dream team
Say deeply vetted or high-quality developers	Silicon Valley-caliber; top talent
Say distributed, hybrid, or remote talent	Say outsourcing (unless your message is in the context of Turing being unlike outsourcing, regardless avoid in titles and headings)
Say we have 50k developers vetted and available right now	Say we have 2M+ developers vetted and available right now (2M+ represents the size of our entire global talent pool)
Say we have a global developer pool	Say we have a planetary developer pool

Turing Narrative: From > To

As our customer base evolves, so does the need for our company's narrative to keep up. We want to make sure we're providing the right messages to match the changing market, and that means being able to adapt how we interact with both new and existing customers.

Looking towards the future, it's important that our story reflects our values, beliefs, and Purpose as a company - as well as those of our clients. This requires us to change our approach and improve communication with our clients.

Please review key messaging that we previously used during client interactions (Turing From). Make sure all future client interactions use the new messaging approach (Turing To).

Turing From	Turing To
1M, 1.5M, 2M developers on platform	2M+ developers
300+ companies trust Turing	400+ companies trust Turing
Fill roles in 5 days	Fill roles in 4 days
Planetary pool	Global pool
Silicon Valley-caliber	Deeply vetted or high-quality
Spin up your engineering dream team	The most deeply vetted developers and teams, matched by AI
We live in a remote world	We live in a software-first world
Management	Administration (our platform provides seamless developer administration, not management)
Hire	Engage (or enlist, recruit, onboard)

Turing Narrative: Tone of Voice

Confident, Inspirational, Relatable.

Much like our Talent Cloud, at Turing, we pride ourselves on being progressive and working collaboratively. We strongly believe in our company's missions and values and want to give everybody the chance to be a part of it. Our communication is always clear and concise, creating a feeling of camaraderie amongst us.

When talking with clients, we want to come across as knowledgeable experts in the field--after all, we are the leading talent cloud company out there. We want to act as partners with our clients and help them find innovative solutions for their needs.

Considerations	When/how to approach
Avoid a casual tone	When communicating to clients, maintain a formal or conversational tone.
Avoid fancy words	vigorous writing is concise. Avoid wordiness (unnecessary words, sentences, or passages) at all costs. Don’t use elaborate wording in lieu of simple language. Writing using plain language doesn’t mean dumbing content down. It’s about making sure language is straightforward and communicates concepts as efficiently as possible.
Use definite, specific, concrete language	prefer the specific to the general, the definite to the vague, the concrete to the abstract. Basically, avoid tame, colorless, hesitating, noncommittal language.
Avoid complex sentences	since writing is communication, think of clarity as a virtue. If sentence construction becomes too involved, break apart the sentence and replace it with two or more shorter ones. If your sentence crosses 25 words, it may be time to split it into two.
Write in nouns and verbs	nouns and verbs—not adjectives and adverbs—give writing its toughness and color.
Use an active voice rather than a passive one	As far as possible, avoid the use of passive language.
Value your reader’s time	Being spare, succinct, and delivering value right from the beginning is how you catch—and keep—their attention. CONTRACTIONS ARE OK and strongly encouraged!

Turing Value Propositions: General/Staff Augmentation

A value proposition is the unique value that a company offers to its customers. It's what sets your company apart from the competition and tells customers why they should do business with you. To be effective, your value proposition must be clear, compelling, and relevant to your target audience. It should explain what benefits your products or services offer and why those benefits are important to your customers.

Tag Line	General/Staff Augmentation Messaging
Accessibility	Easily access and browse our global talent pool for free.
Find Talent Fast	Get matched with remote talent in 5 days or less.
No-Cost Trial	Enjoy a 2-week trial to ensure our engineering talent is right for you.
Full-Time Commitment	Our developers work full-time for you at a 3-month minimum.
Intelligent Hiring	Our AI-powered platform creates deep developer profiles to find the best fit.
Optimized Interviews	Reduce average candidate interview times from 6 hours to 30 minutes.
Global Talent Pool	Access high-quality, pre-vetted talent from a global pool over 50K.
Streamlined Management	Built-in compliance, management, payment and more through our platform
Deeply Vetted Developers	Our developers are vetted over 5+ hours of tests and interviews.
Flexible Onboarding	Staggered onboarding for strategic resource and capacity planning.
Cost Efficiency	Getting dedicated, quality talent fast means less cost-per-hire.

Turing Value Propositions: Cloud

A value proposition is the unique value that a company offers to its customers. It's what sets your company apart from the competition and tells customers why they should do business with you. To be effective, your value proposition must be clear, compelling, and relevant to your target audience. It should explain what benefits your products or services offer and why those benefits are important to your customers.

Tag Line	Cloud Messaging
Cloud all up	Our end-to-end services encompass a full suite of solutions from the right Cloud Assessment, Data and Applications solutions and AI/ML innovations.
Cloud Native	Drive business value from your investment in the cloud by ensuring your teams are in control and have the resources to scale quickly and cost-effectively.
Application Modernization & Migration	Develop a risk-mitigation plan, to guide your organization through our proven app modernization process, which is beyond the traditional lift and shift model.
Data Modernization & Migration	Simplify, architect and automate your databases ensuring you keep up with the ever-changing landscape of growing data volumes and workloads.
AWS, CGP & Azure Solutions	As a Consulting and Service, top tier partner Turing is well-positioned to support application and data cloud journeys from design to implementation.
Data Warehouse Modernization	Enables companies to move data to the cloud that is traditionally housed on-premises with virtually no downtime.
Cloud Assessments	Assessment recommendations on cost optimization, application, and database to the roadmap.

Turing Client Pain Points

A pain point is a particular issue that clients of Turing are struggling with. Not all clients will be conscious of the pain points they are experiencing. This can make it tough to position ourselves to these individuals since we essentially have to help our clients understand they have a problem and persuade them that Turing's solutions will assist them in resolving the pain point.

Tag Line	Short Messaging
Hiring Speed	Sourcing and hiring developers can take months.
Quality Assurance	Validating developer skills is costly and time-consuming.
Interview Processes	Lengthy interviews increase time-to-hire and risk project timelines.
Onboarding & Management	Onboarding & managing remote developers is complex.
Talent Availability	Finding and contacting available developer talent is tedious.
Cost Efficiency	Maintaining project budget and scope for remote hiring is tough.
Talent Retention	Lack of incentive makes talent difficult to maintain after hiring.
Strategic Resource Allocation	Inadequate resource deployment hinders project execution.
Risk Identification	Difficulty assessing and managing risks delays development.
Remote Collaboration	Project management suffers from lack of communication.
Project Scope	Inexperienced developers cause tech modernization and automation shortfalls.
Resource Bandwidth	Excessive operational workload makes it difficult to optimize resources.
Scalable Growth	Building a complete team is difficult and requires intense focus.
Project Mismanagement	Traditional IT staffing firms cause more headaches with hard-to-manage talent.
Shallow Talent Pool	Traditional IT staffing firms offer limited or shallow talent pools.

Turing Client Narrative: Elevator Pitches

An impactful and effective Elevator Pitch for Turing should be engaging and create curiosity in a brief, easy-to-comprehend way that will make your potential client want to learn more.

Different messaging may resonate better with different people, so it can be helpful to try out a few versions with your potential clients. The examples below provide various Elevator Pitches based on the amount of time you have to share about Turing.

Time	Elevator Pitch
5 seconds	Turing provides the world's most deeply vetted developers and teams, matched by AI.
30 seconds	Turing provides the world's most deeply vetted developers and teams, matched by AI. At the push of a button, our AI-powered deep-vetting platform matches you with remote developers, tech leads, and others specific to your needs so you can build and scale your team. Plus, you can enjoy automated controls for productivity and security to simplify administration.
60 seconds	Turing provides the world's most deeply vetted developers and teams, matched by AI. At the push of a button, our AI-powered deep-vetting platform matches you with remote developers, tech leads, and more specific to your needs so you can build and scale your team. Plus, you can enjoy automated controls for productivity and security to simplify administration. With Turing, you can easily add one or more developers to your team as you need them or source large numbers of developers over time with a standing bulk request. You can even engage our domain experts to build a custom, dedicated team to build and deliver on a variety of projects—including application development and cloud solutions. A software-first solution to complex engineering problems.

Sales Process Activity: Turing Sales Deck

Watch the CEO Jonathan Siddharth present his approach to the Turing Narrative.

Afterwards, it is your turn to showcase your approach to the Turing sales deck to a potential client.

Record yourself in Chorus going through the Turing Client Narrative.

In the Sales Pitch folder, create a folder titled with your first and last name. Upload your personal Chorus sales pitch recording.

Complete the Sales Process Survey

TURING

1. **Watch the CEO**

   Watch a video from the CEO Jonathan Siddharth present the Turing sales deck.

2. **Sales Pitch**

   Record yourself going through the Turing Client Narrative.

Turing Narrative: Teams

Turing Teams Narrative Messaging: Overview and Approach

The IT services model wasn't designed for building engineering teams in a software-first world—offering slow response, shallow vetting, and a compromise on the best solution for your problem.

What if we replaced them with a team from a software-driven Talent Cloud?

Turing Teams is a complete, dedicated development team solution for your complex engineering problems.

A software-first solution to complex engineering problems. Traditional recruiting is over. Welcome to the Talent Cloud.

> **400+ top companies, including Pepsi, Johnson & Johnson, and Dell have already embraced the shift to the Talent Cloud for their engineering needs.**
> **While managing your team, our Turing platform also handles global payments, productivity monitoring, secure development environments, engagement retention, developer support, and SOC 2 compliance.**

TURING

Review the Deck: Turing Teams Narrative
Watch the Video: Turing Teams Narrative

How does it work?
Turing works closely with you to understand your requirements and desired outcomes, and offers a clear path to a solution. Then, we'll shape your dedicated team around that path. Your dedicated team starts with a Delivery Manager and Project Manager, who provide industry expertise. They'll use our Talent Cloud to engage the tech leads, developers, and other talent needed for your success. Then, you can enjoy speed and transparency—with comprehensive governance and controls—courtesy of the world's best on-demand engineering team for your project, vetted by AI and handled by your team. A complete hands-off solution to complex hands-on problems.

Clients enjoy Turing in three ways:

> **To Add** - Add one or more developers to your team as you need them.
> **To Scale** - Source large numbers of developers over time with a standing bulk request.
> **To Deploy Full Teams** - Domain experts and our Talent Cloud build the right team for you.

How do our clients benefit?

> **Capabilities** - Our Teams have 27 unique areas of expertise to ensure great outcomes across Application Development, Quality Assurance, Cloud Services, and more.
>
> **Quality** - Our AI vetting from our 2M+ global developer pool is more rigorous and reliable than a Silicon Valley recruiter, utilizing 20,000+ ML data signals including tech skills, soft skills, and company fit.
>
> **Speed** - On average it takes 2 weeks to deploy a dedicated team, thanks to our massive pool of deeply vetted developers from a combined 100+ skills and roles.

How do our clients get started with Turing Teams?

> **Scope the tasks** - We'll build a clear roadmap, execution strategy, and development plan specific to your needs.
>
> **Spec the tooling** - Then we'll specify the necessary products and services, dependencies, integrations, data models/structures, and hosting infrastructure to succeed.
>
> **Secure the team** - Finally, we'll bring together the right people with the required skills and experience to deliver on your governance model.

Turing Teams Narrative: Capabilities, Quality, and Speed

The ability to sell our solutions effectively requires a deep understanding of how Turing will help the client realize their end goals. We should be able to describe what benefit the solution will bring to the client and why they need to consider it when purchasing other solutions.

This understanding should not be limited to what is stated in the descriptions below. We should also have an insight into why the client needs this solution and how it fits into their everyday working practices.

Teams Capabilities

Turing Teams delivers across 27 different capabilities, including:

Cloud Services - Cloud Assessments/Roadmaps, DevOps Practices, and DevSecOps Practices.

Applications - Application Modernization, Application Development, and Application Design.

Data - Database Migration, Data Warehouse Modernization, and Database Assessments.

Artificial Intelligence/Machine Learning - Program Machine Learning, Deep Learning, and IoT.

Quality Assurance/Testing - Manual Testing , Automated Testing, and Testing Platform Implementation/Optimization.

Teams Quality

Turing's AI-powered vetting is more rigorous and reliable than a Silicon Valley recruiter. We use 20,000+ ML data signals including job descriptions, vetted skills, past experience, and interviews to secure the right people for your team. Our rigorous vetting and focus on quality have earned us official staffing partnerships with all 3 major cloud providers: AWS, GCP, and Azure.

Teams Speed

Our speed is driven by a massive pool of 2M developer members. With 50k vetted and available right now, across a variety of roles, skills, and experience levels, it's easy to build a dedicated team in 2 weeks.

Roles: Full-Stack, Back-End, Front-End, Mobile, DevOps, QA, Engineer, AI Engineer, Data Engineer, Data Scientist, ML Engineer, Cloud Architect, Team Lead, Project Managers, and more

Skills: React/Node, React/Python, iOS Swift, Android Kotlin, Ruby on Rails, Python, Angular/Node, React Front-End, DevOps, React Native, Flutter, Vue/Node, Go Lang, and more

Experience Levels: Mid-Level Engineer, Senior Engineer, Lead Engineer and more

Cloud Platforms: AWS, Google, and Azure

Turing Value Propositions: Managed Teams

A value proposition is the unique value that a company offers to its customers. It's what sets your company apart from the competition and tells customers why they should do business with you. To be effective, your value proposition must be clear, compelling, and relevant to your target audience. It should explain what benefits your products or services offer and why those benefits are important to your customers.

Tag Line	Managed Teams Messaging
Curated Talent	Domain experts and our AI-powered Talent Cloud combine to build the right team for you.
Save Time	Dedicated team built for your project in weeks, not months.
Custom Governance Model	Flexible and transparent engagement model suited to your reporting requirements.
Program & Delivery Management	Program and delivery managers build, operate, and manage your team.
Domain Expertise	Domain experts understand and meet your solution needs.
We Build, You Bask	Eliminate time spent on hiring and managing your projects.

Turing Teams Narrative: Elevator Pitches

An impactful and effective Elevator Pitch for Turing should be engaging and create curiosity in a brief, easy-to-comprehend way that will make your potential client want to learn more.

Different messaging may resonate better with different people, so it can be helpful to try out a few versions with your potential clients. The examples below provide various Elevator Pitches based on the amount of time you have to share about Turing.

Time	Elevator Pitch
5 seconds	Turing Teams is a complete, dedicated development team solution for your complex engineering problems.
30 seconds	Turing Teams is a complete, dedicated development team solution for your complex engineering problems. Our domain expertise and AI-powered deep vetting bring together the best delivery and program managers, tech leads, and developers across 100+ skills to solve your problems and deliver success on your most complex projects.
60 seconds	Turing Teams is a dedicated software development team for your engineering project problems. Our domain expertise and AI-powered deep vetting bring together the best delivery and program managers, tech leads, and developers across 100+ skills to build and deliver your most complex projects. While the team is engaged on your project, the Turing platform can handle global payments, productivity monitoring, secure development environments, engagement retention, and developer support. A complete hands-off solution to complex hands-on problems.

Sales Process Activity: Turing Teams Deck

Watch the video on a client interaction with the Turing Teams Narrative.

Afterwards, it is your turn to showcase your approach to the Turing sales deck to a potential client.

Record yourself in Chorus going through the Turing Teams Narrative.

In the Sales Pitch folder, create a folder titled with your first and last name. Upload your personal Chorus sales pitch recording.

Complete the Sales Process Survey

1. **Watch the video**

   Watch a video of the Turing Teams deck.

2. **Sales Pitch**

   Record yourself going through the Turing Teams Narrative.

Turing Narrative: Services

Turing Services Narrative Messaging: Overview and Approach

The traditional IT services model wasn't designed for a software-first world—offering slow response, shallow vetting, and a compromise on the best solution for your business.

What if your IT services were powered by a software-driven Talent Cloud?

Introducing the new standard in tech services for your business problems, powered by the Talent Cloud: Turing Services

***Review the Deck*:**
***Watch the Video*:**

How does it work?
With Turing Services, our domain experts help you imagine ideal solutions for your unique technical needs, challenges, and requirements—creating a comprehensive solution strategy. Then, our team of experts build your development team using the Talent Cloud to deliver and run your solution.

Turing Services can plan, staff, deliver, and manage technology projects and programs across several technical domains. Clients can enjoy complete, dedicated development teams or scale their existing teams with the specific technical expertise needed, on demand, thanks to the quality, speed, and cost effectiveness of our Talent Cloud.

Clients who choose Turing discover the ideal experience for IT services with our IDR (Imagine, Delivery, Run) framework:

Imagine - The planning and strategy stage where Turing learns your business goals and challenges, then helps envision the solution.
Services include consulting, advisory, market research, feasibility studies, and technology-to-business mapping analysis.

Deliver - The implementation and delivery stage where Turing designs, builds, and deploys the agreed-upon solutions.
Services include software development and deployment, systems integration, infrastructure setup, and testing.

Run - The ongoing execution management and support stage where Turing provides maintenance, support, and optimization of the deployed solutions.
Services include service delivery and management, performance monitoring, capacity planning and management, change management, and problem management.
Regardless of the services you need, we'll engage the tech leads, developers, and others necessary for your business outcome. You can enjoy speed and transparency—with comprehensive governance & controls—courtesy of our AI-powered Talent Cloud and years of proven experience delivering quality services.

How do our clients benefit?

Quality - Our global Talent Cloud is home to a deeply vetted, experienced workforce 50,000+ strong—matched with precision to your business needs.

Speed - Our global Talent Cloud AI-matches the right person to your specific business needs fast—skip the search and get to the solution.

Cost Effective - Our global Talent Cloud engineers are available full time and more cost effective than hiring in-house1—easily scale your teams up or down and only pay for resources you use.

Turing Teams Narrative:
Capabilities, Quality, and Speed

The ability to sell our solutions effectively requires a deep understanding of how Turing will help the client realize their end goals. We should be able to describe what benefit the solution will bring to the client and why they need to consider it when purchasing other solutions.

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Quality Assurance/Testing - Manual Testing , Automated Testing, and Testing Platform Implementation/Optimization.

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Skills: React/Node, React/Python, iOS Swift, Android Kotlin, Ruby on Rails, Python, Angular/Node, React Front-End, DevOps, React Native, Flutter, Vue/Node, Go Lang, and more

Experience Levels: Mid-Level Engineer, Senior Engineer, Lead Engineer and more

Cloud Platforms: AWS, Google, and Azure

Turing Value Propositions: Services

A value proposition is the unique value that a company offers to its customers. It's what sets your company apart from the competition and tells customers why they should do business with you. To be effective, your value proposition must be clear, compelling, and relevant to your target audience. It should explain what benefits your products or services offer and why those benefits are important to your customers.

Tag Line	Services Messaging
Quality	Our global Talent Cloud is home to a deeply vetted, experienced workforce 50,000+ strong—matched with precision to your business needs.
Speed	Our global Talent Cloud AI-matches the right person to your specific business needs fast—skip the search and get to the solution.
Cost Effective	Our global Talent Cloud engineers are available full time and more cost effective than hiring in-house—easily scale your teams up or down and only pay for resources you use.

Turing Teams Narrative: Elevator Pitches

An impactful and effective Elevator Pitch for Turing should be engaging and create curiosity in a brief, easy-to-comprehend way that will make your potential client want to learn more.

Different messaging may resonate better with different people, so it can be helpful to try out a few versions with your potential clients. The examples below provide various Elevator Pitches based on the amount of time you have to share about Turing.

Time	Elevator Pitch
5 seconds	Introducing the new standard in tech services for your business problems, powered by the Talent Cloud: Turing Services
30 seconds	Introducing the new standard in tech services for your business problems, powered by the Talent Cloud: Turing Services. Turing Services uses the IDR (Imagine, Deliver, Run) framework for your business solutions lifecycle. Developed over X years, you can expect deep technical expertise and the delivery of complex solutions that fit your business needs.
60 seconds	Introducing the new standard in tech services for your business problems, powered by the Talent Cloud: Turing Services. Turing Services uses the IDR (Imagine, Deliver, Run) framework for your business solutions lifecycle. Developed over 22 years, you can expect deep technical expertise and the delivery of complex solutions that best fit your business needs. Turing Services can plan, staff, deliver, and manage technical projects and programs across several technical domains. Clients can enjoy complete, dedicated development teams or scale their existing teams with the specific technical expertise needed, on demand, thanks to the quality, speed, and cost effectiveness of our Talent Cloud. Let Turing provide the ideal services experience—imagining, delivering, and running—for you.

Sales Process Activity: Turing Teams Deck

Watch the video on a client interaction with the [Turing Teams Narrative].

Afterwards, it is your turn to showcase your approach to the Turing sales deck to a potential client.

Record yourself in Chorus going through the [Turing Teams Narrative].

In the [Sales Pitch] folder, [create a folder] titled with your first and last name. Upload your personal Chorus sales pitch recording.

Complete the [Sales Process Survey]

TURING

1 **Watch the video**

Watch a video of the Turing Teams deck.

2 **Sales Pitch**

Record yourself going through the Turing Teams Narrative.

TURING

Key Sales Enablement Tools

Key Sales Enablement Tool Overview

The are different resources to help get you with sales calls. All the title tiles are clickable links that will send you directly to the resource webpage.

Salesforce
A customer relationship management (CRM) app used to keep track accounts and opportunities.

Matching Platform
An internal CRM app used by the matching team to provide a shortlist of potential candidates for an opportunity.

Workspace
An internal developer management app which tracks the performance of a client selected developer.

Oliv
A playbook management application with information on the sales process, objection handling, and call preparation.

Chorus
A call recording app that provides more analysis for better results.

Scratchpad
A task management app which is linked to Salesforce. Updates can be made without having to login to Salesforce.

CloseFactor
TBD. New tool, coming soon! CloseFactor shows potential clients pain points that your product solves to present them with the right message.

Front
An email app used within the sales team.

Internal Tools Overview

Here is a list of the sales tools used at Turing. Make sure the tools are downloaded are set up. All the title tiles are clickable links that will send you directly to the resource webpage of the application to start the downloading process.

Slack

Central location for all internal communication between Turing teams and individuals.

Turing Email

Corporate Google email address assigned to you when you onboard at Turing by HR.

Zoom Account

Video meetings provider.

Calendly Account

Send a link to clients to schedule a meeting.
Zoom integration
Calendar Connections

Google Calendar

Scheduled meetings linked through your Turing email.

Google Drive

Store and share content across Turing with individuals and teams.

Sales Resources and Templates

Here is a list of templates used at Turing. All the title tiles are clickable links that will send you directly to the different templates.

Pricing & Rates

Margins and Rates for Turing developers.

Packet Email Template

A template that can be used when sending the packet email to clients.

Interview Prep Template

A template to be used in preparation for the developer before the interview with a client.

Standard MSA Template

The standard Master Service Agreement legal document to be used by all clients. The MSA must be signed by Prakash, the client, and the developer.

Qualifying Call Template

A template to use for qualifying a client lead into a sales opportunity.

Bronze MSA Template

The Bronze Master Service Agreement legal document to be used by all clients. The MSA must be signed by Prakash, the client, and the developer.

Crunchbase

Not a template, it is used with the templates to gather information on the client and their company.
Username: rivers@turing.com
Password: !Xobile1!

Front Email Templates

A variety of email templates to help you respond to clients more efficiently.

Enablement Tools Activity: Getting Started

If you haven’t started already, let’s take the time to download and setup all the sales enablement tools that are used by the sales team.

After initial setup, we will have more information and activities for each tool outlined in the sales onboarding participant's guide.

When reviewing the tools, it is suggested that you start in the order from the following list:

- Slack
- Front
- Chorus
- ZoomInfo
- Crunchbase
- Salesforce
- Turing Matching Platform
- Workspace
- Scratchpad

Complete the SE Onboarding Activity Survey

TURING

1 Tool Setup

Download and set up all the sales enablement tools.

2 Desktop

Setup your tools on your desktop for convenient access.

TURING

Slack

Expectations, Best Practices, Resources, and Activity

Slack Expectations & Best Practices

Reason for using Slack
Slack is a platform that brings all your internal Turing communication in one place. Instead of logging in to Gmail to check and respond to your email, most communication internally will be shared in Slack. If you use integrations for Google, Zoom

Expectations

You'll use a shared channels, so your team will work more collaboratively.
Respond after reading to messages by typing a response or acknowledging you have read the announcement by adding an emoji of your choice to the thread.
Notify a channel or workspace
Sync your calendar with your status
#Rattle: Rattle pings AE via slack when a status has not been updated in the last 7 days. AEs can look at opportunities and update status in the slack bot.

Best practices
Slack gives your team a shared inbox for collaborating on all your work communication. We'll walk you through the initial set up process to get you and your team off to a running start. Here is a

Getting started with Slack

Using Slack

Profile Preferences
- Configure your Slack notifications
- Manage notifications for specific channels and direct messages
- Organize your sidebar with custom sections
- Manage emoji preferences

Slack Integrations

To start adding apps to your workspace, click on **Apps** in the left-hand sidebar in Slack ir in the [App directory](). There, you can browse all the apps that are available in your workspace.

General steps to setup app in Slack:

1. Visit the Slack App Directory.
2. Select the App you want to add.
3. Click **Add to Slack**.
4. Click **Add the app**.
5. Select **Allow**.
6. Click **Authenticate your app account**.
7. Select the account you'd like to connect to Slack.
8. Click **Allow**.

Here are a few that we use internally at Turing.
Google Calendar

/gcal today /gcal tomorrow : to see your schedule for today or tomorrow.
/gcal : to access these calendar preferences and notifications, or type "help" in your message to the Google Calendar App.

Google Drive

Drive for Slack
/gdrive to import google drive content into Slack.

Zoom

/zoom Start a meeting
/zoom meeting [topic] Start a meeting with topic
/zoom join [meeting id/personal link name] Join a meeting using meeting ID/personal link name
/zoom join me Join a meeting using your personal meeting ID
/zoom call [@contact/phone number] Start a phone call with a contact or a phone number
/zoom config Configure your settings for Zoom Meetings in Slack
/zoom logout Logout from Zoom on all your Slack channels and direct messages
/zoom share Share screen

Turing Slack Channels for Sales

Download Slack *Setup Rattle* Below is the description of Slack channels used at Turing.

Sales Slack Channels	Description
#salesonly	Main communication medium for the sales team. Updates on developer starts, initiating developer contracts and major announcements.
#team-shark	Any questions to the sales team could be shared here.
#fss-sales-training	Different training resources are shared with the team. Please feel free to ask any questions your have.
#quick-rematch-developers	If your client is looking for someone to start ASAP, you can always check in and all the devs are in a sheet that's easily searchable!
#fss-msa-approval	Make sure the margin is correct and get confirmation CC @Prakash Gupta to approve MSA.
#pst-sales-standup	A place for the AEs in the Pacific Standard Time (PST) daily sales standup meeting to communicate with each other.
#vel_matchers	Updates on developer interviews, facilitated through a workflow.
#oliv-turing	Provides updates made to the Oliv app and a place where AEs can notify the team of any issues or bugs.
Dev/Customer Success Slack Channels	**Description**
#developer-backing-out	Updates on developer back outs over various stages.
#onboarding-developers	Updates on developer starts, facilitated through a workflow.
#workspace-updates	Updates on engagement completion, engagement failures and trial failures.
#dev_rate_change	Notify teams of developer rate changes.
#sales-dev-success-updates	Communication between the AEs and the presales team to share updates on developer success.
#semi-vetted-devs-to-become-matchable	Communication about developers in the LATAM pool that have been onboarded.
Legal Slack Channels	**Description**
#legal-review-sales	When you have to modify a legal agreement, ask Tony Phillips for approval.
Matching Slack Channels	**Description**
#ops_matching and #ops_vetting	Checking on specifics of the developer supply with the matching team.
#pr_matching_system	Reporting bugs in the matching system. You can ask questions to the matching product team in this channel.

Turing Slack Channels

Below is the description of Slack channels used throughout Turing.

Turing Slack Channels	Description
#allhands	Company wide announcements and work-based matters.
#turing_team	Introduce yourself to the whole company.
#bbb	Party time! Join our Boundaryless Badass Bop.
#kudos	Share kudos with the entire company.
#socialmedia_boost	Content that our CEO shares, hare a social media post on different different channels.
#turing-goddesses	Group for women of Turing.
Developer Slack Channels	**Description**
#developer-backing-out	Any developers that are opting out of a contract. Attach an email or information regarding the reason from the client.
#offboarding-developers	AE will tag @Mahesh and finance team @deep, and provide a reason for discontinuing the contract.
Matcher Bot Slack Channels	**Description**
#calendar-notifications	Automatic notifications for scheduled clients meetings with AEs.
#onboarding-developers	Automatic notifications for onboarded developers.
#self-serve-interview-requests	Automatic notifications for a new interview request that has been received.
#self-serve-jobs	Automatic notifications of self-serve jobs that have been created.
Product Slack Channels	**Description**
#sales-product-announcements	All product and sales channel. There are a lot of product changes/enhancements happening and this provides a space to share the updates.
#self-serve	Announcements, any issues to the self-serve portal, Self-serve portal for the clients
GTM Slack Channels	**Description**
#cloud	Communication between the Cloud team and Sales.
#gtm_happy_hour	Happy hour for the entire GTM team.

Turing Slack Emoji Guide

Emoji	Name	Use
🙌	Raising Hands*	General excitement, powerful statements
🇺🇸	Country Flags	USA: emphasizing job matching in the US/Silicon Valley Other Countries: showing diversity of developers
👨‍💻👩‍💻	Technologist (Male & Female)*	Referencing to developers, workers, employees, remote workers
💪	Flexed Bicep*	Power statements, sharing impressive news, general excitement
🤯	Exploding head	Sharing an impressive fact or statistic, big news
🎉	Party popper*	General excitement, big announcements
🥳	Partying Face	General excitement, big announcements
❤️	Red Heart	Support, retweeting nice mentions, love
🤸	Cartwheel	Expressing flexibility, work-life balance
👏	Applause*	General excitement, sharing quotes
👇	Pointing Down	Directing to a link below
👀	Eyes*	Sharing a surprising fact, a question, emphasis, curiosity
🗣️	Speaking Head	Expressing collaboration, communication
🤷‍♂️	Shrug	Cheeky, humble brag
🌎🌍🌏	Globes*	Expressing any kind of global emphasis (use all three to represent all continents)
🤼	Wrestlers	Implying a fight, argument, tension
🏆🥇	Trophy, Medal*	Emphasis of quality of Turing engineers, showing rank, giving someone recognition
🚀	Rocket*	A Turing classic: expresses growth, progress, explosion, drive, speed
🏡	Home	Reference to benefits of remote work, working from home
🏝️	Island	Benefits of remote work, work-life balance
💡	Lightbulb	Big ideas, quotes from leaders, etc.
✅	Green Check	Used when making lists, verifying quotes/statements
💸	Money	Emphasis on savings, money, better rates for customers, higher salaries for developers
📅	Calendar	Emphasis on time-zone collaboration, keeping to a schedule, fast matching
🔒	Lock	Security, secret
📈	Chart	Progress, growth
🕘	Clock	Schedule, time-collaboration, saving time

Enablement Tools Activity: Slack

Take some time to introduce yourself to the sales team! Create a personal bio introducing yourself to the sales team.

There are a lot of meet and greets the first week at Turing! As the leader, Rivers wants to introduce you all to the sales team but wants it to be in your own words.

Create a balanced intro of yourself personally and professionally. Share with the team what you are passionate about. You can also talk about what you are looking forward to here at Turing and what you plan to accomplish during your tenure to support Turing's mission.

Once completed, send the bio to Rivers Evans in Slack. Rivers will then introduce everyone to the sales team in the Slack channel #salesonly .

Complete the [SE Tools Survey]

1 **Personal Bio**

Create a personal bio to introduce yourself to the sales team.

2 **Team Shark**

Share your bio @RiverEvans in Slack and he will share with the rest of the sales team.

TURING

Front

Expectations, Best Practices, Resources, and Activity

Front Expectations & Best Practices

Reason for using Front
Front is a platform that brings all your work email communication in one place. Instead of logging in to Gmail to check and respond to your email, you'll log in to Front. If you use customer communications apps for SMS texting, live website chat, social media messaging, or support ticketing, you can manage those in Front too.

Expectations

You'll use a shared inbox, so your team will work more collaboratively.
You can share specific conversations with teammates by @mentioning them on the message, so you don't need to forward or copy them on replies.
Your CRM and other apps can integrate with Front, so you'll have all the information you need to answer messages, right in your inbox.
You'll spend a lot less time hunting for things buried in your threads, because Front keeps you and your team organized.

Best practices

Front gives your team a shared inbox for collaborating on all your work communication. We'll walk you through the initial set up process to get you and your team off to a running start. Here is a Front Onboarding Resource Guide.

Finishing your account set up

Sync your work email to manage it in Front (don't worry — it stays private and separate from your team inbox).
Change your Front settings to fit your working style.
Install the Front desktop and mobile apps to access your inbox from any device.

Working with your team

Assign messages to the right owners, so no one spends time working on the same thing.
@Mention teammates in comments, and they can follow along without being copied.

Boost your productivity

Use templated emails to send to clients.
Keep your inbox organized by snoozing messages for later or tagging related messages.
Automate tasks you often repeat by creating rules.
Set up canned responses to help you reply faster, or work on shared drafts to edit responses with your team in real time.
Get around Front faster with shortcuts, like 'A' for Reply All, 'E' to Archive, and 'M' to Comment — try them all to see what works best for you.

Self Guided Learning

- Front Academy
  - Front for my daily work
- Front Course Catalog

Additional Resources

- **Front User Guide** : This User Guide will help you learn everything you need to know, plus our best tips to help get you up and running quickly.
- Help **Using Front**: Learn how to work in Front to get the most out of it by reviewing articles on workflow basics, accounts & contacts, and productivity.
- **Front Classroom**: A library of guided learning resources to learn more about Front.
- **Front Sequences**: Front allows you to send automated sequences to a list of email addresses. Here's what you should know before creating sequences. When you're ready, see how to create a new sequence.

Enablement Tools Activity: Front

You will be spending a lot of time working with your clients through email. Let's take some time to set up and organize your Front account during onboarding.

Finishing your account set up
1. Sync your work email to manage it in Front (don't worry — it stays private and separate from your team inbox).

2. Change your Front settings to fit your working style.

3. Install the Front desktop and mobile apps to access your inbox from any device.

Working with your team
4. Assign messages to the right owners, so no one spends time working on the same thing.

5. @Mention teammates in comments, and they can follow along without being copied.

Boost your productivity
6. Keep your inbox organized by snoozing messages for later or tagging related messages

7. Automate tasks you often repeat by creating rules.

8. Set up canned responses to help you reply faster, or work on shared drafts to edit responses with your team in real time

9. Get around Front faster with shortcuts, like 'A' for Reply All, 'E' to Archive, and 'M' to Comment — try them all to see what works best for you.

Complete the SE Tools Survey

TURING

1 Account set up

Sync your Turing gmail account, change your Front Settings, and install the Front desktop app.

2 Collaboration

@Ashley Church in an email thread of your choice. Send later and Snooze an email to ashley.church@turing.com for 9am tomorrow with the original date and time in the subject line.

3 Tags

Set up tags for different types of emails in your inbox.

4 Rules

Create rules to automate tasks that you with repeat frequently.

TURING

Chorus

Expectations, Best Practices, Resources, and Activity

Chorus Expectations & Best Practices

Reason for using Chorus
Chorus is a platform that brings records all your client scheduled meetings and communication. It helps the team look back at previous sales interactions and provide insights as to how we approach our sales calls.

Expectations

What is needed for Chorus to record?
You can share specific sales calls with the rest of your team.
Your Zoom account can integrate with Chorus, so you'll have all your sales calls recorded.

Zoom <> Chorus Native Integration
Check out and download the Chorus App for Zoom.

Best practices

Chorus gives your team a shared library of all sales calls for your peers to watch or join.
We'll walk you through the initial set up process to get you and your team off to a running start.
Here is a Chorus Homepage Overview.
Bookmark https://chorus.ai/record so you can add Chorus to calls you want to record.

Finishing your account set up

Integrate Zoom with Chorus

How to use the Chorus App for Zoom Meetings

Troubleshooting: Chorus App for Zoom

Integrate Chorus & G-suite

Integrate Salesforce & Chorus

Chorus Resources
Video: Turing/Chorus Training session

Chorus Support: chorussupport@zoominfo.com
Chorus Knowledge Center

Chorus Certification
Chorus Certification

How Tos from the Chorus Knowledge Center
How to Connect and Sync Your Calendar
How to Find a Call
How to Share a Call
How to Use Analytics
Playlists Overview
Scorecards Overview

Chorus Resources for Users
Chorus Best Practices for Frontline Reps
Chorus Objection Handling Cheat Sheet
Rep Self-Coaching Cheat Sheet

Enablement Tools Activity: Chorus

Watch 3 Chorus sales calls from the Turing Chorus videos with clients list.

Make a copy of the Sales Scorecard and rate each call.

After watching some of your peers presenting their sales pitch, now it is your turn to showcase your approach to the Turing sales deck to a potential client.

In the Chorus Activity folder, create a folder titled with your first and last name. Upload your filled out Sales Scorecards.

Note: This scorecard is for practice purposes and will not be shared with the actual AE on the call.

Complete the SE Tools Survey

1 **Watch Chorus call**

Watch a video from previous successful sales call with a Turing client. Complete the scorecard honestly and accurately.

2 **Sales Pitch**

Record yourself going through the Turing sales deck.

Turing Chorus Videos with Clients

Below a list of Sales calls from successful client sales at Turing. Click on the client name to watch the chorus video.

Client & Link	AE	Time
Super Evil Megacorps	Blaire	29 Minutes
Tako	Blaire	41 Minutes
Snappt.com	Jessica	19 Minutes
RocksBox Inc.	Jessica	17 Minutes
Slang.ai	Joao	36 Minutes
Ingenious Build	Felipe	32 Minutes
BotNot	Felipe	18 Minutes
Stablebrook	Felipe	21 Minutes
Prime Fyre	Felipe	26 Minutes
Olive Recordings	Emiliano	22 Minutes
Frontier Talent	Emiliano	21 Minutes
Seattle Coffee Gear	Maria Romero	21 Minutes
Abrey mann	Maria Romero	27 Minutes

Oliv

Expectations, Best Practices, Resources, and Activity

Oliv Expectations & Best Practices

Reason for using Oliv

Oliv integrates with Salesforce and should be used when preparing for the initial meetings with clients, taking notes, and converting leads by creating a opportunity. This information can also be shared with the matching team to help provide more details on the client.

Expectations

Used in the beginning of the sales process at the initial part of the sales interaction for research and take notes to help structure your call before going through the sales deck.

Make sure you are taking notes, practice active listening and pay attention to the client. Taking notes will help to avoid forgetting key information about the client and confirm the client is qualified.

Best practices

Oliv installation setup 1- Setup email snooze (open in Incognito window).

Oliv installation setup 2- Setup chrome extension.

Save your notes after updating so the notes will be automatically uploaded into Salesforce.

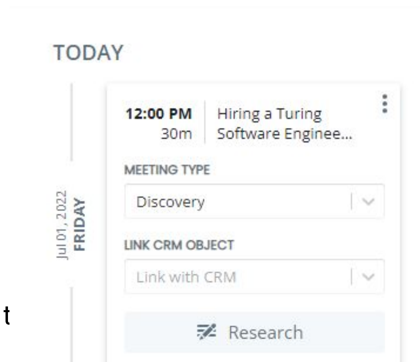
Use the email templates to send follow up emails or create new templates.

With Outbound calls, sometimes the leads will not automatically create the lead information. The client name will be blank.

To fix this:

Go to Salesforce to create the lead.

Then refresh Oliv so you can do research and create the notes.

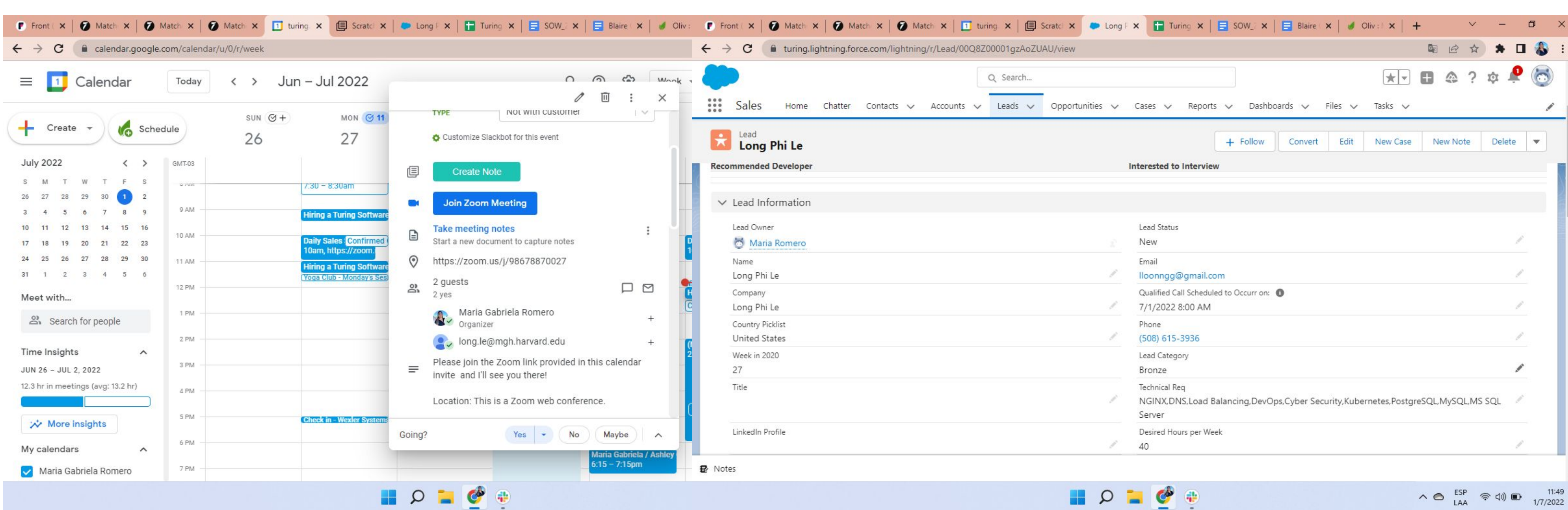


When the lead is created with a different email t

To fix this:

Go to salesforce to change the email to their preferred email.

Then refresh Oliv so you can do research and create the notes.



Enablement Tools Activity: Oliv

Take time to go through the different resources available for Oliv.

- Oliv Masterclass
- Email Templates
- Situations
- Internal Assets
- Objection Handling
- Competitor Categories
- Meeting Scripts
- FAQ

Research and take notes about the client.

Complete the SE Tools Survey

1

Resources

Explore the different resources available on Oliv.

Notes

Research a client and take notes.

TURING

Oliv Resources

The are different resources to help get you started with Oliv. The title tile links will redirect you to the resources on another webpage.

Oliv Masterclass

Password: hSyS^=v9

Email Templates

Qualified lead follow-up, self-serve, nurture lead follow-up, and working lead follow-up.

Situations

Sudden changes from client when selecting the developer, Handling disqualified prospects, and onboarding calls best practices.

Internal Assets

Various video resources about the different aspects of the sales experience.
Oliv Turing meeting recordings

Objection Handling

Competition, time zone overlap, engagement risks, remote vs. onsite, data protection and security, pricing, margins, vetting, and many more.

Competitor Categories

Freelance Marketplaces
Pre-vetted talent providers
Development agencies

FAQ

Frequently asked questions.

Meeting Scripts

Qualify, Explain Turing model, Define the role, Interview setup, and trial expectations.

TURING

Salesforce

Expectations, Best Practices, Resources, and Activity

Salesforce Expectations & Best Practices

Video: Salesforce Masterclass **Password:** &#?L0Wd$
Video: Salesforce use by AE
Video: Salesforce Lightning

Reason for using Salesforce:
There is a daily stand up where the sales ops team will make sure everything is appropriately updated in salesforce. Sales ops maintains the updates and up to date data. Leadership wants to be able to anticipate/forecast the numbers for the month and the quarter. The Sales Ops team will go through all the sales reps and look through all relative sales opportunities in the month such as new and working leads.

Expectations

- You are expected to update your opportunities with all of the required information in a timely manner.
- There are different tiles in scratchpad to help you with this.
  - Sales ops wants to know resources chosen plus opportunities.
  - You will be reminded on the stand up if this is not completed daily.
- The close date should be relevant to the month/quarter you expect the opportunity to close.
- At the end of each month, you will be expected to move all opportunities in the current month that will not close into the next month.
- You want to make sure not to have an excessive amount of leads that are labeled as working or new leads if they are disqualified.

Best practices

- New Salesforce users, please take the Salesforce for Newbies learning path.
- Salesforce Help
- Looking up notes for an account.
- Looking at multiple opportunities for one account at the same time.
- Set up views in scratchpad.
- Using Scratchpad to execute things in Salesforce is ideal but will be shown later on in onboarding.

Enablement Tools Activity: Salesforce

Create a mock bronze lead, which is a Fast Scaling Startup (FSS) with less than $2M in funding, of your choice in Salesforce. Fill out all the mandatory fields on the client.

Share the salesforce url to the lead in Slack to in a direct message to @Emilliano and @Ashley.

Once you have completed the required fields, disqualify the client.

Complete the [SE Tools Survey]

1. **Bronze Lead**

   Create a Bronze lead and fill out all the mandatory fields.

2. **Salesforce URL**

   Share the Salesforce URL with Emiliano and Ashley.

TURING

Matching Platform

Expectations, Best Practices, Resources, and Activity

Matching Platform Expectations & Best Practices

Video: Matching Demo

Reason for using Matching Platform
The Matching Platform is the Turing product used by the sales team and our clients. The self-serve aspect of the matching platform is the customer portal where clients can look at the developers according to their requirements and request to interview once they find developers as a potential fit.

Expectations

Utilize the matching platform during your sales process on the initial call, after you have gone through the Turing Sales deck. Show the customer a demo of how they can use the self-serve platform to find developers on their own.

Best practices

The Interview Success team will share a feedback form with clients after each developer interview.

The client is expected to fill in this feedback form right after each interview, so that we can learn what they liked/didn't like about each developer.

Here is a video demonstrating how to send these forms out and view the responses.

In summary, you can now send out interview feedback forms to customers. Here's how:

1. On any job page on Matching, press the button Customer Interview Questions
2. Hit Next on the popup
3. Enter the developer's name and the interviewer email ID, and then hit Send Feedback Email

Customers will now receive a feedback form that they can fill in.

Here's the link to the form (The prefilled fields can be changed by updating the parameters in the URL).

Matching Platform Demos of Updates & Enhancements to the Matching Platform

Video: **Automated reminders for packet emails**
Packet email open tracking so you can know if customers are opening your packet emails. Email content optimisation makes customers more likely to click on the email (You can change the default content before sending it out too!). Automatic reminders if customers don't confirm/reject packet developers within 2 days. We send out 3 reminders (every 24 hours) before stopping. Matcher Bot Notifications to you to help you keep track of customers who have not confirmed/rejected devs from the packet.

Automated reminders for packets have improved packet confirmed rates by **~26%**. However, there may be a few cases where you want to manually pause reminders for a particular packet. Here's how you can do so:

Method 1: Customer confirms developers
If a customer has confirmed developers from the packet over email, you can update the packet status to confirmed, interview scheduled or rejected. Reminder emails will not be sent for packets in these statuses

Method 2: Disabling reminders
On the create/edit packet screen, there is an option called send automatic reminders (check screenshot below). The option is enabled by default but can be disabled at any time. Dont forget to hit the save packet button after you enable/disable the feature

Video: **Turing Calendar**
Deck: **Calendar V2**
Turing Calendar is fully integrated with Kanban board, and you should expect any interviews scheduled through Calendar to automatically update interview statuses on Kanban. We also have an **Internal User Portal** to manage all interviews scheduled through Calendar. For the AE and interview success team, you can use both the Internal user portal and Kanban to manage those interviews.

Please make sure your interview success specialist has connected to zoom and google on https://calendar.turing.com/internal/preferences Otherwise, the interview meeting invite won't be sent out automatically from interview success specialist, and there won't be any zoom link in the meeting invite.

Please check "Use Turing Calendar" in all your packets from now on.

Please use https://calendar.turing.com/internal to manage all interviews scheduled through calendar.

Video: **Packet Integration on the Customer Portal**
Customers would be able see and confirm matching packets directly via Customer Portal (a.k.a. Self-serve). They would be able to see when a packet was received, who sent it and when was it reviewed by them (customers).

Video: **Submitting an interview request through Matching and shortlisting a developer**
Steps to request interviews through Kanban and adding people to the shortlist.

Matching Platform Demos of Updates & Enhancements to the Matching Platform

Video: Bulk Buying opportunities (having 5 or more positions)

1. Keep the parent opportunity in preparing packet stage.
2. Keep cloning the parent opportunity for moving the particular opportunity in higher stages.
3. The parent opportunity should be marked as lost/paused when we are not moving ahead with that opportunity at all or to paying customer if all opportunities are filled (the last one from the parent opportunity).

Video: Interview Requests and Tracking Interview Status
Deck: Kanban Board Launch Guide Book
Used to track all *new* interview requests across all jobs through the Kanban board, and *not* through a slack channel / google sheets.

Video: Invite Coworker
At least 12% of jobs have more than one user associated. Currently AE has to manually add additional users for those requests, and as a result, some 20% of those requests fall through the cracks. In addition, about 50% of invites sent either are not accepted or expire.

Video: Pagination
Before pagination was built, users can keep scrolling down on the same search page and see up to 90 developers. It appears to them that the list is never ending and can be overwhelming to them.

Video: Nudge Customers
A way to nudge customers to request more interviews, if the job has requested interviews with less than 5 developers.

Video: Team Vetting
Teams is a new effort that helps customers recruit a team of developers vs individual ones. One important factor for Teams effort to be successful is to have a sufficient number of Team Leads, who will recruit and lead other team members. So far, the biggest bottleneck is fulfillment of Team Leads - we have customer needs, but it is hard for us to fulfill.

Video: Archived Job
we are going to disable search in inactive jobs. They will be displayed in “Archived” section at the bottom of the Manage Job page. User can duplicate an inactive job to create a new job.
Definition of inactive jobs include:

Lost Opportunity
Paused
Project Aborted
Project Successfully Completed
Trial succeeded

Enablement Tools Activity: Matching Platform

Go back to the mock lead created for the bronze lead in Salesforce. Edit the lead by changing their status to qualify the lead, and create an opportunity.

When you do this, the matching link will be automatically created in Salesforce. Under Matching SF Integration Data, share the matching system job link.

Click on the matching system job link and generate a self-serve link.

Share both the self-serve link and matching link with Emiliano and Ashley in a direct chat in Slack.

Complete the [SE Tools Survey]

TURING

1. **Bronze Lead**

   Edit the Bronze lead created in Salesforce.

2. **Links**

   Share both the self-serve link and matching link with Emiliano and Ashley in a direct chat in Slack.

Turing Workspace

Expectations, Best Practices, Resources, and Activity

Turing Workspace Expectations & Best Practices

Video: Turing Workspace Developer View

Video: Developer Success Slack Channels

Reason for using Turing Workspace
Turing Workspace is our post-match product that can bring value to both the client and the developer based on their needs and the type of agreement they have.

Developer Expectations

Every matched Turing developer gets an invitation to join Turing Workspace.

It is mandatory that hourly developers log their hours.

We ask that developer to answer 3 questions in their daily stand up via text during their two week trial period.

Best practices

Share with the client the benefits of reviewing workspace.

Complete the SE Tools Survey

TURING

Scratchpad

Expectations, Best Practices, Resources, and Activity

Scratchpad Expectations & Best Practices

Reason for using Scratchpad

Makes Salesforce easier to navigate and use.
Organization of leads/customization of everything you want to see in your Salesforce pipeline.
You can create certain workflows in scratchpad.
Resource chosen, lost opportunities, new opportunities
Shows you all the fields you have to fill out
you can reference notes on clients
No need to scroll through salesforce and it syncs automatically. the only exception is the skills. you have to use salesforce to add the required skills.

Expectations

Schedule your 1:1 onboarding / best practice session with Scratchpad.
They will want to understand how you work today and what you need to enter into Salesforce.
They will help you customize Scratchpad to do your work faster.
Scratchpad will give you tips on new ways of working and share best practices seen across the top-performing reps.
Pick a time that works for you.
https://scratchpad.chilipiper.com/book/onboarding

Best practices

Training Session: https://hello.chorus.ai/listen?guid=86610627c6cc4356b34dde33adc1e381

General Set-Up

- Chrome Extension vs. Web App
- Add the chrome extension: https://www.scratchpad.com/

Scratchpad Command (CTRL/CMD + J) + Expanded Views + Tiles

- Scratchpad Command Use Cases → from anywhere on the web create or update a record.
- Opening an Expanded View → Access your tiles (shortcuts to workflows)
  - For example, from the expanded view of an Account, access tiles: "Account Growth Strategy" and "Activities and Opps"

How you access scratchpad and command J to search and is linked to Salesforce.

Pipeline Customization

Customize Your Pipeline Grid View → Add critical Salesforce fields, filters, and name your views to stay organized.
Pro Tip: Highlighting can Identify Inconsistencies in Your Opportunities
Inheriting Shared Views
Custom Highlighting

Scratchpad Command

This will allow reps to create, update, and view records on-the-go from anywhere on the web (for example, LinkedIn).

Accessing Tiles from the expanded view of an object (via Notes, Pipeline, or SP Command)

On the Account level, access "Account Growth Strategy" + "Activities Notes and Opps"

Scratchpad Notes

Note creation + use of template "[Company Name/Contact] - Hiring Call - Date"
Linking and syncing to Salesforce object (ex. Lead > related tiles)

Enablement Tools Activity: Scratchpad

Login to Scratchpad and schedule the onboarding session with their team.

Take a screenshot of the Bronze lead that was created in Salesforce and share it with Emiliano and Ashley in a direct slack message.

Complete the SE Tools Survey

1. **Onboarding**

   Reach out to the Scratchpad team and schedule and onboarding session.

2. **Screenshot**

   Take a screenshot of the Bronze lead in Salesforce. Share with Emiliano and Ashley.

TURING

ZoomInfo

Expectations, Best Practices, Resources, and Activity

ZoomInfo Expectations & Best Practices

Reason for using ZoomInfo
Automating research from multiple sources at scale to figure out what accounts to go after and how do you create target audiences. Helps AEs to prioritize which accounts to go after.

Expectations

Utilize Crunchbase and ZoomInfo to gain additional insights on the Account prospects/leads you are researching.

Best practices
Using ZoomInfo to Create Target Lists:

Video: Zoominfo Training
User Zoominfo to Salesforce Sync - SOP
ZoomInfo CSV Upload
ZoomInfo Advanced Search Upload

Considerations

Sales signal triggers- Build out notification system where AEs are notified, for all their accounts, when new jobs are posted across the web, companies fundraise, headcount changes. AEs are notified automatically of buying signals and know when to reach out.

Each AE sets up buying signal triggers in ZoomInfo, such as getting notifications when a company raises money or changes headcount.

TURING

Crunchbase

Expectations, Best Practices, Resources, and Activity

Crunchbase Expectations & Best Practices

Reason for using ZoomInfo
Automating research from multiple sources at scale to figure out what accounts to go after and how do you create target audiences. Helps AEs to prioritize which accounts to go after.

Expectations

Utilize Crunchbase and ZoomInfo to gain additional insights on the Account prospects/leads you are researching.

In order to activate your subscription, please register for a free account at Crunchbase.com/register.

Best practices

- Homepage Tour
  - Edit Territory Preferences
- Import Target Account List
  - Set Alerts & Inform your Activity Feed
- Search for Relevant Decision-Makers
  - Salesforce Integration: Push Contacts
- Advanced Search (Using Account List)
  - Set alerts leveraging partner data
  - Intent signals
- Quick Search
  - Partner Data
- Chrome Extension

Considerations

X

TURING

Regie.ai

Expectations, Best Practices, Resources, and Activity

Regie Expectations & Best Practices

Reason for using Regie

Regie is a content intelligence program that can create content and will allow AEs to quickly create collateral and resources to share with our clients. Regie can be used to create prospecting sequences with ICP and Buyer Personas tied to Turing value propositions.

Expectations

AEs leverage Regie during client prospecting initiatives in Outreach.

Add the Regie.ai chrome extension

Watch the Video: Get the Most Out of Regie.ai's Chrome Extension

Regie Training Session

Best practices to build an Outreach sequence using Regie

Get information about Turing that you want to share.

Use ICP and identify target buyer persona.

A/B test options (at least 2)

Create/insert a pain point that is industry specific.

Create/insert a value proposition to the buyer persona.

Create/insert target buyer persona.

Create/insert a proof of point.

TURING

Outreach

Expectations, Best Practices, Resources, and Activity

Outreach Expectations & Best Practices

Reasons for using Outreach

As part of our drive to Scaling Sales Enablement Efficiently, we are launching Outreach, which provides one place for our teams to collaborate, as well as conduct, store and see across all prospecting and follow-up activities.
Outreach helps us operationalize our sales strategy at scale by increasing the quality and velocity of the most effective revenue generating activities based on industry best practices and real-time analytics.
It standardizes and streamlines processes, maximizes efficiencies and up-levels our interactions with customers, while reducing cycle time, and increasing productivity and revenue.

Expectations

- **User Setup Instructions:**
- Connect your Mailbox
    - Configure your Calendar - Create a Public Calendar Link and Add Conference Details
    - Configure your Voice Settings
    - Generate a personal Zoom link, and add the Zoom room to the conference details. For more instructions, click here.
    - Download the Outreach Everywhere extension for Google Chrome and reference this Support Guide if needed
- **Outreach Training Curriculum**
    - Prospecting Learning Track
    - Closer Learning Track
- LinkedIn Tasks using the LinkedIn Sales Navigator Integration - *Walks through adding LI Tasks to Sequences and executing on Tasks through our integration.*
- Converting Generic Task Sequence Steps to LinkedIn-Specific Tasks - *If you have any existing 'Generic Tasks' giving instructions to complete LinkedIn steps, you can quickly turn those into LinkedIn-specific Tasks following these steps.*

Additional Resources

Outreach Help
Outreach University

Outreach Sequence New AE POC Video

When an account is handed off to a new AE, there is a way to upload all the clients the new AE will be managing into a sequence in Outreach. Play the video to review the steps.

Outreach Benefits

SDR Benefits

- Sequences and inbox functionality remove the need for manual follow-up.
- Outreach tasks completed will auto push to our CRM as completed activities, removing the need for manual logging of activities in our CRM.
- Auto emails, trigger actions, and auto-logging of completed activity with Outreach saves you time.
- Universal Task Flow helps identify specific targets and prioritize your tasks for your accounts.
- Smart Views on Outreach Prospect / Account pages highlight relevant information required for personalization.
- The Outreach Everywhere extension enables you to execute tasks on one screen no matter where you are working from.
- An account based view enables you to see tasks collocated, as well as sort by type, prioritized, and filtered in one place.
- Beyond velocity, Outreach enables you to do strategic research and targeted touches to clients.
- More than a prospecting tool, Outreach can be accessed directly from your email inbox to leverage meeting scheduling, content templates and collaborate with other sales colleagues.

AE Benefits

- Smart Views on Outreach Prospect / Account pages highlight relevant information for personalization.
- Scheduling Follow-up Sequences removes the need for setting reminders to follow-up with prospects who have a timing rejection.
- Adding multiple prospects from the account page in Outreach removes the need for multiple clicks to add prospects one at a time.
- Personalization of manual email steps within Outreach Sequences, enables one-click add template or snippet from Inbox functionality.
- Account Views of prospects per stage in Sequences within Outreach improves insight on last engagement.
- Beyond velocity, Outreach enables you to do strategic research and targeted touches to clients.
- More than a prospecting tool, with Outreach you can leverage meeting scheduling, snippets, templates and collaborate with other sales colleagues.

Outreach Activity

Review the Outreach Training Curriculum

- [Prospecting Learning Track]
-

After completing all the learning tracks and activities, take a screenshot of your Outreach University Profile showing all your course registrations and completions.

1 **Curriculum**

Complete the training Curriculum.

2 **Outreach Profile**

Take a screenshot of your profile showing your registrations and completions.

TURING

Hubspot

Expectations, Best Practices, Resources, and Activity

Hubspot Expectations & Best Practices

Reason for using Hubspot

Expectations

Best practices

Team Introductions

Our Leadership Team Has Deep Expertise in Remote Work & Distributed Teams

Vijay Krishnan

Data Science

Prior: CTO, Rover (acquired)

Prakash Gupta

GTM, Revenue

Prior: VP of Global Sales heading $600M P/L, Capgemini

Alok Bhushan

Finance

Prior: CFO, Virta Health, Charlotte Tilbury

Eric Kolovson

People

Prior: VP People, Quora, Bridgewater Associates

Link: Turing Organization Chart

Team Introductions: Sales

Complete the [Team Introductions Survey]

Team Meeting/Events

Agenda for Daily Standup Meeting

- General discussion Pipeline for the month - to get overall view of more than 50% probability of closure
  - Focused pipeline discussion for next week - for faster closing of opp
- Customer issues
- Matching clean up
- Trial failure
- Lost opportunities
- Trial success
- Customer Wins
- Leads
  - Category breakdown
  - Growth opportunities with Gold and Platinum Leads
- Client Agreement comments

Agenda for Weekly - Every Wednesday

- Account Receivables
- Identify Customer for Account mining - How can we add one more opportunity with existing customer
- Sharing weekly learnings - Positive and negative
- Likely stops
  - Proposing developers to other opportunities

Agenda for Monthly - Last Wednesday of the month

- AE wise dashboard - active customers, active developers, revenue (gross and Net).
  - Company level metrics
- Sales training
- Updates on products
- Personal achievements sharing

Team Introductions: Sales Enablement (SE)

Sales Enablement Mission

Provide the partnerships, capability, tools, processes, and resources throughout the entire client/buyer journey to establish internal teams as Turing Brand Ambassadors and help increase the efficiency of successful client starts.

Responsibilities of Submitting a Request

1. **Gather Information**: Clearly communicate needs, audience, and outcome.
2. **Request Validation**: If your request is specific to sales/revenue enablement, is executed on a marketing channel, or involves paid media, then you must get it validated before you request.
3. **Confirm Details**: Clarify and communicate the business justification for the request and the desired outcome.
4. **Align Deadlines**: Timelines for the request need to be aligned with the average timeline for specific content created within the scope of the request.

Engage Sales Enablement Through Asana

- Sales Enablement Intake: Fill out form and submit.
    - **Background**: Why are you doing this, what is your goal? It may be obvious, but it helps to put it down on paper. This is the business background, what the business goals are, competitive environment, opportunities spotted in the marketplace etc. Write it simply and clearly – as if a 10-year-old was reading it.
    - **Brief**: Write a description of what the need(s) are. Make sure timing and parameters clear from the beginning: delivery expectation dates, formats, sizes, type of project and when it's required. This may be TBA on details, but we can at the very least call out timing and type of project so that we can help manage expectations.
    - **Target Audience**: Define them as people, not just job title. Their age, background, what their daily concerns are.
    - **Creative KOM**: Please provide the names of all stakeholders so that we can set up a Kick-Off Meeting (KOM) to align on expectations, if needed.
- Await confirmation
    - The task submission is sent to our messaging queue.
    - Then, a lead will be assigned for your request and act as point of contact. They'll confirm the request and ask for additional information, if needed.
    - As the request is worked, we can add guests to projects for further transparency/communication.

Sales Enablement Capabilities

Onboarding

A blended learning approach with asynchronous and synchronous learning paths with role-based learning and content that can measure leading performance indicators and correlate engagement to results.

Pitch Practice

Scale messaging alignment with pitch practice process through video role-plays, peer feedback, manager coaching, and correlate performance.

Sales Process

Create just-in-time content to coach, reinforce, and repeat sales processes that will be followed by teams from day one. This will allow managers to coach and reinforce the sales process on account reviews and forecast calls.

Sales Communication

Improve sales effectiveness with top down and bottom up sales communications with reinforcement of the Turing Narrative throughout the entire sales process.

Sales Coaching

Enable managers the ability to consistently coach and develop their teams through a coaching approach and templates to provide teams personalized sales coaching with targeted coaching recommendations.

Partner Enablement

Provide training, coaching, and resources to all of Turing's internal teams on our sales process and sales methodology to enable teams to sell and service our clients and customers to company standards.

All Employees

Scale company-wide readiness with learning paths, gamification, personalized, and micro learning experiences. Knowledge, engagement and completion is checked with quizzes, surveys, and assessments.

Sales Kickoffs

A virtual kickoff experience to enhance the client/buyer experience with Pitch Practice, Skills Training, Certifications, and Win Stories – all with Peer-to-Peer collaboration.

Sales Enablement Remit

GTM: Sales, Developer / Customer Success

Partner with the Sales/DS/CS team to provide resources and support strategy for the entire sales pipeline, key Turing offerings, and ICP/Buyer Personas to build client partnerships and increase paying customers.

Growth / Data Science

Partner with Data Science team to enhance Turing's internal teams process, workflows, and training to create a more efficient and effective workstream across cross-functional teams that will enhance the client experience.

People / HR

Partner with the People team to enhance Turing's internal teams onboarding experience, continuous learning , and internal training needs to better align all cross-functional teams to Turing's mission.

GTM: Fulfillment & Services Delivery

Partner with the Fulfillment & Delivery teams to enhance Turing's internal teams process, workflows, and training to create a more efficient and effective workstream across cross-functional teams that will enhance the client UX.

Product & Engineering

Partner with the Product & Engineering teams to enhance Turing's internal teams process, workflows, and training to create a more efficient and effective workstream across cross-functional teams that will enhance the client UX.

Global Marketing

Partner with GM to provide Sales enhanced content libraries of marketing collateral, resources to help increase adoption rate, and execution standards while developing brand ambassadors and maintaining brand standards.

Sales Enablement Priorities

People
Providing scalable resources and support to internal Turing teams by providing guidance through best practices, coaching & performance, and training that can be leveraged within the facilitator & learners workflow.

Process
Help deliver value by providing scalable resources and support to internal Turing teams by removing ambiguity, increasing transparency, and establishing standardization for internal processes.

Performance with Purpose
Aligning company vision, goals, values, development plans, and skills towards the desired outcomes by providing content, resources, and support that create value for the business and everyone involved.

Change Management
Managing the implementation of changes to Turing's sales team including introducing new sales processes, tools, training, or changing existing content to match the company's goals and objectives.

Content Management
Organizing, storing, and managing content effectively allowing users to find content quickly and use it to maximize sales opportunities while maintaining consistent branding across channels and resources.

Workflow & Tech Stack
Maximizing efficiency and optimizing the tech stack through automation and integrations in the sales team workflow to empower them to deliver value to Turing and the clients we serve that ultimately scale sales cycle throughput.

Sales Enablement Workflow

All projects and tasks will be managed (Captured, Organized, and Tracked) via Asana.

ADDIE is the five phase approach to building effective learning solutions.

Analyze

Requests will result in a Kickoff meeting with a **needs analysis** to understand: **Instructional goals,** competency gaps and desired outcomes. **Target audience** existing knowledge, experience, and motivation. **Required resources** such as content, technology, and delivery methods.

Design

A learning solution will be designed that aligns with: **learning objectives** with specific measurable actions to fulfill goals. **Instructional strategies** tie content and activities to learning objectives in sequence to support learners adoption of knowledge and skills to reach instructional goals. **Testing strategies** to measure learning outcomes.

Develop

Learning resources are created content to provide guidance for both facilitators and learners. **Validation** of resources through stakeholder review and revisions. **Pilot testing** through feedback/ observations to final adjustments before implementation.

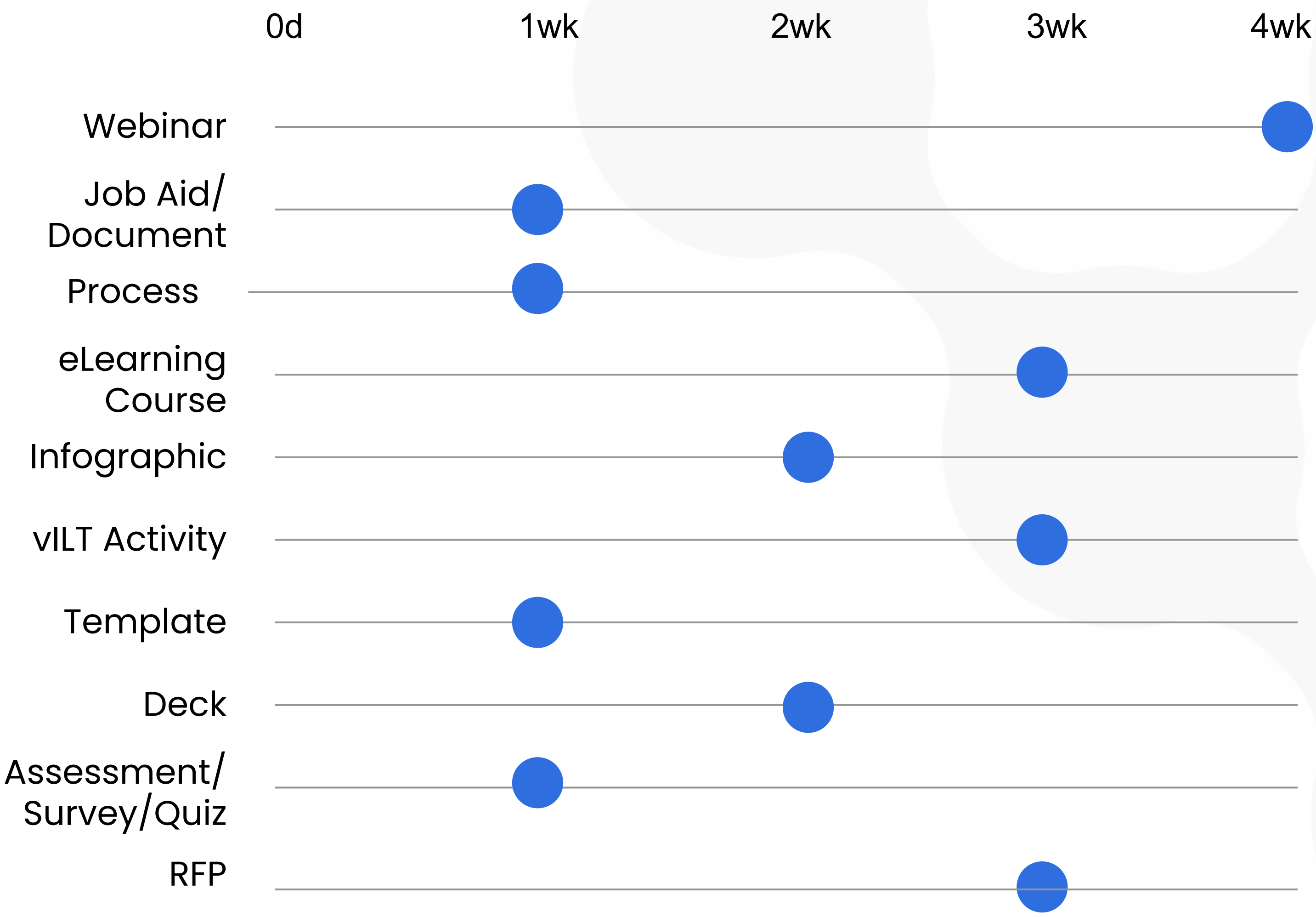
Imple-ment

Preparation for vILT through a train-the-trainer (T3) approach. **Participant engagement** through notification, communication, enrollment, and interaction with the developed resources.

Evaluate

Summative evaluation after implementation: **Perception** measures participant satisfaction. **Learning** measures acquisition of new knowledge. **Performance** measures transfer of newly acquired skills to actual work environment.

Sales Enablement Timelines



*These timeless are rough estimates. They can change pending priorities and bandwidth.

*Anything requested with a timeline less than a week is at the mercy of the team's bandwidth.

Content Components Created From Requests

eLearning Course
Course Outline
Script
Video
Alpha, Beta, Gold, Final Course
Knowledge Check
Survey

Process
Outline
Template
Deck
One-pager

Infographic
Outline
Graphics
QR Code
Video
Draft, Final Infographic

Webinar
Outline
Deck
Facilitation Guide
Video
Survey
Knowledge Check
One Pager

Self-Guided Activity
Outline
Template
Participant Guide
Survey

vILT Activity
Outline
Facilitation Guide
Participant Guide
Deck
Video
Knowledge Check
Survey

Facilitation Guide
Outline
Business Alignment
- Purpose
- Learning Objectives
- Company Pillars
- Results or Metrics
- Data Collected
- Impact

Threads
Timing and Agenda
Abstract
- Partners
- Role of the Trainer and Facilitator
- Session Overview
- Notes for using the FG
- Post Session Actions

Session Structure
- Deck/slides, graphics
- Script: SAY, DO, Transition, Timing
- Learning Activity
- Videos
- QR codes
- Survey
- Knowledge Check

Participant Guide
Outline
Outline/Agenda
Training resources

Template/Job Aid
Outline
Draft
Final Template
Train-the-Trainer document

Document/Deck/RFP
Outline
Draft
Final Document/Deck

Assessment/Quiz/Survey
Workflow Outline
Question Bank (MC,T/F, Fill-in-the-blank)
Workflow Draft
Video (optional)
Final

Learner Journey(LJ) Example: Turing Product/Offering Launch

Content/ Link	LJ Phase	Ex.Del. Date	Description
Product Demo Guide	Awareness	X/X/ 2023	The guide prepares and enables AEs to deliver excitement to clients.
Core elearning	Awareness	X/XX/ 2023	Focus on awareness and knowledge of the product and key USPs. The elearning will address differences from other offerings and introduce how-to-position skills.
Launch Deck Experience	Awareness	X/XX/ 2023	Introduce key USPs, what can be done through the offering in an interactive workshop. Used to generate excitement leading up to, and shortly after launch.
Key USP Specific One-pager	Knowledge	X/XX/ 2023	Key USP one pager that explains the features and value proposition, open ended questions to ask the client, and how to position to the client.
Customer Case Studies	Knowledge	X/XX/ 2023	Shared success stories of Turing clients.
Historical Comparison Chart	Knowledge	XX/XX/ 2023	Comparisons of different offerings, USPs are described and differentiated from predecessors.
Competitive Comparison Chart	Knowledge	X/XX/ 2023	Comparison chart with the offering and closest competitors with color coded or visual call-outs.
Upselling Guide	Behavior	X/XX/ 2023	This guide will illustrate how to talk to clients about building their developer teams with Turing.
Promotional One-pager	Behavior	X/XX/ 2023	Promotional offers available to different clients depending on their association (ex. VC partnership, MQL, website traffic)
Competitor Awareness AE Toolkit	Behavior	X/XX/ 2023	Provides data insights into the "why" behind customer buying habits to arm AEs with appropriate resources to capitalize on those insights.
Sales Activity Simulation	Retention	X/XX/ 2023	Virtual environment to learn more about a virtual client. AEs can then practice their sales pitch to Facilitators in a vF2F client-free environment. Facilitators will provide STAR_AR feedback to elevate the AE sales pitch.
Vlog	Retention	Oct-Nov 2023	Video series of short micro-content videos as supplemental insights to the offering.
Additional eLearning	Retention	Oct-Dec 2023	eLearning courses provided based on additional insights from launch and CSMI data.
AE Simulation Series	Behavior/ Retention/ Mastery	Oct-Dec 2023	eLearning that simulated the AE experience as they interact with clients. Learn how to identify buying signals, overcome objections, and closing. Build skill and knowledge gaps by coaching to Turing standards.
CSMI data toolkit for AEs	Knowledge/ Mastery	Oct 2023	Provides data insights into the "why" behind client buying habits to arm AEs with appropriate resources to capitalize on those insights.

Team Introductions: Developer Success

Complete the Team Introductions Survey

Video: Developer Success Slack Channels and Turing Workspace Developer View

Email: devsuccess@turing.com

Our main goal is to help make Turing the best workplace for remote developers in the world by building a strong, vibrant, and active community and workplace where Phase 3 Developers feel cared for and supported on both individual & collective levels throughout their entire phase 3 journey.

We'll accomplish this goal by:

1. Delivering top-notch developer experience and support to Phase 3 Turing Developers

- Deliver a great onboarding to exit experience to active Turing Developers.
- Provide 24/7 support ensuring 90% queries are answered in a timely manner.
- Drive continuous improvements on internal processes and on the post-match product.

2. Offering community, mentorship, and amazing benefits to Phase 3 Turing Developers

- Offer engaging community experiences for developers:
  - To socialize, connect with each other, and have fun with peers
  - To learn, grow in their career, and share knowledge with others
- Identify and reward Phase 3 Developers that are active in the community and help groom them into Turing Champions.
- Offer Community Benefits such as Udemy accounts and Career Development Bootcamps.

#offboarding-developers Template

Please keep in mind that all pieces of info requested are very important for all stakeholders involved.

@Fer @Raahul V Bhosale @Deep Chawda @Mahesh {deve_name} LWD with {customer_name} will be {date}. Client is ending contract due to {reason}. The developer {has/has not} been notified. Detailed feedback on this thread.

*LWD: Last Working Day.

Developer Onboarding Key Activities

1. **Developer Account Creation**
   - Turing Dev Gmail IDs
   - Turing Dev Workspace Accounts
2. **Onboarding Communications**
   - Welcome Email
   - OS Invitations & Follow-ups
3. **Orientation Sessions**
   - 1-hour interactive sessions with groups of 6 to 8 new devs

Developer Exit Key Activities

1. **Offboarding Requests**
   - Take all offboarding requests submitted from AEs
   - Align with Sales, Customer Success and Finance to ensure all feedback and info on contract termination is collected.
2. **Conducting Exit Calls with developers**
3. **Collecting & Updating Exit Data**

Turing Community

Team Introductions: Cloud Team

Complete the [Team Introductions Survey]

Link: Additional Cloud Sales Training Resources **Video**: Cloud Sales Enablement

Cloud Needs Assessment (CNA)

Enterprise

Profile of an Enterprise: Digital transformation, proof of concepts, application modernization, tech refresh, assessments, migration to the cloud from on-prem.

Do you have any workloads running in the Cloud?

a. If yes, what are those? [Look for keywords like VMs, databases, AI/ML, APIs, Core business services, Analytics, Data Warehouse, Data Lake, IoT, Collaboration, ERP, ML on the Edge, Edge Applications)
b. Who is your primary cloud provider? [Azure, GCP, Oracle Cloud, AWS, Alibaba]
    i. Do you have any other? If so, how are the workloads distributed across the clouds? What percentage is in each cloud?
c. What is your Cloud roadmap in the short term? Mid term? Long term?

FSS

Profile for a Startups, typically startups born in 2016 and on are "born in the cloud" meaning they are all in the cloud. Startups born in 2019 and on are mostly using GCP. Typical profile are born in the cloud, application development, smart data analytics, AI/ML, cloud-native tools

Do you have a multi-cloud strategy?

If so, what is your primary cloud provider? Secondary? [Azure, GCP, Oracle Cloud, AWS, Alibaba]

How are the workloads distributed across the clouds? What percentage is in each cloud?

Do you have any development projects that are equally important but don't have enough time and resources to complete?

Are you worried that your current setup will not scale as much as you expect to grow?

Recommendation

Based on the answers, we recommend a deeper conversation with our Cloud Center of Excellence team and IT stakeholder.

Data:

5,000+ certified cloud technologists

We have placed Turing Cloud Talent to help customers:

Modernize application and infrastructure into containers and Kubernetes

Build Machine Learning marketplace

Institutionalize AI/ML through change management

Design a multi-threaded architecture based on serverless step functions

Team Introductions: Customer Success

Complete the [Team Introductions Survey]

Meeting Presentation: Customer Success

Document: Customer Success Knowledge Transfer

Workflow: Customer Success

Video: Sales Ops and Customer Success Sync Password: A4*H0IYi

Note: CS currently focuses only on FSS or Fast Scaling Startups (Bronze, Silver, and Gold clients)

What is customer success?

Customer Success anticipates customer challenges or questions and proactively provides solutions and answers. We help boost customer retention and aim at increasing revenue and customer loyalty.

What is the importance of customer success?

Customer success leads to business success. It improves customer happiness and loyalty; by providing better solutions they become your biggest promoters and advocates. Customer success is tied to your bottom line as it helps you reduce churn rates, improve renewal and satisfaction, and, therefore, boost revenue.

Why was Customer Success created and what does CS do?

Customer Success was established to provide the client & developer with a smooth and personalized experience by assisting the onboarding process, collecting client and developer feedback, and ensuring that the engagement is successful.

CUSTOMER

Seamless

Unique client experience

Customer-Centric

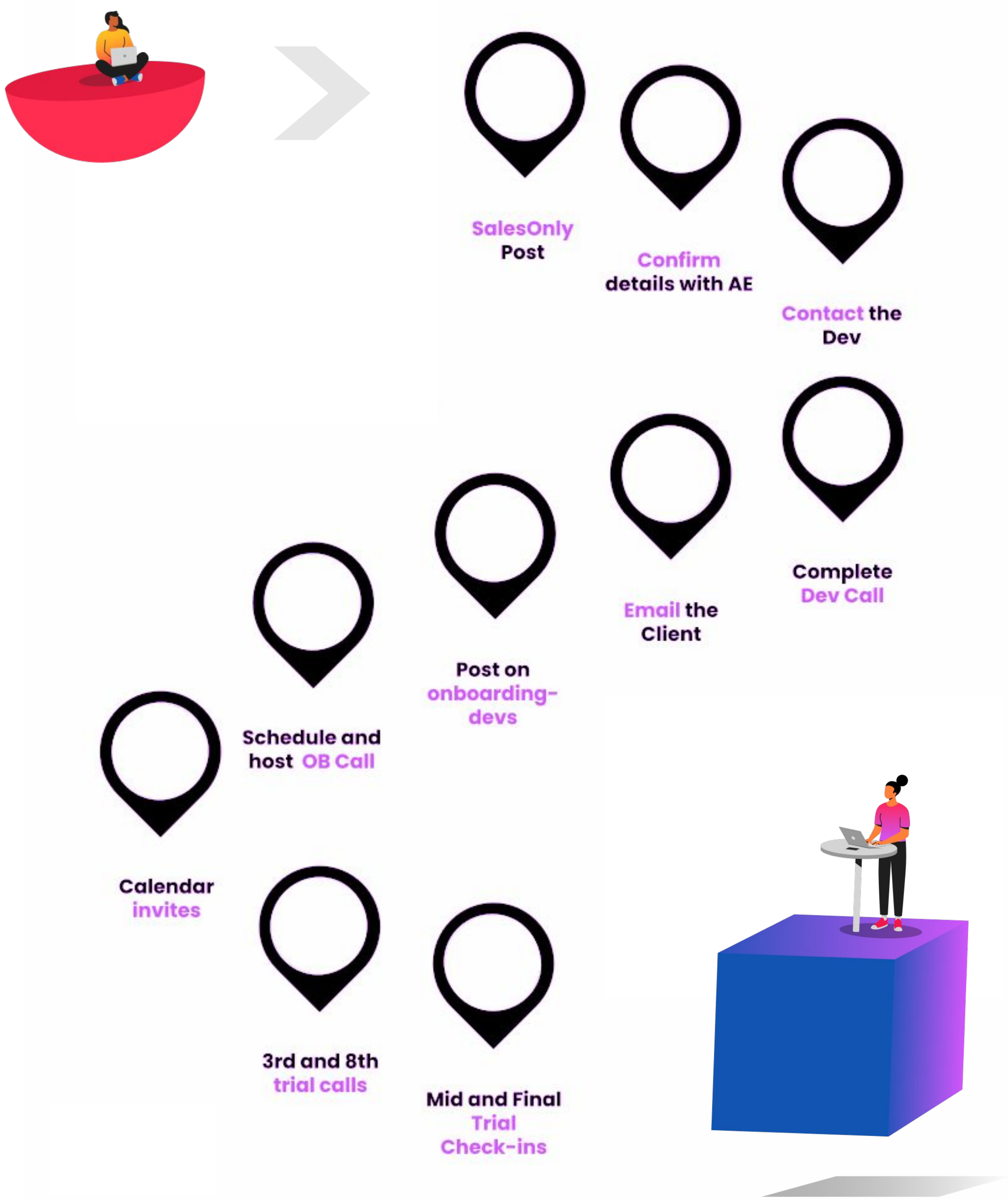
Client Retention

Efficiency & Efficacy

Satisfied Customers

Second to none

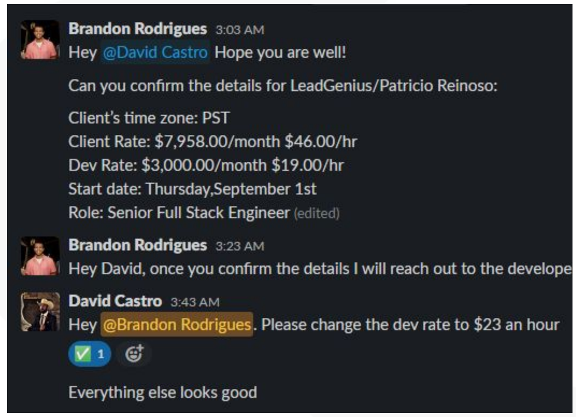
Customer Success Timeline



Customer Success: Developer Confirmation Process

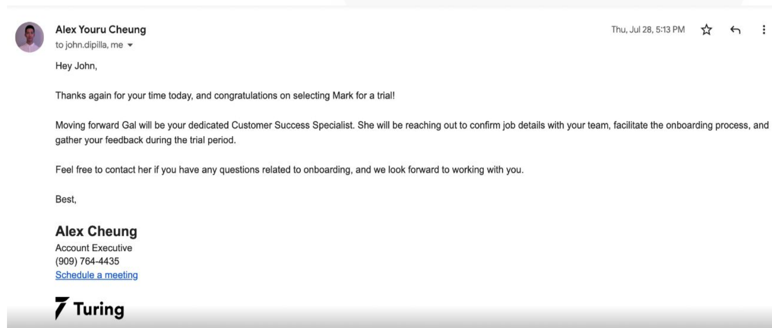
Confirm details with AE:

CS reaches out to the AE to confirm the following details: client's timezone, client's rate, ideal start date, deposit, and credits. Any other detail or question should be ideally sorted at this stage. AE introduces the CS member over an email thread with the client.


Brandon Rodrigues 3:03 AM
Hey @David Castro Hope you are well!
Can you confirm the details for LeadGenius/Patricio Reinoso:
Client's time zone: PST
Client Rate: $7,958.00/month $46.00/hr
Dev Rate: $3,000.00/month $19.00/hr
Start date: Thursday,September 1st
Role: Senior Full Stack Engineer (edited)
Brandon Rodrigues 3:23 AM
Hey David, once you confirm the details I will reach out to the develope
David Castro 3:43 AM
Hey @Brandon Rodrigues. Please change the dev rate to $23 an hour
Everything else looks good

AE's Introductory Email

That's great news ! Time for some additional introductions. Our Customer Success Team takes a more pivotal role from here. They reach out to confirm the commercials with the developer, confirm all of that info with you and your team, facilitate the onboarding process and gather your feedback on how the trial period is going. Tannu Singh heads that team for us and she's assigned to your account. has already reached out to the to schedule a call to go over start dates and pull together the references that you asked for.


Alex Youru Cheung
to john.dipilla, me
Thu, Jul 28, 5:13 PM
Hey John,
Thanks again for your time today, and congratulations on selecting Mark for a trial!
Moving forward Gal will be your dedicated Customer Success Specialist. She will be reaching out to confirm job details with your team, facilitate the onboarding process, and gather your feedback during the trial period.
Feel free to contact her if you have any questions related to onboarding, and we look forward to working with you.
Best,
Alex Cheung
Account Executive
(909) 764-4435
Schedule a meeting
Turing

Contact the Developer:

Congratulations Developer!

This is YOUR NAME from Turing, you have been selected by COMPANY NAME. I will be sending you an email to confirm some details. Also, I have scheduled a call for __. Kindly confirm your availability.

Whatsapp

The Customer Success Specialist informs the developer on Whatsapp and on Email and also schedules a Zoom call with the developer. CS also provides email addresses that would be useful to the developer.

Hi Mohamed! It's Mili from the Customer Success team here at Turing. These are a few email addresses that would be useful for you during the engagement.

Account Executive working with XYZ Company: tyler.simpson@turing.com

Developer Success (HR-IT workspace related): devsuccess@turing.com

Customer Success (My Team): customersuccess@turing.com

My Email: milagros.c@turing.com

Customer Success: Pre-Dev Call

CS Schedules a call immediately after sending the email on the same day, and if it's too late for the dev then schedule early morning the next day.
Zoom Invite Title- "Dev name-Turing Sync"

CS fills in the information from the Matching platform into the CSS Worksheet.

Conduct Pre-Dev talk: During this call, CS aims to build a good rapport with the developer, confirm details, share information about the next steps, and solve their concerns. It's also a great moment to get them excited about this opportunity.

Dev Name/Client Name
Introduce yourselves(CS): Purpose of the call, why they are interested, and go through logistical items of what to expect.

Congratulate them on the job offer and get them excited!
Ask them if they feel excited about moving forward.
Ask them if this is their first Turing Engagement and if so let them know what you are going to cover on the call.

Rate:
Role:
Notice:
Do you have any other offers pending?
Overlap hours: World Time buddy
Start Date:
Orientation call:
Onboarding Date:
Deel Contract and Verification:
Stand Up Hours:

Important Points Discussed on the Pre-dev call:

1. Onboarding call : First day or a day before to discuss: hours of overlap, who their manager is, and trial goals to make sure they are set up for success
2. Orientation call:
   a. Call conducted by developer success team.
   b. Demo about how to use the Turing workspace & standups
3. Deel:
   a. Deel is the platform from where you will be receiving your payments. Payments come from Turing.
   b. You will receive the developer contract from Turing's end . Please get Verified and sign the contract as soon as you have the Deel contract.
4. Communication and code quality:
   a. Focusing on Communicating with the customer - providing updates, quick to respond,code quality,etc.

Customer Success: Initial Client Interaction

Once confirmed by Developer, send the below email to the client

(CC : AE and customersuccess@turing.com)

Email the client / First Client Email Format
Subject: *Details for DEVELOPER NAME*

Hi CLIENT NAME,

We connected with the DEVELOPER NAME, He is very excited to start with COMPANY NAME. Please see the below details for DEVELOPER NAME.

> *Role:*
> *Availability:*
> > *DEVELOPER has a 2-week notice period from receiving his contract*
> > *If we are able to finalize the contract by DATE, he can start full-time on START DATE*
>
> *Discussed Working hours / Overlap: World Time buddy*
> > *He has confirmed PST Overlap as a minimum but seems he can be flexible on this. We can also discuss more on the onboarding call.*
>
> *Onboarding Date:*
> *Rate: CLIENT RATE FROM PACKET LINK/Self Serve Chat*

If all looks good let us know and AE NAME will send over the SOW for signature.

Thanks!
YOUR SIGNATURE

Once the details are confirmed by the client, AE sends the MSA & SOW for signature. AE shares/cc's CSS specialist & customersuccess@turing.com while sending the documentation.

Customer Success: Onboarding Developers Slack Channel

Post on Onboarding developers Channel

Once the contract is created, we can find the SOW in Adobe Sign
Check for the signature on the document.
Once signed, post all the details below on the onboarding-developers channel.

Developer Profile URL : ***Matcher profile link***

Developer Full Name : ***Name from the Matcher Developer link***

Developer Email ID : ***Email from the Matcher Developer link***

Trial Start Date (and Part-Time dates): ***Confirm from SOW***

Company, Manager Name, & Email: ***Information from SOW (Client Name)***

Developer Hours (Fulltime, PT, Fixed Time): ***Information from SOW***

Account Executive: ***Add the Account executive***

Customer's Timezone (PST, EST, etc.): ***Confirm from AE before***

Client Rate and Developer Rate (Hourly, Part-Time, or Full-Time?): ***Take the value from fss-msa-approval Channel***

Deposit Amount: ***Confirm from AE before***

Onboarding Document Link (from AE): ***Add the Onboarding Document***

100 Hours Credit?: ***No (by default) or yes (AE Confirms)***

Technology, Role, and Additional Info: ***Take the role and REQUIRED technology information from the Job profile matcher link.***

Why Posting on Onboarding developers channel is important?
Posting on the onboarding developers notifies the above mentioned teams. Once the post is made, the teams carry out the following responsibilities:

Developer Success Team: The developer success team starts working on creating the developers workspace and generating the developers Turing email ID

Account Executives: AE's start preparing the MSA & SOW in order to send the same to the client. AE's also post on the #fss-msa-approval channel for Revenue officers (Prakash) approval.

Sales Ops: Mahesh & Team work on the developer's contract. Mahesh notifies the CS Specialist and AE once the contract has been sent out.

Finance Team: The Finance team starts working on the clients Billables and information.

Customer Success: Turing Onboarding Client/Developer Preparation

Preparing the Onboarding Document:

When you prepare the onboarding document, CS makes sure to share it with following people(with editing rights):

1. Account Executive email
2. Developers email***
3. Clients email

Link to a completed Onboarding document: Turing Onboarding Document

Scheduling the Onboarding Call

Schedule the onboarding call in the overlapping hours already discussed with the developer on the first day or a day before the start date of the trial.

Create a Google calendar invite (With Zoom or Meet link).Zoom Invite Title- “Tentative Onboarding-Client/Dev”

Send the invite to the client, developer, AE and Tannu Singh (tannu.singh@turing.com)

Attach the message below to the invite-

Sending through this time in case this works for all parties. Please feel free to add any other teammates who you think would be beneficial

Link to Onboarding Document: Turing Onboarding - Client / Developer

CLIENT TEAM: In order to move through our call efficiently, ****please review this document ahead of time**** fill out as much information as possible / and amend it as necessary.

DEVELOPER NAME: This document will detail everything you need to know to get started and hit the ground running. Please review ahead of the onboarding call.

Customer Success: Hosting the Turing Onboarding for the Client/Developer

Hosting the Onboarding call:

CS hosts the onboarding call and collects as much information as possible. Learning more about the clients business, projects, team,etc.

Customer Success: Dev Trial Check-ins

Calendar invites: CS will schedule trial calls on the 3rd and 8th day with the developer and Mid and Final trial check in emails to the client. These are opportunities to work on feedback, issues that may arise and make sure the trial is a success!

3rd Day-Trial (Developer)

Pre call (Prepare before the call)
-Open the onboarding doc (trial expectation, Other key people you'll be interacting with & Meetings scheduled)
-Check workspace (Standups, time tracking in case hourly)
-Next meeting:

Information needed
-Standup:
- OS Session attended:
-Trial expectations:
-Meetings with manager:
-Deel-contract:
-Concern:
-Timetracking: (Only if Dev is hourly)

idclear/Muhammad Saad Riaz Khan 3rd Day Trial Check In, 18th August 2022

-Standup: 50%
-Standup time: 1:30 AM - 4:00 AM
-Timetracking: Yes. (Hourly Billing)
-Onboarding: Yes
-Onboarding Doc: Yes
-Orientation call: Yes
-Trial expectations:
- Gain & confirm access to all relevant idclear systems & accounts- Completed
- Meet with Key Stakeholders & development Team (idclear dependency)- Completed
- Gain an understanding of idclear's business & product objectives- Completed
- Familiarise with idclear Front-End designs, requirements & specifications- Completed
- Familiarise with idclear Front-End codebase & known challenges & issue - Completed
- Familiarise with idclear DevOps (CI/CD/CT) processes & tools- Completed
- Engage with PM & Key Stakeholders in project & sprint planning- Completed

-Working hours: 09:00 AM- 06:00 PM CEST
-Overlapping hours: 09:00 AM- 06:00 PM CEST
-Meetings with manager: Yes. Had several 1-on-1's with his manager (Targ). Never missed a meeting. Daily standup- 9am CET Tech Standup daily-Team standup (Attended all). Standowns-missed one but informed the client about the same
-Deel-contract: Yes
-Concern: No
-Next meeting: 24th August 2022

8th Day-Trial (Developer)

Pre Call (Prepare before the call)
-Standup: Check from Workspace
-Deel agreement:
-Feedback from the client

Information needed
-Trial expectations achieved:
-Hardest part:
-Meetings with manager:
-Did you miss any meeting/call:
-Willing to work in the company:
-Concern:
-Timetracking: (Only if Dev is hourly)

Payrix/ Daniel Peshevski 8th Day Trial Check In, 25th June 2022

-Standup: 89%
-Timetracking: Not required. Fixed Billing.
-Deel agreement: Yes
-Trial expectations achieved:
- Provided 3rd party API (needs to work on the Banking services)-Treasury Prime API
- Working on the Onboarding documentation
- Industry research

-Hardest part: Access to some tools- Will inform Victor on Monday,27th June
-Meetings with manager:
- Had a daily stand up meeting on 23rd June 2022
- New member on the Micro service team
- Orientation with the manager-

-Did you miss any meeting/call:
- No 1-on-1 with Victor.
- Communicates with Victor via Slack.
- Daily standups attended (08:30 AM EST). Not missed a meeting

-Willing to work in the company: Yes
-Concern: No

Customer Success: Dev Trial Emails

Another email can be sent to the client as a reminder:

Hi ,
Hope you are well! I have set up the onboarding call for today, . Kindly confirm on the invitation if that time works for you. If it doesn't, we can shift it to later to your preference. Here's the link to the onboarding document which contains the information we will go through during our call. Please review it and fill out as much as possible / amend it as necessary in order to move through our call efficiently. Feel free to invite any other teammates to the call.

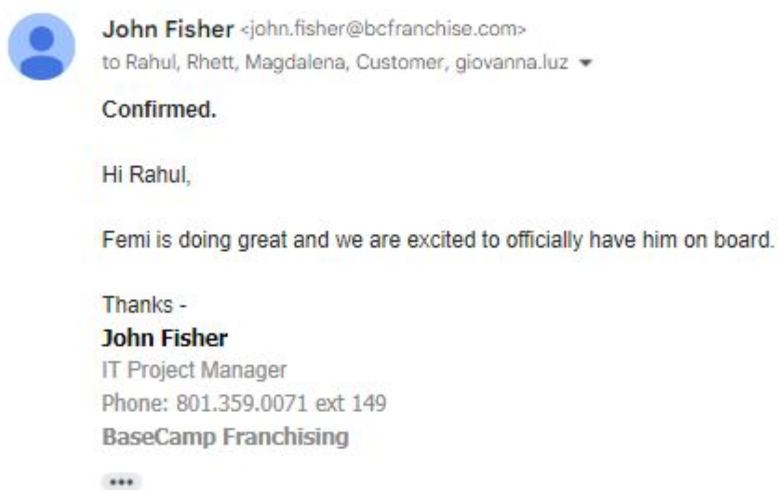
Mid-trial Mail (Client) CC customersuccess@turing.com and AE

Hi ,
It's been about one week since you started working with [ ]. How's everything going so far, do you have any initial feedback for us and the developer?

Final Trial Email (Client) CC Devsuccess@turing.com, customersuccess@turing.com and AE

Hi ,
's trial officially ends today. Please respond "**Confirmed**" to confirm he has passed the trial and you'd like to continue working with him. Also, we would like to have a quick call with you to make sure everything is ok. Please, book a slot on my Calendar, for which here's the link:

End of the Trial Email (Client) CC Devsuccess@turing.com, customersuccess@turing.com and AE



John Fisher <john.fisher@bcfranchise.com>
to Rahul, Rhett, Magdalena, Customer, giovanna.luz

Confirmed.

Hi Rahul,

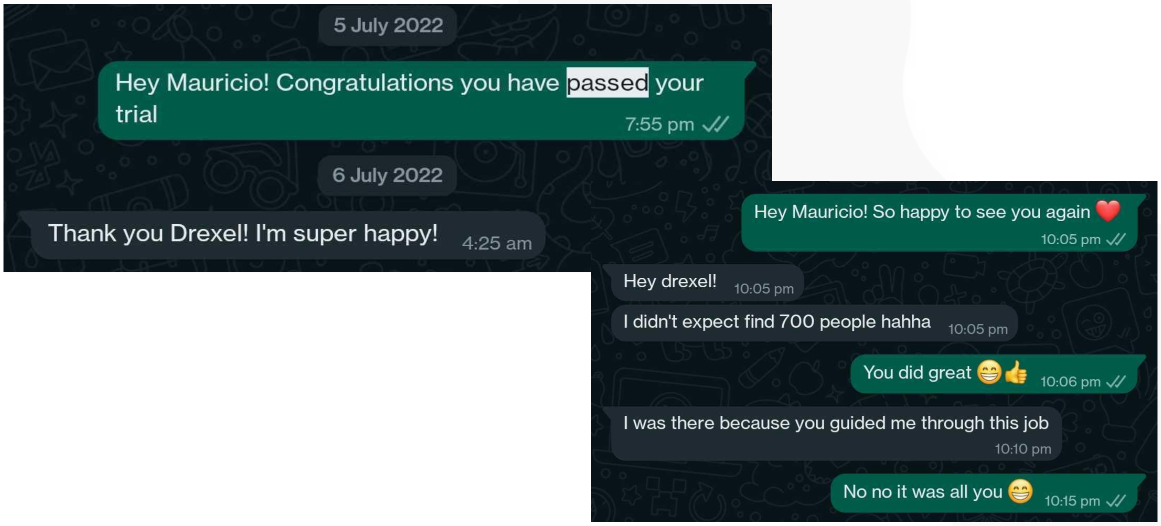
Femi is doing great and we are excited to officially have him on board.

Thanks -
John Fisher
IT Project Manager
Phone: 801.359.0071 ext 149
BaseCamp Franchising

Client Confirmed: The client shares a confirmation and feedback once the developer is confirmed.

Customer Success: Informing the Developer

Informing the developer: The developer is informed about the trial passing via whatspp or call- The best feeling ever!!!!



Informing on #slackchannel: CS Specialist then informs the same on #customersuccess-devsuccess cc: Raj Singh

Developer Failure

If a developer fails a Trial these steps need to be followed:

If the trial fails, AEs must confirm with the client if they would like to interview more candidates.

Failed trial period developers that are not moved to paying customers do not count towards AE sales quotas.

When the customer confirms that they do not consider moving forward with the developer, CSS informs the developer via email or WhatsApp. Then posts the case on the #Offborading-developers channel, gives feedback from the client side, and from CSS itself. They can recommend for a re-match or not. CSS also tags Finance team and Developer Success team on this post.

Developer Backout:

If a developer backsout a Trial these steps need to be followed:

The reason for the developer backing out should be valid

If the reason is genuine then the developer can be moved back to the matching pool or profile can be put on hold accordingly. However, if the reason is not justified then the developer can be removed from Turing

In the case of developer backing out, post on the #developer-backing-out channel and inform the situation. Also, tag the AE.

Team Introductions

Complete the Team Introductions Survey

Pre Sales
Pre-sales is the glue in between our Supply and Demand departments. We're responsible for matching the right candidates to the right job.
But pre-sales does much more:

- We conduct NTE (non-technical evaluation calls) with all vetted candidates
- We schedule interviews between candidates and clients
- We organize hiring and continuous tracking and feedback loop post-hire

Pre-sales is a part of GTM organization here at Turing, alongside Sales, Partnerships and Account Based Marketing.
GTM is headed by Prakash Gupta, the Chief Revenue Officer here at Turing. The FSS Sales Team is lead by Rivers Evans
Enterprise sales team is divided into individual Sales Pods.

Sales Operations
Salesforce has multiple stages.
What we track is successful starts(paying customers), confirm starts(resources chosen), and focused pipeline.

Amber:
Green: Probability of opportunity to be converted (closed)by the end of the month
Converted:
Lost:

> Dates are very important, once you add status as resource chosen, when they are starting, last day of the two week trial, marking it to paying customer.

IT Services
IT Service Desk Portal
Jira Service Desk Portal Quick Guide

Legal
Turing Enterprises - Form of Master Service Agreement

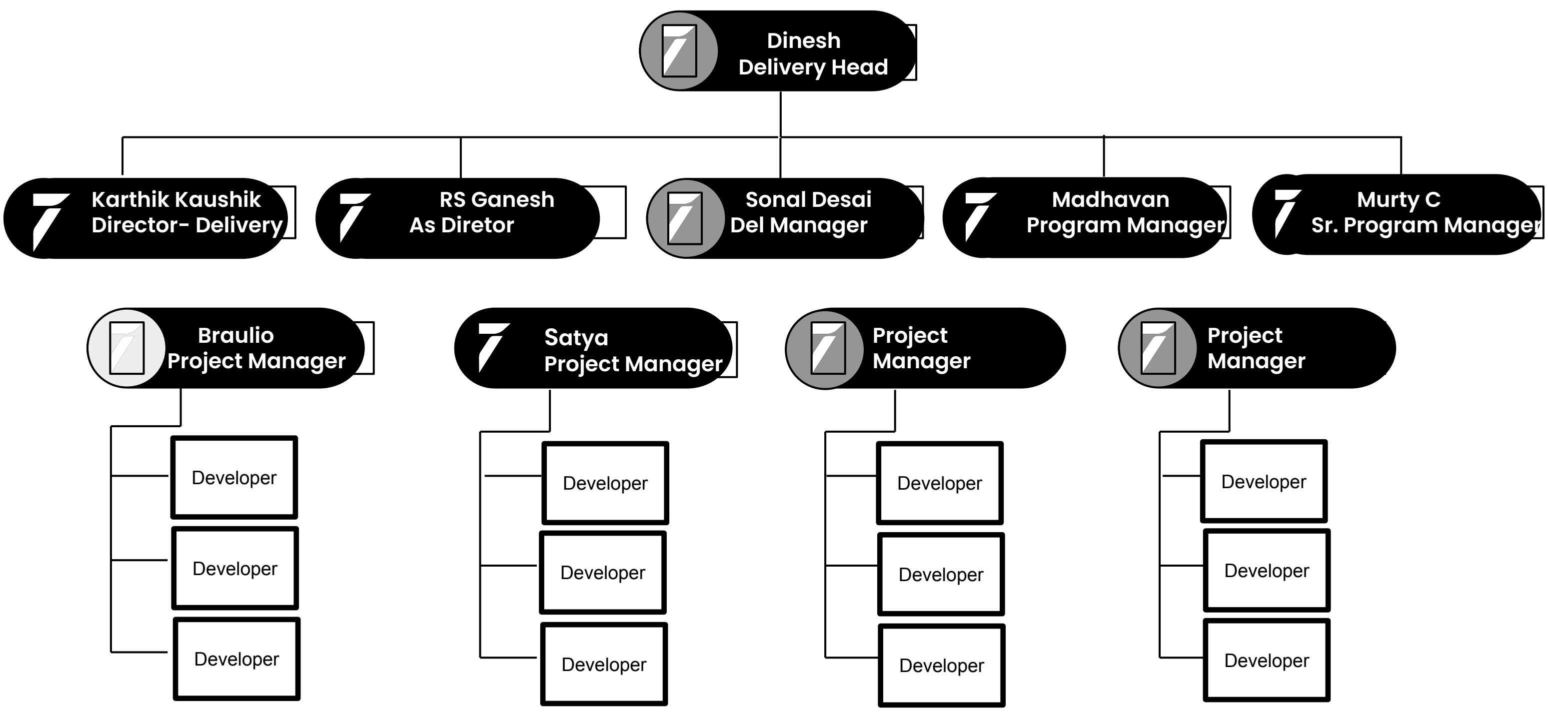
ABM
Turing Polo Order Form

Product

Finance
Video: Role of the Finance team in sales Password: 57^+DK4D

Team Introductions: Teams Delivery

Complete the [Team Introductions Survey]



Team Introductions: Growth Operations

Complete the Team Introductions Survey

The growth team operates multiple campaigns to bring in prospective customers who are hiring developers. The various teams within the Growth function are:.

Email Outreach
The email team sends out Introductory emails to leads who we think might be a High intent lead
These emails have a link inside them that redirects the leads to the Turing website (also called the customer flow), where the lead can book a call.
Depending on the lead's previous email status (Not opened, Opened, Clicked) the email team sends out different kinds of emails. For further details please contact Umang Golchha

Linkedin Outreach
Similar to the email team, the LinkedIn team also sends out connections attached with an introductory message and later on depending on the response sends them a link redirecting them to the customer flow. For further details please contact Samarth Saxena

Contact Sourcing
Contact sourcing team is dedicated to sourcing leads who might be a good customer to us. For further details please contact Abhinav Bhandari Sourabh Sharma

SEM/ Advertising
The team runs ads and SEM campaigns on DV360, Quora, Twitter, Facebook, Bing which again redirect the leads to the customer flow, For further details please contact Niraj Keshri

Sales Development Representative (SDR) Team
The Growth SDR team handles multiple campaigns which include outbound campaigns such as
1) Dropped leads 2) No show 3) Hiring signals 4) Job postings 5) Linkedin Reply and Email operations such as
1) Outbound email reply 2) MQL drops 4) Job applications for further details please contact Aasish Vuyyapu Abhishek Bhandari Chintan K

Growth Operations: SDR Dropped Leads Campaigns

Dropped leads -
Leads who enter the customer flow and drop on any page before booking the call are called dropped leads, If a lead drops off on any page we will only have their entries from their previous page. So dropped leads are categorized into
Page 1 Drop-offs - if Lead is dropping on this page we will have all their captured data from the previous page.(Home page) so we will only have their
Email
IP location

if Lead is dropping on this page we will have all their captured data from the previous page.(Skills Page) so we will only have their
Email
IP location
Skills requirement in developer

if Lead is dropping on this page we will have all their captured data from the previous page.(Customer Info) so we will only have their
Email
IP location
Skills requirement in developer
Company size
Funding info
Hiring Full- time/ Part- time
Company Website
Contact information

Growth Operations:
SDR Outbound, MQL, No Show Campaigns

Outbound Email Reply
Sometimes leads directly reply to our marketing emails instead of clicking on the links and booking calls in the customer flow. These replies are received by the Data Science team, and then only positive responses among them are forwarded to the concerned SDR who later follows up on the reply and books a call for them.

MQL Drops
MQL criteria, leads which do not fulfill our criteria because of their entries in customer info page they are not allowed to book a call on page 3. These leads get an email saying that we don't think we can work with them and if they think we are wrong they can reply to the email.

Linkedin Reply
The Linkedin Outreach team sends linkedin messages to the leads who they think might be interested in our product, some leads among them show interest but later do not book a call using the link we share. Phone numbers are sourced for these Leads, And are forwarded to SDR team after a cooldown period. SDR then reaches out to them and books a call for positive intent leads.

Linkedin Job Recruiter
This is a sub- campaign of the hiring signals campaign where the contact sourcing team makes a list of all the people posting relevant jobs in Linkedin, and after sourcing their phone numbers forwards them to The SDR team.

No Show
All the leads who were previously No Show in a meet are reached out again, but only after a certain cooling period as the AE also might try to reach out to them.

Hiring Signals
The contact sourcing team scrapes data of profiles on linkedin who have written #wearehiring or #hiringdevelopers and sourcing their phone numbers. Post exclusions like 1) relevant company size,>10 2) relevancy of lead title like HR, Talent acquisition, Engineering, IT. The SDR team reaches out to them.

Email Open/Click
The email team runs multiple campaigns like Hiring signals, Job postings, Recently funded etc, These leads are emailed and then periodically followed upon. Depending on the lead status,(Open,Click) And lead relevancy like.1) relevant company size,>10 2) relevancy of lead title like HR, Talent acquisition, Engineering, IT. The DS team sources their Phone numbers and SDRs reach out to them.

Team Introduction Activity: Meet & Greet

There will be scheduled meetings with each of the teams. This is an opportunity to learn more about each team and how we work together.

Please feel free to ask questions during each meeting.

After each meeting, Complete the Survey on each team that you have been introduced to.

1 **Meetings**

Join the scheduled meeting with each team.

2 **Team Survey**

Complete the survey on each team that you have met.

AE Goal Setting

AE Goal Setting: Forecasting

x

Who is Involved:

Turing Executive Team
Sales Leadership
AE

Forecasting Stages:

x

Forecasting Stage 1: Adhoc, Informal

Not well defined, documented, or standardized.
Manual, subjective, and shared verbally.
Indicative of pipeline volume but not which deals will close.
Generally not considered a high business priority.

Forecasting Stage 2: Tracked, Reactive

Manually tracked in spreadsheets
Sporadically updates and requires manual maintenance.
Incorporating CRM categories to track deal status.
Not accurate beyond the next few weeks.

Forecasting Stage 3: Tactical, Defined

Clearly defined and well documented.
Routinely updated, accounting for pipeline shifts.
Partially automated with technology but some aspects are still manual.
Consistently monitored to help teams become more proactive.

Forecasting Stage 4: Strategic, Controlled

Well-defined, documented, and standardized.
Built for high levels of collaboration across revenue teams and leadership.
Predominantly automated through technology.
Flexible, giving revenue teams proactive control as deals evolve.

Forecasting Stage 5: Collaborative, Continually Improving

Automated and optimized with technology across all GTM teams.
Fully collaborative, so everyone on the GTM team is aligned.
Holistic, giving leaders a complete and clear view of revenue performance.
Continuously improving, based on actual, accurate performance data.

Important Aspects of Forecasting:

x

AE Goal Setting: SMART Goals

A goal is an idea of the future or the desired result that a person or a group of people envision, plan, and commit to achieving.

SMART goals are important because they give your goals a required structure. Designing SMART goals ensures that your goals receive the exact energy and focus that is required. It also ensures a defined schedule that enables the AEs to work towards achieving the SMART goal, without any stress.

Video: [Setting Goals]

Who is Involved:

Turing Executive Team
Sales Leadership
AE

Values

Company values need to be actionable and reflect in what Turing does on a day-to-day basis. Consider specific ways to demonstrate these values by setting OKRs with SMART goals.

Objective Key Results (OKR)

Objective (the direction)

- Significant
- Concrete
- Action oriented
- Inspirational
- Clear direction forward

Key Results (what we want to deliver)

- Specific and time bound
- Aggressive yet realistic
- Measurable and verifiable

Important Aspects of SMART Goals:

A SMART goal is a specific, measurable, achievable, and relevant goal that guides towards setting up objectives that really move the needle. What differentiates this goal-setting framework from others is its laser-focused specificity. A SMART goal defines itself and always defines what achieving it means.

SMART Goals Acronym:

S – Strategic/Specific: Make your goals distinct and narrow for more effective planning.
M – Measurable: Define what evidence will be shared to prove progress and reevaluate when necessary.
A – Ambitious/Attainable: The ability to reasonably accomplish the goal within a certain time frame.
R – Realistic/Relevant/Results-oriented: Goals that align with values and long-term objectives.
T – Tangible/Time-based: A realistic, ambitious end-date for task prioritization and motivation.

SMART Goal Questions

To achieve SMART goals, you need to ask yourself smart questions. Make sure that you know exactly what you are getting into, and that you are equipped to achieve it. Leverage the answers to these questions to design your SMART goals.

Questions to ask when designing a specific goal:
By successfully answering these five questions, the goal can be considered a SMART goal.

1. Who will be involved?
2. What is going to be accomplished?
3. What will this goal achieve?
4. When will the goal be achieved?
5. Why is it important to achieve this goal?

Questions to ask when designing a measurable goal:
It is important to quantify your progress and know the numbers. While figuring out your goals is a smart thing indeed, knowing the path towards achieving them is better. You have to quantify your goals and measure your progress periodically. Answer these questions:

1. How many or how much is this goal going to achieve?
2. How can I measure my success/failure to achieving the goal?
3. What measurement will be used to validate achievement of this goal?

Questions to ask when designing an attainable/achievable goal:
Be practical, determine whether or not you are equipped to achieve your SMART goals.
Answer these questions:

1. Do you have the resources to achieve the goal?
2. If not, how can you achieve them?
3. Is it a practical recourse?
4. Does the end outweigh the means?
5. Has this been done before?

Questions to ask when designing a realistic and relevant goal:
SMART goals need to be realistic and relevant, in terms of approach and achievement. The goals need to align with the Turing organization vision. Starting new things and expansion is good, but it needs to be a branch of an already existing vision and not a cumbersome addition.
Answer these questions:

1. Is the SMART goal realistic?
2. Does the goal look relevant?
3. Is it realistically achievable with the current resources and timelines?
4. Can you commit to it?

Questions to ask when designing a time-bound goal:
Have dates in mind; a start date and a finish date. No matter how ambitious your smart goal is, you need to set a realistic timeline for it and allocate resources accordingly. Answer these questions:

1. What is the deadline?
2. Is the deadline realistic?

SMART Goal Worksheet

Initial Goal	Write the goal you have in mind.
S SPECIFIC	What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?
M MEASURABLE	How can you measure progress and know if you've successfully met your goal?
A ACHIEVABLE	Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?
R RELEVANT	Why am I setting this goal now? Is it aligned with overall objectives?
T TIMEBOUND	What's the deadline and is it realistic?
SMART GOAL	Review what you have written, and craft a new goal statement based on what the answers to the question above have revealed.

AE Prospecting

Prospecting: Communication

Preparing for a client engagement calls for thoughtful consideration.

Brainstorm ideas on how you can show the customer what values they'll gain by teaming up with Turing and be sure to maintain an attitude of empathy when interacting with them. Show genuine interest in their field of expertise, as well as their specific goals and consumers, so that you can build a strong rapport.

Devising a plan beforehand that outlines how Turing's solutions are beneficial to them is an important step before initiating contact.

Communication Technique:

- Tone of voice: Your voice is a powerful tool
  - Watch: How to speak so that people want to listen
- Ask questions: Great sales professionals start by asking questions to diagnose the situation.
  - Determine/identify the client's pain to determine severity/priority.
- Listen to what your client is saying
- Keep notes and include your customer's tone words
- Elaborate by digging deeper with the intent to understand
- Repeat Back what you have learned

Best Practices:

- Gain the client's trust by providing insights and establish yourself as an expert.

Some special cases:

Prospecting: Target Lists Overview

Building a target list is one of the most important resources in your prospecting toolkit. Before starting your prospecting efforts, Turing AEs need to understand and identify our Ideal Customer Profile (ICP) and our Buyer Persona.

Ideal Customer Profile (ICP):
A description of the potential client, not the buyer or end user, that is a perfect fit for Turing's solution.

Buyer Persona:
A representation of Turing's ideal customer based on market research and data about our existing customers.

Who is Involved:

AE

Build an effective prospect list by utilizing these steps:

Identify target prospects within your ICP that fil Turing's Buyer Persona.

Find and collect the client's information through LinkedIn.

Utilize Crunchbase and ZoomInfo to gain additional insights on the client.

Create pre-call notes using the template that outline why you are calling this prospect and additional information that may help you on your call.

Turing's Standard Client Requirements Before Matching Developers:

Job Title:
Role Type: *(Choose one: Data Engineering, Data Science, DevOps, Fullstack, Fullstack (Backend-heavy), Fullstack (Frontend-heavy), Machine Learning, Mobile, Web Backend, Web Frontend.*
TOP 1-4 Must-have technologies:
Nice-to-have technologies/skills:
Project Impact: *(Choose one or two: Executing Tasks, Building Features, Owning Projects)*
Project/Work Description:
Engagement Type: *(Choose one: Full time, Part-time, Other)*
Engagement Length: *(Choose one: 3-months, 6-months, 12-months, Long-term, etc)*
Budget & Time zone overlap: *(City & Country or Time Zone)*

Tips & Tricks:

Always take notes on why this prospect fits your ICP/persona.

Note taking supports in a more personalized and impactful call.

Using ZoomInfo to Create Target Lists:

Video: **Zoominfo Training**

User Zoominfo to Salesforce Sync - SOP

ZoomInfo CSV Upload

ZoomInfo Advanced Search Upload

Turing General Client Requirements

Job descriptions (JD) are more generic for full-time employees, but when a client hires a contractor through Turing, the client is usually looking for a specific set of skills.

Gather the must-have and nice-to-have requirements on the call with the client. This way, matching can start putting together a packet right away. This also provides Turing more accurate requirements by asking the client directly. If a client gives a lot of skills, ask them to stack-rank them, and give the 3 most important skills.

When filling this into Salesforce, omit skills like CSS and Javascript, as these are typically basic skills most developers already know.

Dev Title, Quantity and Experience (Years)

Developer Role, # of Dev: Frontend (React) Backend (Node) or Fullstack (React + Node)

Geo Preference, Budget, and Time Overlap

Preferences: Budget Range, City & Country or Time Zone Overlap

Engagement Length & Type

Choose one: 3-months, 6-months, 12-months, Long-term, etc.

Choose one: Full time, Part-time, or Other.

Solutions Dev Will Build & Tech Requirements

Choose one or two: Executing Tasks, Building Features, Owning Projects

Top 1-3 Must/Nice to have technologies

Clarify what the client needs versus nice to have and how many years of experience expected with the technologies. .

Client Requirements: React/Node Developer

When a client comes to us seeking a developer, we will use the **React & Node Fulfillment Survey** in order to get a clear understanding of what they need and want.

The purpose of the survey is to ensure that you understand what the client wants without having to know all the industry-specific language. This will help to create fewer misunderstandings, provide transparency, and improve communication between the Turing teams and the client. This will also lead to more qualified developers for each project and ultimately increase revenue. Purple text highlights new requirements.

Dev Title, Quantity, and Experience (Years)

Dev Role, # of Dev: Frontend (React) Backend (Node) or Fullstack (React + Node)

Geo Preference, Budget, and Time Overlap

Preferences: Budget Range, City & Country or Time Zone Overlap

Engagement Length & Type

Choose one: 3-months, 6-months, 12-months, Long-term, etc.

Choose one: Full time, Part-time, or Other.

Solutions Dev Will Build & Tech Requirements

React &/ Node: Frontend, Backend, Storage/Database

Framework Experience Requirements

Clarify what the client framework needs are versus nice to have: Express, Koa, NestJS, HapiJS, LoopbackJS, or Others

Library Experience Requirements

Clarify what the client library experience needs are versus nice to have.

Building/Modifying API Experience

Clarify what the client framework needs are versus nice to have: Rest, GRPC, GraphQL, or Others.

Flexibility of Requirements

Understand which requirements are non-negotiable versus nice-to-have.

Prospecting: Strategies to Build Pipeline

Expand: Pre-existing Accounts

- Who bought from us in the past and where have they gone.
- Active Accounts: Nurture opps
- Loyalty Accounts
- Referrals in our networks

Re-Engage: Old Opportunities

- Pull reports on lost deals
- Stagnant Opps: Too long of a deal cycle so we closed it or new leader to engage
- Closed/Lost: Especially ones that went with a competitor (see if they like it)

New Plays: For Targeting

- Personalized email templates to provide value
- Connected interest sentiment
- Signals: Buying interest/sales intel

Common Mistakes by AEs

- Not focusing on personal commitment and personal development.
  - Strategy and tactics to get to sales goal.
  - Reflecting on approach and refining for future iterations.
  - Applying coaching/feedback provided by sales leadership.
- Not digging into their own data, not knowing what their stats are on interactions.
  - Understanding the % of their activities and how it will lead to closes.

- Not targeting ideal customer profile.
- Not tailoring the message to key stakeholders.
- Not providing consistent follow-up to identified target audiences.

Prospecting: Client Problems & Needs

In outbound, it can be extremely difficult to get a prospective client onboard with Turing's solution by just pitching the concept. AEs need to discover a problem the client is facing by asking questions and being curious.

Prospective clients may be resistant to change because it introduces uncertainty and risk.

***Who is Involved*:**

***Lead the Prospective Client to*:**

- Recognize the problem.
- Admit the impact to their business.
- Be in agreement that Turing as a solution is necessary and actionable.

***Situations that open prospective client's to buying and accepting the risk of change*:**

- **Pain:** client's have a problem NOW that needs to be solved ASAP.
- **Fear:** client's need to take preventative measures now to avoid a future problem.
- **Gain:** client's want to make themselves feel better or improve perception in their job.

Tips & Tricks

After your opening statement, ask questions to enable you as the AE to:

- Understand the prospective client's current situation.
- Uncover a problem: pain, fear, and/or gain.
- Uncover the impact of the problem.
- Approach a solution with empathy.

5Ws + H for Engagement

- **Who**
- **What**
- **Where**
- **When**
- **Why**
- **How**

Prospecting: Client WIIFM

WIIFM" stands for "What's In It For Me?" When attempting to sell a service or product, it is essential to give potential clients a compelling argument as to why they should select Turing's offering over the competitors. To accomplish this, take the time to get an understanding of what your prospects are truly seeking and use that knowledge when crafting your message.

You must recognize that their interests may differ from those of sales or marketing personnel and make sure you emphasize the advantages provided by utilizing Turing's solutions versus stating their attributes. The true worth lies in how much benefit clients can derive from them.

Focusing on the client's WIIFM lets you deliver material that addresses precisely what they need, detailing all the great rewards they will enjoy through selecting Turing's offerings.

WIIFM Approach

- Translate Turing's features into Benefits
  - Understand the client's 'what' and 'why'
  - Solve the client's problems presented as pain, need, or desires.
- Enhance with visuals and supporting content.
  - Show the client why they should care about Turing.
  - Help them to visualize their desired outcome

To understand the WIIFM, you must do your Research

Company

- Products and services
- Growth
- Earning
- Recent news
- Organizational changes
- Competitors

People

- Key Player Map
- Customer Coach

Client Account Planning & Research

Client Account Planning & Research: Business Overview

[Account Planning Training Deck]

Business Overview

The business overview segment is a place to provide an overview for the account you will focus on. Include key facts about the company, information on their history, and insights about the company that help to understand how Turing can best assist them.

Key Facts

Company Name:
Company Location:
Company Website:
Industry:
Year Founded:
Annual Revenue:
Number of Employees:
Point of Contact (POC) at Company Name:
POC Email Address(s):
POC Phone Number(s):

Company Vision, Mission, and Goals

Company's Vision:
Mission:
Goals:

Company Target Market(s)

By researching the client's industry, competitors, and current market trends, key areas of value will be identified that should be highlighted in the sales pitch.

Buyer personas:
Market size:
Psychographics:
Demographics:
Location:
Political:
Economic:
Social:
Technological:
Recent news
Competitors

Client Account Planning & Research: Key Business Initiatives & Projects

Key Business Initiatives

Knowing what Turing's customers expect allows us to strengthen client connections and ultimately build a bond that rivals the competition. Take the time to consider the key points of your customer's account to gain further insights. Fill out the relevant prompts to get an idea of how their needs should be prioritized.

Products and Services
Growth
Short-Term Priorities (Quarter)

Medium-Term Priorities (Year)

Long-Term Priorities (3-5 Years)

Key Projects

Key projects should be chosen based on criteria such as expected return on investment, potential impact on the company's bottom line, and potential for future growth.

For example, if the key project is a new product launch, AEs can provide insights into the potential market size, target demographic, and competition. This information can be used to craft a compelling value proposition that will resonate with the client and convince them to invest in Turing.

Key Project #1

ASK:

Key Project #2

ASK:

Key Project #3

ASK:

Key Performance Indicators (KPIs)

Insert the metrics that the account is focusing on.

ASK:

Client Account Planning & Research: Customer Relationship Landscape

Customer Relationship Landscape

There may be times when the POC is unknown or existing POCs change. Use this section to narrow down the best person to be speaking with. As your relationship strengthens and grows with this account more people from Turing and the client company will become involved. Take time to map out all stakeholders and the development of that relationship over time.

Customer Interaction History

Always keep your Account's Salesforce information maintained and up to date. Provide notes on your history with this account. The notes should provide context on your initial outreach attempts, project status, and lifecycle stage.

Organizational changes
Turing Champions
Financial Decision Makers/Approvers
Maintain a Key Player Map
Customer Coach

Stakeholders

List all the stakeholders you have or expect to have involved in this relationship from both Turing and client's side. Each person represented should have his or her:

- Name
- Role at the Company
- Preferred Contact Method & Info

Client Account Planning & Research: Ideal Client Profile

Category	Bronze	Silver	Gold	Platinum	Large Enterprise	VC Partnership
Size/ Funding	• Pre-Seed • less than $2M in funding	• Seed • $2M-$9.9M in funding	• Series A B C+ • at least $10M+ -$100M in funding. • *If Series A+, but less than $10mil	• $100M in funding or above	• Public Company	• TBD
Buyers	• CEO / Co-Founder • CTO	• CTO/VP of Engineering • CPO/VP of Product • Director of Engineering	• CTO/VP of Engineering • CPO/VP of Product • Director of Engineering	• CTO/VP of Engineering • CPO/VP of Product • Director of Engineering	• SVP / VP of Engineering • Director of Engineering • Engineering Manager	• Partner • General Partner (at a smaller firm) • Portfolio/ Partnerships/ Community manager (at larger firm) • Talent Acquisition
Influencers	• N/A	• CEO / Co-Founder • VP of Product / Head of Product • Director of Engineering	• CEO / Co-Founder • VP of Product • Director of Product • Software Engineer	• CEO • CTO • CPO • Director of Product • Program Manager • Scrum Master • Software Engineer	• CTO • Procurement / Contingent Workforce	• Existing Portfolio Companies / If VC is an existing investor in Turing
Detractors	• Legal (External) • Finance	• Legal (External) • Finance	• HR Manager • Legal • Finance	• Technical Recruiting • InfoSec Team • Legal • Finance	• Technical Recruiting • InfoSec Team • Legal • Finance	• TBD

Client Account Planning & Research: Customer Products and Revenue

Customer Products and Revenue
Seek to build and maintain a mutually beneficial relationship with the accounts you want to partner with.

Chances are, your (prospective) clients have a laundry list of options, and if you want them to stay with you, you'll need to show them you're more than just a vendor to them. This section should outline how you'll do so.

Include the following information:

White Space Analysis
Illustrate the white space you have for helping your account and how you plan on appealing to that gap.

Sales Performance
What is your revenue from this account (projected if the account is the prospect), and how does each individual product or service you offer contribute to that number?

Margin Performance
What is your profit from this account (projected if the account is the prospect), and how does each individual product or service you offer contribute to that number?

Annual Revenue: Wins and Loses
Include actuals or projections for onboarding costs, upsells, downgrades, price increases, and/or churn rate over time.

Client Account Planning & Research: Account Competitor Analysis

Account Competitor Analysis
Every company worries about its competitors, and if you want to partner closely with your key account, you should care, too.

Based on your research on and conversations with representatives from your account, compile a list of your account's competitors, as well as its comparative strengths and weaknesses.

List your customer's:

Account Competitors
List your account's key competitors.

Competitors' Strengths
List your account's key strengths in comparison to its competition. This can be formatted as a list of strengths that the competition does not have, or as a chart comparing your company's strengths linearly to competitors.

Competitors' Weaknesses
List your account's key weaknesses in comparison to its competition. This can be formatted as a list of weaknesses that the competition does not have, or as a chart comparing your company's strengths linearly to competitors.

Client Account Planning & Research: Buying Process and Selling Points

Buying Process and Selling Points
This section should outline how and why the account chose (or will presumptively choose) you to partner with. Consider where your account is with you at this stage and why it would need you.

The Buyer's Journey
For existing accounts, explain the process of the buyer's journey – the timeline, the lifecycle stages, and where the account is now. For prospects, highlight a projected buyer's journey and the timeline for how you'll get the account from stranger to customer.

Content & Channels
Think about what information your buyers consume – specifically pertaining to your industry and your product – and where they might consume that information.

Evaluation Criteria
What factors does/did your account consider before purchasing, and do you fare in these categories, and what lessons did you learn about your performance in these categories for future sales?

Key Decision Criteria
What factors are the most important for the person or people you sold (or are selling) to? How did you (or how do you expect to) win with your performance in these criteria?

Client Account Planning & Research: Relationship Goals and Strategy

Relationship Goals and Strategy
No matter where you are in your relationship with your account, you should have a clear idea of how you want it to progress – be it acquiring the customer or setting policies in place to upsell or maintain the current arrangement.

Current Relationship Status
What are you to the account at this time? (Potential) Vendor, Preferred Supplier, Planning Partner, Trusted Advisor, etc.

Core Business Partners
Are any other accounts, companies, or customers involved in this relationship, and if so, to what extent?

Relationship Target
What relationship status or lifecycle stage do you want this account to achieve, and by when?
Relationship Progression Strategy
What process will you plan and execute on to progress your account to your desired stage?

Client Account Planning & Research: Sales Opportunities, Targets, and Risks

Sales Opportunities, Targets, and Risks
In this section, list out the products/services that will help your account attain its goals, alongside revenue goals/projections and any blockers or potential objections.

Products & Services
List the products(s) and service(s) you intend to sell or have sold to this account. Include each line item's price point, quantity, and how long each will last for the customer before renewal/reorder.

[Time Period] Revenue Goals
For the time period of your choosing, what are your revenue goals for this account?

Cross-sell & Upsell Opportunities
Outside of previously listed opportunities, what can or will you pitch as a cross-sell or upsell opportunity as your relationship with the account strengthens over time?

Risks, Barriers, Limitations, and Operational Restrictions
What issues lie in the way of selling, cross-selling, or upselling your account on any of the above mentioned line items? Address how you will counter them – if possible.

Client Account Planning & Research: Action Plan

Action Plan
All of the previous content should lead up to this section. Outline what steps your company will take to secure this account's business for the long term. Specifically, this section should address the following areas:

Top Five Objectives
What are the five predominant deliverables and expectations from this initiative. It can be revenue, a contract length, and order size, a timeline, or anything else you determine to be of the utmost importance.

Map Critical Resources
List the resources available to your team for this project. Examples include your ABM Software, customer retention manuals, how to sell documentation, communication methods for the team, the account's company website, and more.

Assign Tasks and Key Stakeholders
Using the DACI framework, outlines who is responsible for contributing to this project and what role each person has. Specifically, highlights who the driver of the project is, any approvers of specific parts of the project, contributors who handle deliverables, and those who need to remain informed. There is a DACI framework template attached below.

Account Planning (AP) SGL Activity

Each quarter, during the last two weeks of quarter close, AEs will choose 4-8 top accounts to farm at least 1-2 jobs. AEs will reach out to current Turing Teams clients and upsell more developers. AEs will provide an account plan strategy for farmed jobs opened and closed.

AEs will conduct quarterly kick-off calls with each client the AE is targeting for farmed jobs. Each new sales call should set the expectation check-ins and position Turing to help with Teams or open multiple jobs at once to fill (rather than just one). Ultimately, the goal is to get more than one job open/new qualified lead.

Sales teams will discuss farmed jobs progress and updates in weekly Sales syncs. Platinum AEs will join FSS calls to speak about how they approach farming jobs.

Please feel free to ask questions and reach out for support from your leadership team or other teams, to hit your farming goal.

Complete the SE Activity Survey

1. **Personal Goal**

   List 4-8 accounts that you will farm to reach this goal.

2. **AP in Salesforce**

   Use the Account Growth Strategy section in SF to share what your specific approach/strategy to grow the account.

3. **Kickoff Meetings**

   Identify & Schedule calls with your POCs to kick off Quarter planning.

4. **Marketing Collateral**

   Identify the marketing materials for your Quarter kick-off call with your clients. Collateral Intake Form

Client Account Planning & Research: Quarterly Business Reviews (QBR)

QBRs are a great way to evaluate our existing customer partnerships and identify areas that need improvement. Plus, they can take a comprehensive stance by delivering helpful advice and presenting innovative solutions such as Teams and Cloud.

- Reach out about open jobs - pre-sales and engineering help needed (see #9 on triggers)
  - If there are open jobs on a company's LinkedIn or website, and they are ones we can pretty easily find developers for, send over some example profiles to the client. If main POC is not the hiring manager, ask them to forward to the hiring manager for the job.
  - Matching team can help us put together these demo packets.
- Continue positioning Turing as a solution for full teams on new sales calls, and on check in calls with current clients.
  - Consistent client check ins - Email the client at least once/quarter to check in.
    - Can just be a friendly check in saying we were thinking of them, or that we read something interesting about their company.
  - AE join all Interviews and Customer Success client check in calls, including:
    - Collect feedback about all interviews live and get clear next steps.
    - Trial last day to check in and upsell
    - Monthly check ins to get feedback and new job opportunities
  - Leverage our developers to get insight within a company about hiring, other engineering teams, etc. to approach the accounts based on the intel.
- Ask main POCs for an introduction to another engineering stakeholder at the company. Research specific contacts to be introduced to.
- Gifting campaign follow up - marketing support needed, and finance approval
  - Q1, "Happy New Year" gifting to gold and silver clients that have/have had 3+ hires with Turing.
  - Follow up when gifts should have arrived to clients. Ask main POCs if there are other engineering leaders at the company we can send a gift to.
- Have matching prioritize jobs that have more than 1 job open with us.
- Email campaign - Send to all clients that currently have, or have had in the past, one job with us.
- Sales signal triggers- Build out notification system where AEs are notified, for all their accounts, when new jobs are posted across the web, companies fundraise, headcount changes. AEs are notified automatically of buying signals and know when to reach out.
  - Each AE sets up buying signal triggers in ZoomInfo, such as getting notifications when a company raises money or changes headcount.
- Outreach automated tasks to automatically let AEs know when it's time to reach back out to an account. For example, if account is in paying customer for 30 days, tasks is triggered for AE to reach out. Sales ops support needed as Outreach is not fully integrated with Salesforce yet.
- More teams specific leads - Try and get more leads on our calendars that are coming to us specifically for teams.

Prospecting: Pre-Call Prep Template

Basic information

Established:
Location:
Industry:
Employees:
Funding:

What does the company do?

What does the POCs day to day look like?

What metrics is the POC in charge of?

What does their engineering team structure look like?

What drives their revenue and growth?

Triggers (milestone announcements, industry / market related news / insights)

Discovery Questions
(Can you tell me, explain, describe, help me understand etc.)
Qualify first if there are red flags (remote contract hires, geo pref, duration, overlap etc.)

Key initiatives (short / long term business impact)

Key obstacles (short / long term business impact)

Current solution (what is it, what works / doesn't work)

Solutions explored (likes / dislikes)

Onboarding (when, stakeholders, and process?)

Why (open-ended, tailored questions based on client response)

Pain points summary

Value proposition summary

Next Steps
Opportunity Details

Job Title:
    Interested resumes: n/a
Tech stack / yrs (must-have):
Tech stack / yrs (nice-to-have):
Project Impact:
Description:
Duration:
Time zone:
Budget:

Prospecting: Impact of Client Pain Points

Solving an uncovered pain point is challenging without having a longer conversation. It is hard for AEs to be empathetic to something that is unknown.

AEs should get the prospective client talking by asking open-ended questions and pausing to listening. This is the suggested approach AEs should use to learn and understand before providing Turing's solution with empathy.

Curiosity is fueled by open-ended questions. AEs can leverage open-ended questions to lead the prospective client to explain their situation, pain, or goal.

***Who is Involved*:**

Basic Procedures:

Tips & Tricks

After your opening statement, ask questions to enable you as the AE to:

- Understand the prospective client's current situation.
- Uncover a problem: pain, fear, and/or gain.
- Uncover the impact of the problem.
- Approach a solution with empathy.

5Ws + H for Engagement

- **Who**
- **What**
- **Where**
- **When**
- **Why**
- **How**

Prospecting: Turing’s Value

Leads come in through various

***Who is Involved*:**

Basic Procedures:

Some special cases:

TURING

Prospecting: Prospect Objections

Leads come in through various

***Who is Involved*:**

Basic Procedures:

Tips & Tricks

Listen, understand, and overcome the objection when possible by distinguishing the difference between a

Keep track of the most heard objections and the way you have successfully handled them.

In your follow up email, re

Prospecting: Advance the Sales Process

Leads come in through various

***Who is Involved*:**

Basic Procedures:

Some special cases:

TURING

Prospecting: Calls, Emails, and Voicemail

Leads come in through various

***Who is Involved*:**

Basic Procedures:

Some special cases:

TURING

Prospecting Pre-Call Prep Template

Opening:
Hey is this x? This is *insert* from Turing, do you have a moment?

Thanks for taking my call, do you have a moment? I promise I'll be brief.

We've never met but I'm familiar with your company through x and was hoping you could help me out for a moment?

X suggested I give you a ring, may I briefly explain the reason for my call?

You weren't expecting my call, but do you have 2 minutes to hear why I'm calling?

Problem:
Thanks. We work with engineering leaders in over 300+ companies like Dell and Rivian to scale their engineering needs. Prior to working with us they said

There's no transparency of the quality of developers they're hiring

It takes an average of 42 days to hire senior developers

It took an average of 6 months for developers to ramp up

They were overpaying for US talents due to competition

- Is that something you're running into?

Provoke:
With your recent funding -
I see you have multiple roles open -

How are you ensuring you're hiring the right candidates?

How are you addressing bottlenecks created by these hiring delays?

How are you ramping up talent to ensure your initiatives are met every quarter?

How are you competing with companies during this talent shortage?

Close:
I know I promised I'd be brief, would you be open to seeing a different approach on how Turing [solve problem] say next week x time?

Confirm email invite, purposely spell it wrong

Ask if they need anything prior to the meeting

Prospecting: Events

Preparation: We need to be looking further out to make sure that we give ourselves enough time to actually prep for these events.
Ideal Ratio: How should we split current clients vs potential clients at these events?
Accountability/Mindset: AE's don't have to be present to benefit from the events. Setting the bar that it is expected for effort to be placed into getting people to these events has to be part of our culture going forward. Leaving attendance strictly up to ABM team is unacceptable.

Prospecting: Inactive Clients

1. The following leads can stay in Nurture:
    a. Bronze: Not Applicable
    b. Silver: 3 months
    c. Gold: 6 months
2. Have Team leads go through these accounts and assign them to relevant AE's.
3. If the present account owner still works for Turing, determine if an introduction to the new AE makes sense.
    a. Should this be a manual process by the preexisting AE or should we automate these messages to "come from the preexisting AE?
4. If the present account owner doesn't work for Turing, Mahesh's team to confirm the corporate signatory by end of next week.
    a. Promotion email to go to these clients "From Jonathan."
    b. Marketing to have these formatted and ready to go by end of next week. (This is the same 100 credit hour promotion we're already doing. We just need it rebranded.)
5. Get Aditya Balaji to Run Sales Nav searches for all Buy Personas within these clients and get this info in front of David No's team for future Event Invitations. This can be done over the course of a month or so.
6. When Nurture becomes active
    a. Once we identify the buying signals that we're looking for to begin marketing to a company, we need to have processes in place where Sales Ops can monitor our Accounts and leads for these triggers.
    b. Jobs focused on individual technologies ie Java Dev, Python Dev etc are the roles we fill at a higher clip than others. We should use Closefactor/Sales Ops to monitor for when our clients post these specific jobs and go hard after these.

Prospecting: Salesforce Process

Leads come in through various

***Who is Involved*:**

Basic Procedures:

Some special cases:

TURING

Prospecting: Cold Calling Opening Statements

With AEs are ready to start outreach, there needs to be an outlined approach on what to do once the client responds or answers the phone. The AE introduction and opening statement should be brief but provide enough information to spark curiosity within the prospective client.

***Who is Involved*:**

AE

***Important Aspects of the Introduction*:**

Prospective client's name
AEs First and last name
AEs company (Turing)
Permission to continue

Important Aspects of the Opening Statements:

Reason for the call, specific to the prospective client based on the notes taken prior to initiating the call.
Similar companies/personas related to the prospect that value Turing's solution.
The value Turing has provided to other companies with specific and quantifiable information.
Open-ended questions about the current state of the prospective client's projects/jobs/initiatives.

***Tips & Tricks*:**

Do not try to sell the Turing solution just yet.
The goal at this stage is to get the prospective client to buy-in for the next minute.
Focus on your delivery, your pitch, pace, tone, and volume.

Prospecting:
Introduction & Opening Statement Example

AE (Introduction):
Hi [insert client name], this is [insert your name] I am an Account Executive from Turing.

Insert one:

Thanks for taking my call, do you have a moment?

We've never met but I'm familiar with your company through [insert name] and was hoping you could help me out for a moment?

[insert name] suggested I give you a ring, may I briefly explain the reason for my call?

You weren't expecting my call, but do you have 2 minutes to hear why I'm calling?

Prospect Client:
Yes/Engaged:

No/Disengaged:

AE (Opening Statement):
The reason for the call, [insert client name], is I've been working with other [insert client role] at companies like [insert current Turing client companies from came industry as prospective client].
They trust Turing with their developer hiring needs that have resulted in [insert quantifiable metrics and Turing value propositions]. We may be able to replicate this for you. Would you be interested in scheduling a call and learning more about Turing?

Prospect Client:
Yes/Engaged:

Fantastic, before we set up the call, would you be willing give me a few more minutes so I can learn more about your company before I showcase Turing's offerings?

Insert one:

What does your current developer hiring process look like?

No/Disengaged:

Prospecting:
First Email

Persona	Sales Leadership
Intro	Hey {{first_name}}, Are you looking to use remote developers today? I saw that you are {{title}} at {{account}}, so I wanted to share the returns other {{title}}s are seeing now that they've started using Outreach for their sales teams:
Value Prop	• XX • XX • XX
Call to Action	Can we connect in the next week or so to outline the ways you could realize similar results? I have availability on {{weekdays_from_now2}} morning or {{weekdays_from_now3}} afternoon.
Sign off	Thanks, {{sender.first_name}}

Prospecting: Cold Call and Voicemail

Cold Call
Hi is this [name]? This is [AE name] from Turing, you weren't expecting my call, but do you have a moment to hear why I'm calling?

> Great, I promise I'll be brief. Reason I'm calling is because engineering leaders like Dell and Rivian had trouble finding qualified resources at scale prior to working with us. Curious, how are you hiring now to meet your initiatives in 2022?
> Qualify minimum requirements + handle objection
> I know I promised I'd be brief, would you be open to seeing a different approach on how Turing [solve problem] say next week x time?

Voicemail
Hey [name], this is [AE name] calling from Turing, I sent you an email about our company scaling engineering capacities for companies like [relevant logo], and I'm curious if you're interested in exploring our solutions to help support some of your initiatives in 2022. If you're interested, I can be reached at 909-764-4435, or you can respond to my email. Thank you for your time and have a great day!

Sales Prospecting

Bronze Buyer Personas

Turing Prospecting: CEO/Co-Founder Buyer Persona

Category	Bronze
Goals	• Identify and sell early adopters of their product MVP • Recruit the initial team, typically from personal network • Raise funding
Psychology	• Energetic, motivated, committed to their vision • Face significant financial stressors
Day in the Life	• De-facto product owner, spends time with customers to better inform product direction • Networking with investors; spends time selling and marketing product to attract both customers and new talent • May already be following agile development practices depending on background
Purchasing	• Have little room for costly mistakes and limited time to make decisions therefore they rely on trusted sources and personal network to help make decisions • No time to conduct thorough vendor evaluation • Highly cost conscious
Challenges	• Need senior level, FTE but often cannot afford top dollar talent • Grapple with balancing need for talent with potential to grow into more senior role vs. senior talent willing to roll up sleeves • Typically do not have expertise of a CTO or CPO to fully understand blind spots in building an engineering or product team • Need to fund raise and show product traction to help enable fund raising
Benefits	• Time and cost savings, so they can spend less time interviewing and recruiting candidates and more time fundraising, networking, and finding product-market fit • Faster time to ship product
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: CTO Buyer Persona

Category	Bronze
Goals	• Build a shippable product, create feedback loop for iteration • Prioritize speed of development and feedback over technical debt • Recruit first set of engineers
Psychology	• Low risk tolerance for engineering talent • Under-performing engineers cause additional work for CTO/VP of Eng to code-review • Easier to write code themselves than to manage an underperforming individual contributor • Comfortable with remote talent, they just need good resources •Had bad experience with English fluency with foreign developers previously, so wary about doing it again
Day in the Life	• Interacting with customers and aligning with CEO on product vision • Managing agile backlog • Writing user stories, acceptance criteria, and running a light agile process • Reviewing code from other team members, spending 60%+ time developing • Recruiting from personal network
Purchasing	• (Same as CEO/Co-Founder) • Have little room for costly mistakes and limited time to make decisions therefore they rely on trusted sources and personal network to help make decisions • No time to conduct thorough vendor evaluation • Highly cost conscious
Challenges	• Strong desire to maintain control of code database, strong aversion to having to rewrite code • Struggle with making trade-offs of taking dev shortcuts to ship code faster, but accept prioritizing speed even though it may create greater tech debt • Not enough time; because of this little documentation exists while still formulating technical architecture • Need to deliver clear vision on prioritization of features to CEO
Benefits	• Faster time to ship product and focus on product vision given less time spent recruiting
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Sales Prospecting

Silver Buyer Personas

Turing Prospecting: CEO/Co-Founder Buyer Persona

Category	Silver
Goals	• Recruit and round out first exec team • Fund raising • Manage expectations of current investors and board • Revenue growth; minimize burn rate
Psychology	• Energetic, motivated, committed to their vision • Face significant financial stressors
Day in the Life	• No longer primary product manager, but still heavily involved in product strategy, direction, and prioritization • Spend significant time on investor relations, recruiting exec team, leading functions where they have not yet hired leaders • Strategic projects • Building company culture
Purchasing	• Rely on team to run a vendor evaluation, personal network, or reputable brand names • Crave case studies and other social proof from similar companies • Cost conscious given mandate to manage burn rate, prefer solution to solve today's problem vs. more expensive long term solution
Challenges	• Fundraising and exec recruiting • Prioritizing investments given limited resources • Creating org structure and processes • Implementing quarterly planning or OKR process
Benefits	• Faster time to ship product given less time engineering team spends interviewing and recruiting candidates • Fewer dollars spent on overhead costs related to FTE
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: CTO/ VP of Engineering Buyer Persona

Category	Silver
Goals	• Rebuild the product to make it stable, easier to iterate upon • Add QA into dev process • Build processes, systems, and structure to support scale • Recruit, hire, and retain a great technical team
Psychology	• If they do not embrace remote culture, likely opposed to moving toward distributed talent given impact it may have on culture, productivity, and accountability • Express concerns about IP / data protections and securing their remote environment • If they have Deel, Oyster, or another Employer-of-Record Service, they are more inclined to convert the talent to FTE • Had bad experience with English fluency with foreign developers previously, so wary about doing it again
Day in the Life	• Work with exec leadership to ensure tech can support the commercial and internal needs of business (team, tech stack, resources, capacity et al) • Work with Product to develop roadmap and processes to improve predictability of development process • Interviewing candidates, working with HR on hiring planning • Balancing trade-offs tech debt, new feature development, and maintenance of code database • Removing impediments to development and developer productivity
Purchasing	• Rely on trusted sources and personal network to help make decisions, will also consider reputable brand names • Crave case studies and other social proof from similar companies • Assessing quality of engineering talent is important to understand potential business impact (eg poor hiring will slow our team down) • Desire to interview engineering talent to evaluate or need to feel very secure in vendor's ability to deliver quality in absence of interviews
Challenges	• Hiring, on-boarding, and retaining engineering talent • Alignment of team structure to meet business needs, capacity and resource planning • Motivation, productivity, and creating career pathing to retain talent • Balancing resources for new feature development vs. maintenance
Benefits	• Faster time to ship product and focus on product vision given less time spent recruiting • Staggered on-boarding and more time for thoughtful, proactive resource/capacity planning • Ability to offload maintenance work to lower-cost engineers as a strategy to help retain higher cost, more skilled engineers
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: CPO/ VP of Product Buyer Persona

Category	Silver
Goals	• Improve overall product management processes (eg focus on implementing product operations best practices) • Increasing visibility into trade-offs and outcomes to cross-functional stakeholders • Prioritization of customer-focused feature development and balancing this with tech debt and maintenance
Psychology	• Typically not a budget holder, low tolerance for risk • May be an early adopter of tech that improves ops, but often has a set of tools they've used in the past that they're most comfortable with • Frequently feels pressure to move faster and increase productivity
Day in the Life	• Aligns teams on agile development processes • Likely at odds with CTO on process improvements • Meets with product managers to drive progress, review prioritization, and understand blockers • Roadmap sometimes gets derailed by sales committing to upcoming features to close sales • Feels the pain of slow development process or under-performing engineers
Purchasing	• Need social proof from peers or case studies from other PMs on how they integrated remote developers into their process • Averse to complex solutions, needs assurance that solution will meet needs
Challenges	• Engineer productivity, capacity, and velocity • Poor quarterly planning processes which lead to misaligned priorities across the org • Frequent shifts in directional focus from exec leadership can cause productivity dips and impact team morale • Predicting release dates for product features • Lack of established QA process which lead to buggy deployments and reduction in team velocity • Hiring and retaining product talent
Benefits	• Velocity – additional development capacity that can begin contributing relatively quickly and help accelerate development
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Director of Product Buyer Persona

Category	Silver
Goals	• Improve overall product management processes (eg focus on implementing product operations best practices) • Increasing visibility into trade-offs and outcomes to cross-functional stakeholders • Prioritization of customer-focused feature development and balancing this with tech debt and maintenance
Psychology	• Typically not a budget holder, low tolerance for risk • May be an early adopter of tech that improves ops, but often has a set of tools they've used in the past that they're most comfortable with • Frequently feels pressure to move faster and increase productivity
Day in the Life	• Aligns teams on agile development processes • Likely at odds with CTO on process improvements • Meets with product managers to drive progress, review prioritization, and understand blockers • Roadmap sometimes gets derailed by sales committing to upcoming features to close sales • Feels the pain of slow development process or under-performing engineers
Purchasing	• Need social proof from peers or case studies from other PMs on how they integrated remote developers into their process • Averse to complex solutions, needs assurance that solution will meet needs
Challenges	• Engineer productivity, capacity, and velocity • Poor quarterly planning processes which lead to misaligned priorities across the org • Frequent shifts in directional focus from exec leadership can cause productivity dips and impact team morale • Predicting release dates for product features • Lack of established QA process which lead to buggy deployments and reduction in team velocity • Hiring and retaining product talent
Benefits	• Velocity – additional development capacity that can begin contributing relatively quickly and help accelerate development
Buying Signals	•Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Software Engineer Buyer Persona

Category	Silver
Goals	• Complete assigned stories • Have stories pass code review and merged into production • Accomplish this in a timely fashion with minimal rework
Psychology	• Not a decision maker • Do not want engineers hired to the team that under-perform and produce code that requires significant rework as it inhibits their personal velocity • Continuous learning mindset
Day in the Life	• Reviews agile development board for new stories assigned to them • Work through requirements and commit changes • Submit changes for code review and code review peer's work • Sprint stand-ups, retrospectives, sprint demos and kick-offs
Purchasing	• May be uncomfortable with remote engineering due to quality or communication • May feel threatened by remote engineering and object or look to block internally • May see remote engineering as growth opportunity if it presents them with an opportunity for leadership experience
Challenges	• Time and overall development productivity as a result remote and/or junior talent on team • Impact on team culture going distributed
Benefits	• Learning from another engineer • Growth opportunities to mentor junior talent or step up to team lead
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: HR Manager Buyer Persona

Category	Silver
Goals	• Recruit and hire candidates for open positions • Competitive compensation • Successful onboarding
Psychology	• Likely conservative, stick to tried and true systems and methods • Cost conscious given limited budget and need to justify additional budget on new tools and technology • Believe working with any vendor is a risk, will use first 30/60/90 days to evaluate vendor just the same as they would an FTE • Typically has a strong preference for on-site, local FTE unless they embrace remote culture
Day in the Life	• Manage candidate hiring lifecycle across the company • Manage employee benefit programs, competitive compensation, on-boarding, and employee engagement
Purchasing	• Not a decision maker (may be an influencer) • Concern with how staff augmentation will impact team morale, future hiring, employee engagement, and on-boarding
Challenges	• Capacity; at this size HR is likely under-resourced • More open roles to fill than they can reasonably source internally • Unclear prioritization on filling roles (eg every role seems to be a priority to fill)
Benefits	• Saves time; can spend more time hiring for higher prioritized roles and less time on-boarding new employees • Less pressure from engineering to fill open roles
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Legal Buyer Persona

Category	Silver
Goals	• Manage and minimize legal exposure of the company • Minimize cost of legal services
Psychology	• Conservative, risk averse
Day in the Life	• Review legal documents and contracts • Research issues of corporate governance and advise exec leadership • Determine when to leverage outside counsel
Purchasing	• Primarily concerned with: • Intellectual property protections • Liability exposure working with vendor • Infringement indemnity and dispute resolution
Challenges	• High number of contract revisions and redlines limit time and resources they have available to other important legal needs of the business
Benefits	• None
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Sales Prospecting

Gold Buyer Personas

Turing Prospecting: CEO/Co-Founder Buyer Persona

Category	Gold
Goals	• Recruit and round out first exec team • Fund raising • Manage expectations of current investors and board • Revenue growth; minimize burn rate
Psychology	• Energetic, motivated, committed to their vision • Being financially conservative with potential recession
Day in the Life	• No longer primary product manager, but still heavily involved in product strategy, direction, and prioritization • Spend significant time on investor relations, recruiting exec team, leading functions where they have not yet hired leaders • Strategic projects • Building company culture
Purchasing	• Rely on team to run a vendor evaluation, personal network, or reputable brand names • Crave case studies and other social proof from similar companies • Cost conscious given mandate to manage burn rate
Challenges	• Fundraising and exec recruiting • Creating org structure and processes • Running quarterly planning or OKR process • Finding way to hire the best talent quickly that will work well for the team.
Benefits	• Faster time to ship product given less time engineering team spends interviewing and recruiting candidates • Fewer dollars spent on overhead costs related to FTE
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: CTO/ VP of Engineering Buyer Persona

Category	Gold
Goals	• Rebuild the product to make it stable, easier to iterate upon • Add QA into dev process • Build processes, systems, and structure to support scale • Recruit, hire, and retain a great technical team
Psychology	• Typically has a strong preference for US-Based talent, unless they embrace remote culture • If they do not embrace remote culture, likely hesitant to moving toward distributed talent given impact it may have on culture, productivity, and accountability • Worried about not having full time zone overlap • There is a difference in perception between FTE and contractor where contractors aren't as good or as dedicated to the team/project as a FTE would be. Don't want "second class citizens" aka contractors due to morale • Express concerns about IP / data protections and securing their remote environment • If they have Deel, Oyster, or another Employer-of-Record Service, they are more inclined to convert the talent to FTE • Had bad experience with English fluency with foreign developers previously, so wary about doing it again
Day in the Life	• Work with exec leadership to ensure tech can support the commercial and internal needs of business (team, tech stack, resources, capacity et al) • Work with Product to develop roadmap and processes to improve predictability of development process • Interviewing candidates (final interview round), working with HR on hiring planning • Balancing trade-offs tech debt, new feature development, and maintenance of code database • Removing impediments to development and developer productivity • Overseeing multiple development teams
Purchasing	• Rely on trusted sources and personal network to help make decisions, will also consider reputable brand names • Crave case studies and other social proof from similar companies • Assessing quality of engineering talent is important to understand potential business impact (eg poor hiring will slow our team down) • May have initial sales call, and final interview round with dev, but leaves most of process and decision to their leadership
Challenges	• Hiring, on-boarding, and retaining engineering talent • Alignment of team structure to meet business needs, capacity and resource planning • Balancing resources for new feature development vs. maintenance • Finding enough developers, and high quality developers • Okay theoretically with foreign talent, but worried about English and team communication
Benefits	• Faster time to ship product and focus on product vision given less time spent recruiting • Staggered on-boarding and more time for thoughtful, proactive resource/capacity planning • Ability to offload maintenance work to lower-cost engineers as a strategy to help retain higher cost, more skilled engineers • Less time training/onboarding engineers since receiving senior level talent
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: CPO/ VP of Product Buyer Persona

Category	Gold
Goals	• Improve overall product management processes (eg focus on implementing product operations best practices) • Increasing visibility into trade-offs and outcomes to cross-functional stakeholders • Prioritization of customer-focused feature development and balancing this with tech debt and maintenance
Psychology	• Typically not a budget holder, low tolerance for risk • May be an early adopter of tech that improves ops, but often has a set of tools they've used in the past that they're most comfortable with • Frequently feels pressure to move faster and increase productivity
Day in the Life	• Aligns teams on agile development processes • Likely at odds with CTO on process improvements • Meets with product managers to drive progress, review prioritization, and understand blockers • Roadmap sometimes gets derailed by sales committing to upcoming features to close sales • Feels the pain of slow development process or under-performing engineers
Purchasing	• Need social proof from peers or case studies from other PMs on how they integrated remote developers into their process • Averse to complex solutions, needs assurance that solution will meet needs • Likely to move forward if counterpart in engineering or a superior (CEO/CTO) recommends a solution.
Challenges	• Engineer productivity, capacity, and velocity • Poor quarterly planning processes which lead to misaligned priorities across the org • Frequent shifts in directional focus from exec leadership can cause productivity dips and impact team morale • Predicting release dates for product features • Lack of established QA process which lead to buggy deployments and reduction in team velocity • Hiring and retaining product talent
Benefits	• Velocity – additional development capacity that can begin contributing relatively quickly and help accelerate development
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Director of Product Buyer Persona

Category	Gold
Goals	• Improve overall product management processes (eg focus on implementing product operations best practices) • Increasing visibility into trade-offs and outcomes to cross-functional stakeholders • Prioritization of customer-focused feature development and balancing this with tech debt and maintenance
Psychology	• Typically not a budget holder, low tolerance for risk • May be an early adopter of tech that improves ops, but often has a set of tools they've used in the past that they're most comfortable with • Frequently feels pressure to move faster and increase productivity
Day in the Life	• Aligns teams on agile development processes • Likely at odds with CTO on process improvements • Meets with product managers to drive progress, review prioritization, and understand blockers • Roadmap sometimes gets derailed by sales committing to upcoming features to close sales • Feels the pain of slow development process or under-performing engineers
Purchasing	• Need social proof from peers or case studies from other PMs on how they integrated remote developers into their process • Averse to complex solutions, needs assurance that solution will meet needs • Likely to move forward if counterpart in engineering or a superior (CEO/CTO) recommends a solution
Challenges	• Engineer productivity, capacity, and velocity • Poor quarterly planning processes which lead to misaligned priorities across the org • Frequent shifts in directional focus from exec leadership can cause productivity dips and impact team morale • Predicting release dates for product features • Lack of established QA process which lead to buggy deployments and reduction in team velocity • Hiring and retaining product talent
Benefits	• Velocity – additional development capacity that can begin contributing relatively quickly and help accelerate development
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Software Engineer Buyer Persona

Category	Gold
Goals	• Complete assigned stories • Have stories pass code review and merged into production • Accomplish this in a timely fashion with minimal rework
Psychology	• Not a decision maker • Do not want engineers hired to the team that under-perform and produce code that requires significant rework as it inhibits their personal velocity • Continuous learning mindset
Day in the Life	• Reviews agile development board for new stories assigned to them • Work through requirements and commit changes • Submit changes for code review and code review peer's work • Sprint stand-ups, retrospectives, sprint demos and kick-offs
Purchasing	• May be uncomfortable with remote engineering due to quality or communication • May feel threatened by remote engineering and object or look to block internally • May see remote engineering as growth opportunity if it presents them with an opportunity for leadership experience
Challenges	• Time and overall development productivity as a result remote and/or junior talent on team • Impact on team culture going distributed
Benefits	• Learning from another engineer • Growth opportunities to mentor junior talent or step up to team lead
Buying Signals	•Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: HR Manager Buyer Persona

Category	Gold
Goals	• Recruit and hire candidates for open positions • Competitive compensation • Successful onboarding • Employee happiness and retention • Hire good/well performing candidates from the get-go
Psychology	• Likely conservative, stick to tried and true systems and methods • Can be detractor/against using contractors and new ways of hiring • Cost conscious given limited budget and need to justify additional budget on new tools and technology • There is a difference in perception between FTE and contractor where contractors aren't as good or as dedicated to the team/project as a FTE would be. • Believe working with any vendor is a risk, will use first 30/60/90 days to evaluate vendor just the same as they would an FTE • Typically has a strong preference for on-site, local FTE unless they embrace remote culture
Day in the Life	• Manage candidate hiring lifecycle across the company • Manage employee benefit programs, competitive compensation, on-boarding, and employee engagement • Initial screening calls with candidates
Purchasing	• Not a decision maker (may be an influencer) • Concern with how staff augmentation will impact team morale, future hiring, employee engagement, and on-boarding • Worried about legality of hiring FTEs vs contractors • Worried about ability to pay contractors/people outside the US • Has to get approval to use new service for hiring (usually someone else on the team is in the loop in addition to HR)
Challenges	• Capacity; at this size HR is likely under-resourced • More open roles to fill than they can reasonably source internally • Unclear prioritization on filling roles (eg every role seems to be a priority to fill) • Bad experience using other outside services/recruiters before • Finding high quality talent the first time • Getting approval to try new sources to hire from
Benefits	• Saves time; can spend more time hiring for higher prioritized roles and less time on-boarding new employees • Less pressure from engineering to fill open roles • Hire the right person for a role the first time
Buying Signals	•Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Legal Buyer Persona

Category	Gold
Goals	• Manage and minimize legal exposure of the company • Minimize cost of legal services
Psychology	• Conservative, risk averse
Day in the Life	• Review legal documents and contracts • Research issues of corporate governance and advise exec leadership • Determine when to leverage outside counsel
Purchasing	• Primarily concerned with: • Intellectual property protections • Liability exposure working with vendor • Infringement indemnity and dispute resolution
Challenges	• High number of contract revisions and redlines limit time and resources they have available to other important legal needs of the business
Benefits	• Turing helps them avoid employment misclassification
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

TURING

Sales Prospecting

Platinum Buyer Personas

Turing Prospecting: CEO/Co-Founder Buyer Persona

Category	Unicorn +
Goals	• Ensure cohesion among exec team and that current leadership can meet next 18-24 months of growth • Meet expectations of revenue growth and profitability to board
Psychology	• Pressure to meet board expectations each quarter • Trust that exec leaders are the right ones to drive growth expectations
Day in the Life	• Involved in product strategy, direction, and high-level prioritization • Ensuring exec team is aligned toward quarterly objectives • Investor relations and communication with board • Strategic projects
Purchasing	• Rely on team to run a vendor evaluation and trust exec team functional leaders to make vendor purchase decisions • Not always pressed for time; better to get it right and be thorough than to move fast and break things
Challenges	• Hiring and retaining the right talent for company's objectives • Optimal resource allocation
Benefits	• Faster time to ship product given less time engineering team spends interviewing and recruiting candidates • Fewer dollars spent on overhead costs related to FTE
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: VP of Engineering/ Director of Engineering Buyer Persona

Category	Unicorn +
Goals	• Recruit, hire, and retain a great technical team • Improve predictability of the software development • Minimize wasted development work with solid cross-functional alignment
Psychology	• Believe working with any vendor is a risk, will use first 30/60/90 days to evaluate vendor just the same as they would an FTE • Typically has a strong preference for on-site, local FTE unless they embrace remote culture • If they do not embrace remote culture, likely opposed to moving toward distributed talent given impact it may have on culture, productivity, and accountability
Day in the Life	• Work with exec leadership to ensure tech can support the commercial and internal needs of business (team, tech stack, resources, capacity et al) • Work with Product to develop roadmap and processes to improve predictability of development process • Interviewing candidates, working with HR on hiring planning
Purchasing	• Rely on trusted sources and personal network to help make decisions, will also consider reputable brand names • Crave case studies and other social proof from similar companies • Assessing quality of engineering talent is important to understand potential business impact (eg poor hiring will slow our team down) • Desire to interview engineering talent to evaluate or need to feel very secure in vendor's ability to deliver quality in absence of interviews
Challenges	• Hiring, on-boarding, and retaining engineering talent • Alignment of team structure to meet business needs, capacity and resource planning • Motivation, productivity, and creating career pathing to retain talent • Optimal deployment of resources
Benefits	• Faster time to ship product given less time spent recruiting • Staggered on-boarding and more time for thoughtful, proactive resource/capacity planning • Ability to offload maintenance work to lower-cost engineers as a strategy to help retain higher cost, more skilled engineers
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: CPO/VP of Product Buyer Persona

Category	Unicorn +
Goals	• Identify and execute upon a compelling, achievable, profitable product strategy (eg what products for what markets and in what order) • Ensure the right product get built
Psychology	• Low tolerance for risk • May be an early adopter of tech that improves ops, but often has a set of tools they've used in the past that they're most comfortable with
Day in the Life	• Surfaces cross-functional risks to development to exec team • Spends more time planning future set of initiatives than working with current • Meets with customers and prospects to better understand needs
Purchasing	• Trusts engineering team to make the right decision to boost overall development velocity
Challenges	• Engineer productivity, capacity, and velocity • Predicting release dates for product features • Hiring and retaining product talent
Benefits	• Velocity – additional development capacity that can begin contributing relatively quickly and help accelerate development • More predictable development cycle; more likely to achieve quarterly goals
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: VP/ Director of Product Buyer Persona

Category	Unicorn +
Goals	• Increasing visibility into trade-offs and outcomes to cross-functional stakeholders • Prioritization of customer-focused feature development and balancing this with tech debt and maintenance
Psychology	• Typically not a budget holder, low tolerance for risk • May be an early adopter of tech that improves ops, but often has a set of tools they've used in the past that they're most comfortable with • Frequently feels pressure to move faster and increase productivity
Day in the Life	• Aligns teams on agile development processes • Meets with product managers to drive progress, review prioritization, and understand blockers • Roadmap sometimes gets derailed by sales committing to upcoming features to close sales • Feels the pain of slow development process or under-performing engineers • Spending increasing more time with customers and prospects to keep team centered on customer focus
Purchasing	• Need social proof from peers or case studies from other PMs on how they integrated remote developers into their process • Averse to complex solutions, needs assurance that solution will meet needs • Trusts engineering team to make the right decision to boost overall development velocity
Challenges	• Engineer productivity, capacity, and velocity • Predicting release dates for product features • Hiring and retaining product talent
Benefits	• Velocity – additional development capacity that can begin contributing relatively quickly and help accelerate development
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Software Engineer Buyer Persona

Category	Unicorn +
Goals	• Complete assigned stories • Have stories pass code review and merged into production • Accomplish this in a timely fashion with minimal rework
Psychology	• Not a decision maker • Do not want engineers hired to the team that under-perform and produce code that requires significant rework as it inhibits their personal velocity • Continuous learning mindset
Day in the Life	• Reviews agile development board for new stories assigned to them • Work through requirements and commit changes • Submit changes for code review and code review peer's work • Sprint stand-ups, retrospectives, sprint demos and kick-offs
Purchasing	• May be uncomfortable with remote engineering due to quality or communication • May feel threatened by remote engineering and object or look to block internally • May see remote engineering as growth opportunity if it presents them with an opportunity for leadership experience
Challenges	• Time and overall development productivity as a result remote and/or junior talent on team • Impact on team culture going distributed
Benefits	• Learning from another engineer • Growth opportunities to mentor junior talent or step up to team lead
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Director of Program Management/SCRUM Master Buyer Persona

Category	Unicorn +
Goals	• Support product and engineering team's ability to execute
Psychology	N/A
Day in the Life	• Runs all agile development ceremonies: sprint planning, kickoff, and retrospectives • Reporting the status of epics and features; hold quarterly retrospective on commitments • Proactively eliminating impediments to developer productivity
Purchasing	• Proof of value on reducing on-boarding and time to ramp engineers may help this person become an advocate and champion for solution • Social proof from other software engineers and/or product managers who have seamlessly integrated our solution into their teams
Challenges	• Managing and improving development process • Ensuring process is predictable and transparent
Benefits	• Velocity – additional development capacity that can begin contributing relatively quickly and help accelerate development
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Technical Recruiting Buyer Persona

Category	**Unicorn +**
Goals	• Hire software engineers according to annual or bi-annual hiring plan
Psychology	• Values their ability to meet hiring goals • Compensated like a staffing agency (eg on new technical hires)
Day in the Life	• Outreach to candidates that meet the job description • Maintaining a network of candidates • Getting candidates into interview process • Manage candidate process from end-to-end
Purchasing	• [N/A –distributed engineering solution would be viewed as a replacement]
Challenges	• Technical recruiting team may hit hiring goals and company may still have resource gap due to higher than forecasted engineer attrition • CTO may look to hire additional recruiters or look to alternative solutions to help fill staffing need
Benefits	None
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Infosec Buyer Persona

Category	Unicorn +
Goals	• Eliminate and/or properly respond to data breaches
Psychology	N/A
Day in the Life	• Conduct vendor risk assessments for all third-party vendors • Determine which vendors are high/med/low risk and periodically reassess multi-year vendors • Review security infrastructure and continuously improve data security practices
Purchasing	• Limited time, will simply want new vendors to comply with their practices to minimize bottlenecks
Challenges	• Security & compliance teams typically underfunded; spend significant time responding to questions from customers and prospects • Each new solution increases their workload
Benefits	• None – working with a new solution increases their workload
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Sales Prospecting

Enterprise Buyer Personas

Turing Prospecting: SVP of Engineering/ VP Engineering/ Director of Engineering Buyer Persona

Category	Enterprise
Goals	• Recruit, hire, and retain a great technical team • Improve predictability of the software development and have flexibility to onboard + offboard • Assistance with backlogged initiatives • Assistance with strategic initiatives outside traditional scope
Psychology	• Looks at strategic value Turing can bring to the organization. Are we doing something new? Something revolutionary that they've never experienced before? • Used to working with working with incumbents like Accenture, Wipro, Tata, etc. • Believe working with any vendor is a risk, usually VP or SVP Engineering is the level that can get us onboarded as a vendor. This can take months to 1 year+ • Typically has a strong preference for on-site, local FTE unless they embrace remote culture • If they do not embrace remote culture, likely opposed to moving toward distributed talent given impact it may have on culture, productivity, and accountability
Day in the Life	• Work with exec leadership to ensure tech can support the commercial and internal needs of business (team, tech stack, resources, capacity , budget, et al) • Work with Product to develop roadmap and processes to improve predictability of development process • Interviewing candidates, working with HR on hiring planning (for Engineering Directors and Engineering Managers) • Enterprise AEs work mainly with Engineering Managers or Engineering Directors on the day to day
Purchasing	• Rely on trusted sources and personal network to help make decisions, will also consider reputable brand names • Crave case studies and other social proof from similar companies • Assessing quality of engineering talent is important to understand potential business impact (eg poor hiring will slow our team down) • Desire to interview engineering talent to evaluate or need to feel very secure in vendor's ability to deliver quality in absence of interviews • Open to managed team services for strategic projects • Engineering Managers do not have power to get us in as a vendor. It would be CTO, SVP Engineering, VP Engineering, or Engineering Director (maybe) that could get us in.
Challenges	• Alignment of team structure to meet business needs, capacity and resource planning • Motivation, productivity, and creating career pathing to retain talent • Optimal deployment of resources • Hiring, on-boarding, and retaining engineering talent
Benefits	• Faster time to ship product given less time spent recruiting • Staggered on-boarding and more time for thoughtful, proactive resource/capacity planning • Ability to offload maintenance work to lower-cost engineers as a strategy to help retain higher cost, more skilled engineers • Quickly building teams to help with backlogged and new initiatives
Buying Signals	•Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Infosec Buyer Persona

Category	Enterprise
Goals	• Eliminate and/or properly respond to data breaches
Psychology	N/A
Day in the Life	• Conduct vendor risk assessments for all third-party vendors • Determine which vendors are high/med/low risk and periodically reassess multi-year vendors • Review security infrastructure and continuously improve data security practices
Purchasing	• Limited time, will simply want new vendors to comply with their practices to minimize bottlenecks
Challenges	• Security & compliance teams typically underfunded; spend significant time responding to questions from customers and prospects • Each new solution increases their workload
Benefits	• None – working with a new solution increases their workload
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Technical Recruiter Buyer Persona

Category	Enterprise
Goals	• Hire software engineers according to annual or quarterly hiring plan
Psychology	• Values their ability to meet hiring goals
Day in the Life	• Outreach to candidates that meet the job description • Maintaining a network of candidates • Getting candidates into interview process • Manage candidate process from end-to-end
Purchasing	• Can be a champion or detractor depending if they view you as an ally or not
Challenges	• Technical recruiting team may hit hiring goals and company may still have resource gap due to higher than forecasted engineer attrition
Benefits	None
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Turing Prospecting: Procurement Buyer Persona

Category	Enterprise
Goals	• Getting the most out of an organization's purchase power and reducing risks • Optimizing spend to support business goals and to lower costs
Psychology	• They want the best possible deal when it comes to each vendor they work with. Along with consistency and quality. Prefer fewer vendors. • They want to win over and be trusted by engineering leaders internally.
Day in the Life	• Maintaining good relationships externally with vendors • Maintaining good relationships internally with engineering leaders and executives • Working with legal and finance to determine which vendors are high/med/low risk in terms of compliance and periodically reassess multi-year vendors
Purchasing	• Can be a champion or detractor depending if they view you as an ally or not
Challenges	• Will ask for discount and/or rate cards • Can be a blocker in expanding accounts if their requests are not granted
Benefits	• If they are a champion and like Turing, you can receive visbility and expand into new areas of business. Or even entire company. At enterprise, this could mean hundreds of hiring managers.
Buying Signals	Recent funding, Client growth, Job board: Posted for 3 weeks or more, New posts, updates or reposts, Market expansion, Product launch, New partnerships, Employee growth, Already have employees/contractors in multiple countries, Already use a competitor

Sales Prospecting

VC Partnership Buyer Personas

Turing Prospecting: Investors Buyer Persona

Category	VC Partnership
Goals	Big picture: Add value to their portfolio companies - Cost savings, minimizing burn on investor funding - increase speed for PCs to hit goals - Qualitatively good feedback from PCs - did they hate it or love it?
Psychology	- Place of power and exclusivity - since everyone wants to go to VCs for a partnership - Hesitant to move forward with a partner - Hesitant to push a vendor on their portfolio
Day in the Life	- More research needed - Involved at a very high level with multiple PCs , helping them to strategize moving forward and solve problems at various stages of their journeys
Purchasing	- No purchase involved here - just an agreement to partner. Assessing metrics described above
Challenges	- More research needed. - My guess is keeping track of where all their PCs are, what their needs are at any given point and knowing how to meet those needs
Benefits	- Cost savings and speed to hire and meet goals, accomplishing goals with more efficiency
Buying Signals	- Research needed

MQL & SQL FSS Sales Process

Steps through the sales process

Turing Customer Flow

The Customer Flow will explain what the customer journey looks like for any customer who visits the Turing website.

***Who is Involved*:**

- AEs
- Marketing
- Demand Generation, SDR

Basic Procedures:

A lead is redirected to the customer flow after clicking on one of Turing's ads or emails.

- Turing.com Homepage - All leads coming to the website through different campaigns endup on the home page.
- Turing requires potential clients to provide their email as a way to begin registering and allows us to communicate with them.
- After providing their corporate email and clicking on hire now, clients are sent to the skills page to select all the skills wanted in the developer.

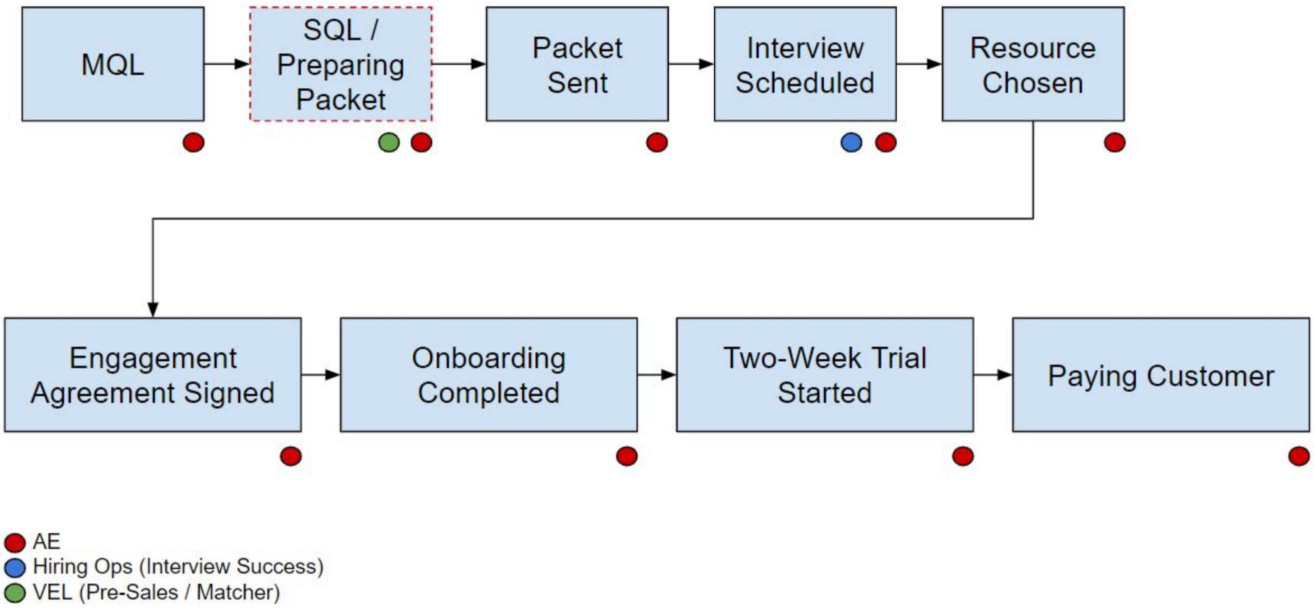
The lead fills out all the required information and must meet the minimum conditions to be designated as an MQL.

- The Company information provides Turing with standard requirements to set a sales call.
  - Company Size
  - Hiring for full time/ Part time
  - Funding Information
  - IPO information
  - Company website
- If the lead fulfills the minimum requirements they will be directed to the call booking page schedule a meeting with an Account Executive as an MQL.
- Unqualified leads are not allowed to book a sales call.
  - For unqualified leads, an email is sent to explain why we are not a good fit and give the client a chance to respond if they think it is a misunderstanding.

MQL & SQL Sales Process Workflow

Here are some sales videos to get you started. These videos will showcase elements of running an effective sales cycle from prospecting to close.

Video: [Mastering discovery and asking great questions] Presentation [deck]
Video: [Reflective listening: The magic skill to master first] Presentation [deck]



Demand Gen: Contact Email Templates

This document contains copywriting and editing provided by the Brand Marketing Messaging & Story Service (MSS) team for the Growth Operations team to engage new and existing clients via email, and also message potential clients via LinkedIn..

First Contact Email - First Touch with a cold lead

Repeat Email - Repeat attempts to the same lead

Repeat Campaigns (Short Version) Email - Shorter copy version

Demand Gen: About Turing Email Template

About Turing

Turing is leading the Talent Cloud category with the world's largest vetted pool of developers. The company's Intelligent Talent Cloud uses AI to source, vet, match and manage nearly two million developers and engineers worldwide, empowering companies to quickly hire high-quality engineering teams at the touch of a button. Turing counts a broad range of industry-leading companies among its customers, including Johnson & Johnson, Pepsi, Disney, Rivian and OpenAI. The company has received numerous awards including Forbes "America's Best Startup Employers," The Information's "Top 50 Most Promising B2B Startups," and Fast Company's annual list of the "World's Most Innovative Companies." Turing has raised over $140 million from investors, including WestBridge Capital, Foundation Capital, Stanford StartX and executives from Google, Facebook, Microsoft, and Amazon. The company's last round was on a $4 billion valuation cap. To learn more about Turing visit turing.com.

What others say about Turing

Aditya Jami, **CTO of Meltwater**, talks about his experience hiring a Turing engineer.

Rich Skrenta and Malous, **founders of Tobiko**, talk about their experience with Turing.

Not hiring software engineers? Unsubscribe.

Turing Enterprises Inc, 1900 Embarcadero Rd, Suite 104, Palo Alto, California, 94303, USA

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Demand Gen: Contact Email Template

Subject
{{ first_name }}, need the best engineers in the world?

Body
Hi {{ first_name }},

I saw your profile on Linkedin and wanted to ask about your software engineering needs and if you're considering remote talent? With **nearly 2 million developers on our platform**, I'm sure we have just who you need for your upcoming project or product launch.

Turing.com uses AI to eliminate talent sourcing, vetting, and matching work so you can **build and manage remote engineering teams in less than 5 days**.

Over 300 companies, including Fortune 500 companies like **Johnson & Johnson, Pepsi, Disney, and Dell trust Turing** to solve their complex engineering needs. Why?

Speed - we **fill most roles in just 5 days**, sometimes the same day
Retention - we have a **97% engagement success rate**
Time - we **save 50 hours of engineering team time** per hire on interviewing
Talent - our global talent pool features **100+ skills, vetted through 10 hours of tests and interviews** to ensure quality

Our advanced vetting engine, **designed by engineering leaders from Google, Facebook and Microsoft**, builds a deep, dynamic profile for every developer so you can simply tell us the skills and experience you want and we'll find the perfect match — and tell you why. Then, you can enjoy easy, compliant, and secure remote development. I'd love the chance to tell you more about how Turing can help you spin up your engineering dream team.

Schedule a consultation call and enjoy a no-cost trial for 2 weeks to see how we can meet your hiring needs. Stop within 2 weeks and pay nothing.

Start hiring quality developers

To date, Turing has raised $140 Million+ from investors including: WestBridge Capital, Foundation Capital, Stanford StartX and execs from Google, Facebook, Microsoft, and Amazon and its last round was on a $4 Billion valuation cap.

Please let me know if you have any questions. If you think I should speak with someone else at {{ company }}, I'd appreciate an introduction.

Thanks and looking forward to being your remote talent partner,

{{ Employee name }}

{{ Employee title }}, Turing.com

About Turing

About Turing

Turing is leading the Talent Cloud category with the world's largest vetted pool of developers. The company's Intelligent Talent Cloud uses AI to source, vet, match and manage nearly two million developers and engineers worldwide, empowering companies to quickly hire high-quality engineering teams at the touch of a button. Turing counts a broad range of industry-leading companies among its customers, including Johnson & Johnson,

Demand Gen:
Repeat (NO, ONA, OC) Email Template

Subject
{{ first_name }}, Turing gets you top developer talent, fast.

Body
Hi {{ first_name }},

I'm reaching out to discuss any hiring needs you might have for your team at {{ company}} . Turing uses AI to automatically source, vet, match and manage nearly 2 million developers. We help you build and manage a remote engineering team in less than 5 days.

Over 300 companies, including Fortune 500 companies like **Johnson & Johnson, Pepsi, Disney, and Dell trust Turing** to solve their complex engineering needs. Why?

> Speed - we **fill most roles in just 5 days**, sometimes the same day
> Retention - we have a **97% engagement success rate**
> Time - we **save 50 hours of engineering team time** per hire on interviewing
> Talent - our global talent pool features **100+ skills, vetted through 10 hours of tests and interviews** to ensure quality

Let Turing solve your engineering needs with the best developers in the world.

[Start hiring quality developers]

Please let me know if you have any questions or are interested in a 2-week, no-cost trial with us. If you think I should speak with someone else at {{ company }}, I'd appreciate an introduction.

Thanks
{{ Employee name }}

{{ Employee title }}, Turing.com

Demand Gen:
Repeat Campaigns (Short) Email Template

Repeat Campaigns (Short Version) Email

Subject
{{ first_name }}, Turing gets you top developer talent, fast.

Body
Hi {{ first_name }},

I'm reaching out to discuss any hiring needs you might have for your team at {{ company}} . Turing uses AI to automatically source, vet, match and manage nearly 2 million developers. We help you build and manage a remote engineering team in less than 5 days.

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Let Turing solve your engineering needs with the best developers in the world.

Start hiring quality developers

Please let me know if you have any questions or are interested in a 2-week, no-cost trial with us. If you think I should speak with someone else at {{ company }}, I'd appreciate an introduction.

Thanks
{{ Employee name }}

{{ Employee title }}, Turing.com

Demand Gen:
Alternate Subject Lines & CTAs Template

Alternate Subject Lines

{{ first_name }}, the best developers are at Turing

{{ first_name }}, hire the best developers in 5 days

{{ first_name }}, Turing is your global talent partner

{{ first_name }}, build boundaryless with Turing

{{ first_name }}, our talent on your terms with Turing

Alternate CTAs

Discover the best developers

Find the talent you need

Tell us your engineering needs

Deel Background Checks Email Template

Sample Background Check Example

Background Check FAQ

Hi,

We provide background checks via our partner Deel, a tech unicorn focusing on international payroll and compliance.

Here are the details:

1. All candidates must go through a verification process where their identity is verified in order to mitigate the potential risks of illegal intentions. This is known as a KYC verification (Know Your Customer).

2. Candidates must also pass a background check which covers the items below. I've attached a sample report along with an FAQ.

This check is a search of 200,000+ global databases for the employee's name. The check searches public media sources, sex offender registries, courts, fraud, sanctions, and watchlists for adverse media for risk-relevant information such as: criminal history, fraud, affiliations with negative groups, global sanctions, public safety issues, public profile information, etc.

Will this meet your requirements?

Thanks!

Turing Country Restrictions

We will not be able to work with companies and/or developers from these countries due to compliance issues.
We will start restricting these countries via product soon. Until then, we will have to take care of this manually.
We are trying to figure out what we should do for our current P3 devs from these countries.

Deel Restricted				
Afghanistan	Burundi	Central African Republic	Cuba	Crimea
Democratic Republic of Congo	Guinea-Bissau	Iran	Iraq	Laos
Eritrea	Guinea	Liberia	Libya	Mayanmar
North Korea	Papua New Guinea	Somalia	South Sudan	Sudan
Syria	Vanuatu	Venezuela	Yemen	Zimbabwe
Turing Restricted				
Russia	Belarus	Ukraine		

TURING

Marketing Qualified Lead (MQL)

Sales Process: Stage 1

Fast Scaling Startups SQL Categories and Guidelines

SQL Categories	SQL - Bronze	SQL - Silver	SQL - Gold
Client Size / Funding	Pre-Seed <$2mil in funding	Seed $2mil-$9.9mil in funding	Series A B C+($10mil-$100mil funding) at least $10mil+ in funding. If Series A+, but less than $10mil in funding it's likely Silver. Ask Rivers to confirm.
Revenue	N/A	N/A	N/A
Payment Terms	1-Month Deposit and Net 10	Net 10 - 15	Net 10 - 30
Min Gross Margin Goals (Approval needed below min.)	45%	40%	35%
Pre-sales support available to customer	No	No	Yes
Billing Frequency	15 days	15 days	15 days
Engagement Duration (minimum)	3 months full time	3 months full time	3 months full time
Trial period duration	2 weeks	2 weeks	2 weeks
Engagement Termination Notice (Days)	10 Business Days	10 Business Days	10 Business Days (Ask for 1 Month)
Hiring Characteristics	Generally open to contractors; struggle to budget for FTEs	Just landed a lot of funding and need to fast	They want bring hiring in-house as a competency; they start to bring on internal recruiters
Buyer Personas	Founders, CEO, CTO	Founders, CEO, CTO, VP / Head of Engineering	VP of Engineering, Director, Eng Manager
Detractors	• Legal (External)	• HR Manager • Legal (External)	• HR Manager • Legal
Champions	N/A	• CEO / Co-Founder • VP of Product / Head of Product • Director of Product • Software Engineer • Director of Engineering	• CEO / Co-Founder • VP of Product • Director of Product • Software Engineer

Categories and Guidelines Audit: Quarter Close Effective Q3_H2_22

Company categories are constantly changing with companies raising money as their company grows. To address this, the Guidelines and Category Audit will be completed in the last week of the quarter close (Q3_H2_22). By default, when an MQL lead comes from Turing.com into Salesforce it is auto-categorized as a Bronze lead. All AEs are required to complete research to confirm account lead funding and category. Beginning Q4_H2_22, new Gold account leads will be immediately transferred to the AE Gold team round robin by Sales Operations.

Audit and Update Account Category

- Sales Operations will audit, update, and change all categories of account leads every quarter close.
    - Sales operations will share the document with changed lead categories with all AEs.
        - The list of known Gold accounts will provide AEs owners required to grow by quarter close.
    - Sales Operations will work with Caitlin Cardoza to provide a list of all Gold account activities.
        - Paying customers
        - Lost accounts
        - Project aborts
        - Projects with successful contracts and end.

Categories and Guidelines Audit: AE Account Research

AE Account Research and Categorization

- Pre-call preparation is mandatory for all MQL and SQL account leads.
  - Research should be done at least 2 hours prior to the scheduled call time and allow for hand off to the appropriate team.
  - Notes for all account leads are required to be captured in one of the following:
    - Scratchpad
    - Oliv
    - Salesforce.
  - To categorize, do not just use LinkedIn, it can lead to miscategorizing an account lead.
    - The information provided by LinkedIn may not be current, accurate, or up to date.
    - LinkedIn example: LinkedIn may just list the last round raised, but not the total amount of money a company raised.
  - How to find accurate lead funding information:
    - Crunchbase
    - Pitchbook
    - Google search: “Company/website + funding” and find a press release with funding information.

Categories and Guidelines Audit: Gold Account Transfer, Hand-off, and Communication

New Gold Accounts Transfer Process

- When Gold accounts are to be transferred, AEs will share the accounts with Caitlin Cardoza for Gold team round robin.
  - New Gold account leads in Q4_H2_22 will be immediately transferred to the Gold team round robin by Sales Operations.
    - Identified new account leads that are miscategorized.
      - Gold account categorized as Silver in Salesforce.
    - Identified account leads that have increased their status from Silver to Gold.
    - Gold account leads that have inactivity in Q3_H2_22.
      - Without a new paying customer.
      - Lost Gold accounts
      - Project aborts
      - Projects with successful contracts and end.

Gold Team Communication Transition

- Gold-call-handoff Slack Channel
  - @ Caitlin Cardoza in the Slack Channel
  - Share the date and time of call
  - Link to account lead being handed off in Salesforce
- Silver and Bronze Team will be provided a templated email to communicate with the client the transition to the Gold team POC.
  - CC: Gold team member, Rivers Evans, and Caitlin Cardoza.
  - In Front, tag the Gold team and Caitlin Cardoza on all of the client communication.
    - Share any notes that are outside of Oliv, Scratchpad, and Salesforce.
      - If there is a Slack channel, Copy & Paste messages into the Front client thread.

Hand-off Instructions

1. Send template email to client and cc new AE.
2. Tag @caitlin.c and the new AE on the Front thread of this intro email. Include detailed context of this account including any personalized notes you have on your point of contact and history of the account in a Front note.
3. Search through inbox for your email threads with the client, and tag both the new AE and @caitlin.c on those threads.

Categories and Guidelines Audit: Gold Account Hand-off Instructions

Gold Accounts to Hand off

Here is the Spreadsheet documenting accounts to be passed off from Silver/Bronze/VC team to the Gold team

1. The first tab of this spreadsheet is accounts with jobs open in some status on Salesforce, but that did not close by the October 21st deadline for Q3, or have been sitting there with no activity for 1+ months.
2. The second tab are accounts with only lost jobs in them, but that the AE did personally work with (as opposed to inheriting).
3. The third tab are accounts we need to reactivate using Outreach or cold emails as they are a) dormant/lost accounts from gold AEs, or b) dormant/lost accounts that Bronze/Silver AEs inherited (from people like Daman and Lauren) and have likely never talked to.

Gold Hand-off Transition

The accounts in tab 1 and tab 2 of the spreadsheet will be passed off using a warm intro email.

Hand-off Instructions

1. Send template email to client and cc new AE.
2. Tag @caitlin.c and the new AE on the Front thread of this intro email. Include detailed context of this account including any personalized notes you have on your point of contact and history of the account in a Front note.
3. Search through inbox for your email threads with the client, and tag both the new AE and @caitlin.c on those threads.

Categories and Guidelines Audit: Gold Account Hand-off Email Template

Subject: Turing: New POC + Question

Hi CLIENT,

Hope you’ve been doing well since we last spoke!

I’m reaching out as I’m moving to a new role at Turing, and I wanted to introduce you to your new point of contact, NEW AE (cc’d).

NEW AE will follow up to set up a call to connect.

This is actually great timing as we have some new offerings at Turing that NEW AE can share more about. It has been a pleasure working with you, and you are in great hands :)

Best,

Categories and Guidelines Audit: Grandfathered Gold Accounts

Grandfathered Gold Accounts

- AEs with new Gold accounts, with a job open or in-process terms in Q3_H2_22.
  - All AEs are responsible for dedication and growth of at least one new start from all owned Gold accounts by quarter close.
    - If the account does not have at least one new start, the account will be transferred to the Gold team for round robin.
  - For the AE to keep a Gold account in Q4_H2_22, the job must be opened by the end of September Q3_H2_22 and finalized (resource chosen) by October 21, 2022.
- Silver accounts that are raised to the Gold category over time.

Pre-Call Prep Example Template

Pre-call research

Find out as much information available on the client prior to the SQL call.

- Use Crunchbase (Username: rivers@turing.com Password: Pass: !Xobile1!) as a resource to gather information.
  - Leverage these insights to help build rapport with the client.

Know who you are talking to and identify a couple of talking points about the people and company.

- Company Established:
- Location:
- Industry:
- Product / Services:
- Current Team:
- Jobs:
- Triggers:

General Questions

- Why did you agree to this call?
- How are you solving the challenge today?
- What is your ideal go live date?
- How are purchasing decisions made?
- Have you hired freelancers / contractors?
- Preferred communication method?

Discovery: Cost, Growth, Risk

What drives the client's business?
Where is the business headed? (short / long term)
How do you make money?
Who are your competitors?
Why now? (challenges / successes)
How will this impact the business? (present / future)
When does the client want to achieve their goal?
Who is involved in the decision making process?

Next steps

- Schedule the next call or meeting (if qualified)
- Include the key people from the target company

Summary

Why is this a potential opportunity or why is this not qualified?

Opportunity Details

- Description:
- Hire count:
- Budget:
- Timeline:
- Interview process:

Sales Process: Stage 1 Activity

Learn more about Crunchbase through their [knowledge center]

Use [Crunchbase] (Username: rivers@turing.com Password: Pass: !Xobile1!) as a resource to gather information on potential clients before having a sales call.

Complete the [Sales Process Survey]

① **Crunchbase**

Learn how to navigate Crunchbase. Research potential clients prior to a sales call.

② **Research**

Document in Scratchpad your findings on the potential client in preparation for your sales call.

Sales Qualified Lead (SQL)

Sales Process: Stage 2

Stage 2: Sales Qualified Lead (SQL)

During the sales call the AE evaluates the qualification and moves forward with further steps.

If qualified, the requirements are brought and the candidates are shortlisted and sent to the clients through packets.

Here is a sales video to get you started.

Video: How to run an effective demo

Presentation deck

Video: The art of the close
Presentation deck

Who is Involved:

Account Executives- gets into a conversation with the lead and gathers information to find out whether they are a good fit.
NASAAEFD Use to find the company's Form D Filings.

Basic Procedures:

Walk through self serve.
Send an email with an overview of the model and put up a question whether they are willing and ready to explore (if qualified).
If not a good fit let the leads know over the hiring call on why we are not a good fit for them.

Some special cases:

The lead would not be a good fit but they insist we work with them.
A company which has no proper funding information but declare that they have money to pay.
Ask engineers with tech stacks which are low in supply.
Self serve may not produce desired results.

1. **If after a call you still need to Qualify**
   a. Mark the lead as Working.
   b. Send Job Form in follow up email.
   c. Only Convert once they fill out form.

2. **Self-serve**
   On QC let them know that in order to access, they must fill out job form and schedule a 15-minute follow up call where you have them share their screen and Demo

Lead Status in Salesforce

New - Leads who have booked a meet but are yet to have a qualification call with the AE.
Working - Leads who have a definite need but still have more questions before finally agreeing.
Nurture - these leads have understood everything and they will discuss internally to give us an answer or they have requested some additional time to give us an answer.
Unqualified - these leads have been disqualified by the AE due to: No show/ canceled, Low rate / Small Project, Fake/Junk/ Duplicate, legal/ subcontracting/EOR challenges, Idea only/ Project info not available, No Budget/Funding
Qualified - The leads which Have finally agreed to work with us are then sent to further levels like selecting a candidate, interview, trial period, and finally a paying customer.

SQL Qualifying Call Template

1. Qualifying Prep (LinkedIn, Crunchbase)
    a. Company: L
    b. Description: L
    c. Website: L
    d. Location: L
    e. Key people:
    f. Funding: C
    g. # devs on LinkedIn: L
        i. Do they work remotely?
    h. Press:
    i. Alumni status
    j. Shared connections
    k. # Employees
    l. Customer Persona
2. Qualifying Call
    a. Positions:
        i. Tech Stack
    b. Project Manager? y/n
    c. PM Tools // May be useful for early stage customers
        i. Jira, Slack, etc.
    d. PM Processes
        i. Standups: standups
        ii. Sprints
        iii. Wireframes - y/n
        iv. User Stories - y/n
    e. Level of the developer
        i. Product roadmap and architecture
        ii. Product ownership
        iii. Feature ownership
        iv. Task ownership
    f. Duration
    g. Availability
    h. Budget:
    i. Funding:
    j. Rates:
    k. Timeline / Start Date:
    l. Impact Date:
    m. Existing / New Code
    n. How did they find out about us add and referral
    o. Who else are they working with
    p. Timezone overlap

SQL Qualifying Call Template

3. Optional - In case QC turns into Discovery Light
    a. What does success look like in a trial period?
    b. Project management expectations
        i. Own the entire product's roadmap and engineering?
        ii. Own entire product's engineering?
        iii. Own specific features/screens?
        iv. Just work on tickets/orders?
    c. What interview questions are they asking?
    d. What is the structure of the interview?
    e. What do they want to see in a packet?

Tell us about the company (primary product/service, industry, competitive advantage)
Why is this job exciting for developers? (Position, team structure, company size/funding, product to be used by x number of people etc)
What is the job? (Role, tasks, platforms/technologies used, deliverables)
Any additional info? (Good to have information)

SQL Call Structure

Agenda

- I'd love to learn more about your company, see how we can help you. If we're able to I'll go over next steps, and answer any questions you have at the end, is that okay?
- Great, to my understanding **[pre-call prep summary]**, can you tell me more about that? / Great, can you tell me more about your role and your company?

Discovery - (Tell me, explain, describe)

- **What** drives the client's business?
- **Where** is the business headed? (short / long term)
- **Why** now? (challenges / successes)
- **How** will this impact the business? (present / future)
- **When** does the client want to achieve their goal?
- **Who** is involved in the decision making process?

Demo Pitch - (Pause, ask questions in between)

How much do you know about Turing?

We're a full service talent partner that uses in-house software to match you with pre-vetted developers worldwide

Our all-in-one platform, the intelligence talent cloud, uses AI and ML to automate our sourcing, vetting, and matching process, giving you access to over 1.5 million developers worldwide

Every talent goes through a vetting process that lasts between 5-10 hours, their skill level is shown on a dynamic profile that's rated based on silicon valley standards

On their profile you can see their rates all inclusive of Turing's margin, answers to their MCQ based on tech stack, a dynamic view of their soft skills, as well as the live coding challenge, manager reviews, work and education history.

> Some profiles might not have the live coding challenge because it's a new feature we recently rolled out

Over 300 companies already use Turing for their hiring needs, because

We have a 97% success rate, you can hire developers as soon as 5 days, and try them out for 2 weeks, before you commit to hiring

> Any questions?
>
> Great, allow me to show you the platform in action, and if you don't have any further questions, I'd like to go over some details and next steps

Our developers are dedicated to your projects, so they have a minimum commitment of 3 months, is that ok?

The rates is between 6-10k per month, including our margins, is that ok as well?

Lastly, by the end of your 2 weeks trial period, if you decide to move forward, we will bill you for those 2 weeks, plus a month of salary deposited upfront, and after that we bill you once a month with net 10 payment terms, is that okay?

Next Steps

- If you have a job description I can set up your account now to access our platform

Or

- I'll send our MSA and job form for you to review and fill out. Once I've received those / the job form back we'll send a shortlist of candidates within 3-5 business days. Keep in mind candidates are first come first serve, so if you like who you interviewed, you can schedule a trial period to lock in their availability. We can always rematch you with another developer if they aren't a good fit.
- As your main point of contact, I'll follow up with you regularly to ensure your project is getting the developer you need, when is usually a good time to check in?
- Great, do you prefer text, call or email?

SQL Call Structure

3rd Party Data

Average cost-to-hire / time-to-hire is $30k (~20% of base) and 42 days
https://codesubmit.io/blog/cost-of-hiring-a-software-developer/
Rising developer costs in the US, QA testers starting at $110k
https://insights.stackoverflow.com/survey/2021#salary-comp-total-usa

Turing Data

Over 1.5M+ software developers worldwide
Adding 100k developers per month

Pitch

So at Turing we understands that **[industry pain point is common + data insight across the board],** and it can be a challenge especially when you're trying to **[customer pain point (CGR)].**
So our goal is to provide a streamlined hiring experience, through **[2 value prop].**
We utilize our in house platform to.. **[^ value prop],** and in addition we offer **[Last 2 value prop]** to ensure a perfect fit / no delays in your project.
Our talents are committed to long term projects
Here's an example.. **[show specific slide]**

Value proposition

Accessibility - Browse our talents and screening process up front, no delays or deposits
Speed to hire - Start your engagement as quick as 5 days
Trial period - 2 week trial to ensure a good fit
Commitment - 3 month minimum ensures our talents are invested in your projects / mission critical initiatives

Expectation setting

Budget: 6 to 10k
Commitment: 3 month commitment
Payment: see SQL

Next steps

I'll send our MSA for you to review with your legal team, as well as a job form for you to fill out. Once I've received the job form (or those) back we'll curate a shortlist of candidates for you within 3-5 business days. In the meantime you can browse through our platform
Great, do you prefer text, call or email?
Ok, I'd like to set up a follow up call to go over the shortlist we send over, does the same time next week still work?

Sales Qualified Lead (SQL) in Salesforce

Some Special Cases

If there is a delay in packet creation (more than 3 days) check in/follow up with the relevant pre-sales team member for a status update.

Pre-sales may come back and notify the AE that there is a low supply of talent with the requested skills/geo location etc.

AE should determine if it makes sense to go back to the client to adjust parameters / alternatively AE can inform the client that we do not have the supply of developers for this skillset.

Converting a Lead to an Opportunity

1. Fill out lead category
2. Fill out customer industry
3. Click convert
4. Make sure company name is not the .com version, but their legal name (for example should not be mealpal.com, it should be MealPal)
5. Then Change Opp name to name of role from notes e.g. Senior FE Engineer (please see below for list of usable opportunity names (Use verbatim unless very unique):
    a. Front-End Developer
    b. Back-End Engineer
    c. Full-Stack Developer (Front-End Heavy)
    d. Full-Stack Developer (Back-End Heavy)
    e. UI/UX Developer
    f. Mobile Developer
    g. DevOps Engineer
    h. Data Engineer
    i. Data Scientist
    j. Machine Learning Engineer
    k. AI Engineer
    l. Embedded Engineer
6. Click Convert
7. Click on the opportunity page (the 'crown' icon)
8. Change the close date (always on a Friday or last day of the month)
9. Change the Stage (preparing packet)
10. Fill out Matching SF Integration Data
    a. Title
    b. Must Have Skills (3-4 max)
    c. Nice to Have Skills - Try to limit these to skills we have MCQs for
    d. Overlap
    e. IC Level
    f. Full time + how many months

Exciting details about job(AE only)

Fullstack (Backend-heavy) Engineer

Must Have:
*Production experience with the following:
- Ruby on Rails (as a web API not a web server)
- Typescript, React
- AWS

- High-level Feature Scope with many years experience
OR Project Scope
- Overlap: PST
- Fulltime/Longterm

—

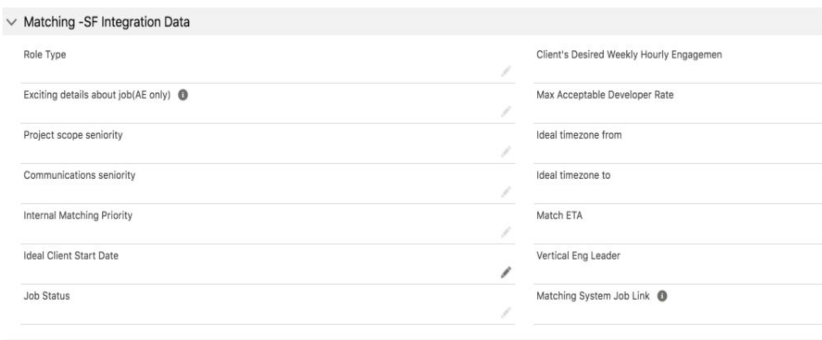
Nice to Have:
- PostgreSQL
- Node.js Services
- On the Frontend: React, Typescript, Next.js
- *Excellent written and verbal communication skills in English

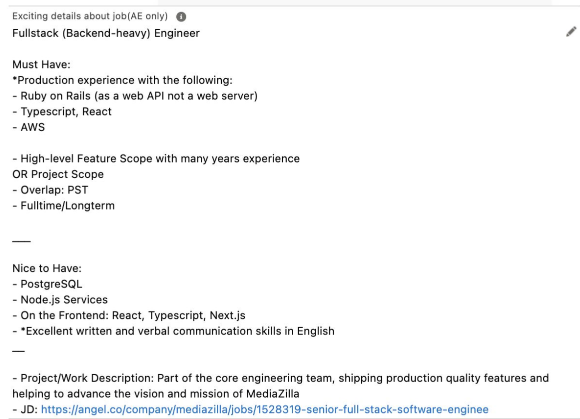
—

- Project/Work Description: Part of the core engineering team, shipping production quality features and helping to advance the vision and mission of MediaZilla
- JD: https://angel.co/company/mediazilla/jobs/1528319-senior-full-stack-software-enginee

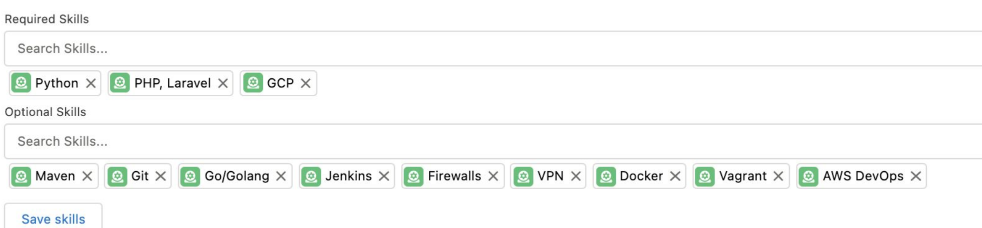
Sales Qualified Lead (SQL) Continued

10. Fill out Matching SF Integration Data
    g. Project scope seniority
    h. Communications seniority
    i. Matching Priority ←- this will soon be replaced with probability algorithm
    j. Ideal Client Start date (Monday)
    k. Self serve or regular ← you can also wait to fill this out until after developer has been selected (Resource Chosen)
    l. Job Status: Creating Shortlist
    m. Client's Desired Weekly Hourly Engagement
    n. Max Acceptable Developer Rate (35 if they said okay with rates)
    o. Skip Timezone
    p. Match ETA
    q. Save
    r. Template for SF/Matching integration data





    s. Add Skills + Save
        i. Try to keep Nice to Have Skills minimal as well, the example below is a little heavy - try to keep MCQ's only.
    t. Add additional details or notes on the right hand side of matching if needed.



    u. In order for the pre-sales to work on your opportunity AT ANY TIME within the process - the job MUST be in job status **CREATING SHORTLIST** ***IN MATCHING - always check matching to make sure the job status has populated.***
    v. Email client to send self serve link and the blank MSA + SOW in the follow up email.

SQL Follow Up Email Example

Hey, {{{Recipient.FirstName}}}. It was great speaking with you today! It was exciting learning about your recent growth, and our team has begun the matching process.

To recap, here's a brief summary of how we work:

- Hire a highly vetted Turing engineer for:
  - Full-time: 40+ hours per week
  - Minimum 3 months of work
- Cost-effective rates:
  - $ MONTHLY_RATE / month
  - $ HOURLY_RATE / hour
  - Rates are based on seniority and skill level
- The "Working Interview"
  - Each developer has a 2-week trial period
  - Define your trial goals and measure success
- Reliable overlap
  - Minimum 4-5 hours of overlap
  - Maintain fluid communication
  - Never miss a daily standup

[Our Deck for Your Review]()

[Turing's Case Studies]()

Please let me know if you have any questions, and we're looking forward to working with you!

{{{Signature}}}

SQL No Show Follow Up Email Example

Hey, {{{Recipient.FirstName}}}. Sorry to see that we couldn't connect today. I wanted to follow up with a brief summary of how we work:

Hire a highly vetted Turing engineer for:

- Full-time: 40+ hours per week
- Minimum 3 months of work

- Cost-effective rates:
    - $ MONTHLY_RATE / month
    - $HOURLY_RATE / hour
    - Rates are based on seniority and skill level
- The "Working Interview"
    - Each developer has a 2-week trial period
    - Define your trial goals and measure success
- Reliable overlap
    - Minimum 4-5 hours of overlap
    - Maintain fluid communication
    - Never miss a daily standup

[Our Deck for Your Review]

[Turing's Case Studies]

Please let me know if you have any questions, and we're looking forward to working with you!

{{{Signature}}

Sales Process: Stage 2 Activity

Watch the video: Discovery Call

Record yourself doing a demo of the Turing (Matching) platform. Upload the pitch into your name folder under Sales Pitch.

Create a mock broze lead in salesforce and fill out all mandatory fields for the client. Once finished, disqualify the lead.

Complete the Sales Process Survey

1 **Discovery Call**

Watch the discovery call and then record yourself doing your own demo of the Matching platform.

2 **Mock Bronze**

Create a mock bronze lead in Salesforce and disqualify them.

TURING

Packet Preparation and Sending

Sales Process: Stage 3

Fulfillment Team: Technical Matchers (TM)

Responsibilities

- Own and drive pod level match rate
- Own the customer experience after sales lead qualification and pitch, all the way to the match
- Lead Technical Requirements Gathering calls for customers
- Negotiate and set expectations with customers on quality, pricing and timelines
- Improve shortlist quality by sharing feedback with Talent Associates on quality of profiles
- Work closely with vetting team and TI team to translate feedback from job requirements and interviews into our vetting processes (additional vetting + automated vetting improvements)
- Work closely with segment leads to improve effectiveness on Talent Associates, end to end funnel improvements to improve match rate
- Work with interview success teams to loop feedback from interviews to next set of profiles

Capabilities

- Strong technical expertise and communication skills to lead technical requirement gathering calls
- High Ownership to drive match rate improvements, especially sharing feedback with Talent Associates
- Ability to work closely with sales teams

Accountable Metrics

- Pod Match rate, Pod Ent pilot success rate
- DC/IR, IR/job, IR/position, %SLA adherence for packet sent
- NPS/Feedback from enterprise pod lead, segment leads

Key peers for matric review

- Sales AEs, Segment Leads

Role applicable to Platinum and Gold Customers.
Silver & Bronze customers to continue in current flows.

Fulfillment Team: Talent Associates (TA)

Responsibilities

- Find suitable developers for the jobs that they are assigned.
- Search both within matching system and outside of matching system (e.g., Linkedin)
- Create a network of developers for their segment outside of Turing platform
- For certain geos, work with local communities to build developer networks
- Create pre-shortlisted devs for Technical matcher review (Talent Lead review is optional)
- Reach out to shortlisted developers, ascertain interest and share with respective ops teams
- Hold respective ops team members accountable to their SLAs
- Work with search leads and segment leads to improve matching system filters

Capabilities

- High-ownership, ability to search & find suitable developers in the matching system, and search Linkedin and establish first contact through Linkedin.
- Ability to pick up signals from technical matchers and be coached.
- Strong IT recruiting skills

Accountable Metrics

- Match rate for jobs assigned to them adjusted for difficulty.
- % of jobs where end to end SLA for sending packet was met.
- # devs added to shortlist; % devs rejected by technical matcher.

Key peers for matric review

- Talent lead, Segment Leads
- Technical Matchers

Role of AE vs. TM vs. TA

Activity	Platinum & Gold Customers	Silver & Bronze Customers
1. Lead qualification for new prospects (SQL)	Account Executive; TM to join call if available (mandatory initially)	Account Executive
2. Requirements gathering call for new opportunities	Technical Matcher in partnership from Account Executive	Account Executive
3. Updating job requirements in the matching system	Technical Matcher	Account Executive
4. Ensuring Talent Associates understand Technical Requirements / closing gaps in requirements	Technical Matcher in partnership from Account Executive	Account Executive
5. Identifying and reaching out to potential developers to garner their interest for specific jobs	Talent Associates	Talent Associates
6. Shortlisting developers for the packet / Reviewing shortlisted developers	Technical Matcher	Talent Associates
7. Ensuring all Fulfillment operational teams are meeting their SLAs (e.g., Profile Wizards, Manual Vetting)	Technical Matcher	Talent Associates
8. Sharing the packet with the customer (standard process or client-specific methodology)	Technical Matcher (post chang mgmt / sign off from AEs)	Account Executive
9. Managing logistics around interview scheduling and closing interview-based feedback loops (e.g., new packet, manual vetting)	Technical Matcher	Account Executive

Note: Account Executives will continue to own the overall client relationship and step in to solve any challenges (e.g., getting a client response); However, TMs will be responsible for logistics (e.g., completing requirements gathering form)

Stage 3: Packet Preparation and Sending Overview

Shortlist ("packet") sent to the clients and they evaluate the shortlisted candidates for their eligibility to move to the interview round.

Alternatively, the clients get to pick candidates directly from selfserve which initiates the hiring operations to check the candidates' availability.

Who is involved:

AEs, TM, and TA

Basic Procedures:

Sales-intake: Technical Matchers join customer calls for Gold, and Platinum log requirements, work with customers to simplify demands to boost fulfillment.

Pre-shortlist: Talent Associate adds developers to pre-shortlist from all available search sources; Technical Matchers moves to shortlist.

Shortlist: Talent Ops works to ensure all key ops flows (manual vetting, NTE, profile wizards) are conducted efficiently maximizing conversion & improving developer touchpoints.

Packet: Technical Matcher makes packet from the shortlist and sends to the customer.

Interview: Talent Ops responsible for ensuring interview is conducted.

Good to know:

Developer rates do not need to be modified before sending a packet.

AEs have to validate that the developer matches the job description.

AEs have to keep the Turing calendar checked for clients to book interview calls.

AEs will be notified when new packets are ready through the matcher bot.

TMs have to move the deal to packet sent in Salesforce after sending the packet.

Difference for Bulk & Teams:

Bulk: all steps largely the same except:
Talent Associate Lead will be the XFN lead working closely with the Technical Matcher

Responsible for coordination with DRI in DS for custom lists.
All bulk outreach done within fulfillment:
Talent Associate responsible for bulk outreach through product
Talent Acquisition team does targeted outreach if needed.

Teams: delivery team plays the role of the customer.

Additional metric measured: % positions filled in 30, 60 days by position.

FSS Silver & Bronze Clients: Preparing and Sending Packets

Preparing Packet Phase

1. Check in with the matcher daily, should be 3-5 business days. Ideally if you can get out a packet in 1-2 business days, that will be better.
2. Wait for notification on slackbot in Slack and in email for 'Packet Sent' and then check out packet

Sending Packet Phase

1. Click on job link in the notification in slackbot or in Email which takes you to the basic info page of matching link
2. Scroll down to **Packets for Customer (New)** and click on the **Date Created** link which will take you the **edit packet page**
3. Check on **Reasons to Match** section of **Matched Developers** for a quick overview of why the devs were selected
4. At the same time, pull up the Turing Rate Chart for calculations on Developer Margin
    a.
5. Go back to the **edit packet page**:
    a. Check the bios to make sure it looks relevant and there are no grammatical errors, etc
    b. Click on developer profiles (best practice: do one at a time)
        i. Optional: Check their Turing Resumes, automated testing scores, manual vetting link for communication if applicable
        ii. Check for rate in left hand side of Overview page where it says **negotiated rate** - you can confirm in **manual vetting** notes under **Rate Alignment**
        iii. Check for availability on left hand side of Overview
    c. Make sure Relevant ready to match skills are checked
    d. For the rate, take out the hourly (if on monthly) and calculate with the **Turing Rate Chart** for the appropriate margin accordingly
        i. Only include MONTHLY rate - not both hourly and monthly (unless you are sending a part-time dev)
6. Press save packet and click on packet preview
7. Insert packet link into the Packet email we send out. Fill out details in the Packet email.

FSS Silver & Bronze Clients:
New Packet Follow Up Email Example

Hi {{first_name}},

Thank you for allowing us to match you with role developers with {{required skill}} experience.

Our matching & vetting engine was designed by engineering leaders from Facebook, Google & Stanford to match you with the best remote software developers from around the world.

Turing currently works with the top 300,000+ developers in the world. We vigorously test, vet, & match our developers with many important signals including but not limited to:

- Remote communication & collaboration skills
- Cultural fit between your company & our developer
- Relevant work & project experience
- Standardized developer seniority level
- Expertise in specific tech stacks

Please check out our Deep Developer profiles to view your {{skill}} candidates and let us know which candidates you would like to interview. Feel free to also give us feedback on the candidates who you decide not to interview so we can improve your matches in the future. Our team will follow up to schedule the *interviews*.

Let me know if you have any questions, and we're looking forward to working with your team.

- Reply back to AE email

Gold & ENT Stage 1: Sales Intake

Step	DRI	Metric	Details
Kick-start	**AE**	*% jobs where req gathering call was conducted*	AE works with prospect to set up a second call that will focus on requirements gathering **Technical matcher** tagged to relevant pod joins the call **(Ivan, Matko - Pat, Gold ; Damir - Vaibhav, Mani - Ty, Susmin)** *Note: No change to any steps for Silver & Bronze opportunities.*
Prep	**TM**	-	**Technical Matcher** to identify a few candidate profiles to showcase on call if AE provides information of the opportunity. Have benchmarks ready for AVS.
Call	**TM**	-	**Technical Matcher** runs requirements gathering call in partnership with the AE • Own client relationship from fulfillment perspective (e.g., timelines, what is possible, budget vs. reqs.) • Responsible for accurate and complete requirements gathering. • Pushback on clients' non-sourceable demands (e.g., combining 3 roles in 1) • Communicate turnaround time for the 1st packet to customer based (priority of job, status of supply, and vetting requirements by the client). • Share some sample profiles (based on initial information from customers). • If direct customer contact doesn't have this information, TM and AE will work together to get appropriate information from the engineering manager (on the call or afterwards)
Post-call	**TM**	-	**Technical Matcher** updates job details **in the matching system.** • Job requirements updated. • Job is tagged to a stack - FS - FE/BE, Cloud, Mobile, Data, Others. • Job classification added - **supply availability, and vetting requirement.** Difficulty level of the job updated automatically. **Technical Matcher** is responsible for setting up customized interest & availability form along with Vetsmith/ or manual vetting (in collaboration with Ti team) if required**.**
TA assigned	**TM**	-	Job is assigned to the **TA Lead (reports Segment Lead) who assigns it to relevant TA** in the **matching system.**

Gold & ENT Stage 2: Pre-shortlist

Step	DRI	Metric	Details
Search	**TA**	-	**Talent Associate** searches the following pools (order is indicative of priority, but flexible): rematch developers list, P2 AVS, P2, P1, Lists / curated and built up over time ("wallet"), Linkedin search to find developers.
Pre-shortlist	**TA**	*# devs added to pre-shortlist*	**Talent Associate** adds candidates to the **pre-shortlist through the matching system.** *Note: TA Lead reviews / filters candidates added based on discretion.*
Interest check	**TA**	*% devs that qualified* • *% responded to interest check & vetsmith* • *% successful interest check & vetsmith*	**Talent Associate** shares interest check and vetsmith link with the developer through matching system.
Shortlisting	**TM**	*# devs moved to shortlist* *% rejected by technical matcher*	**Technical matchers** approve the developer from **pre-shortlist to shortlist** through a matching system.

Gold & ENT Stage 3: Shortlist

Step	DRI	Metric	Details
Shortlist	**Talent Ops**	*% conversion from shortlist to "ready for packet".* *% SLAs met for individual ops flows.*	**Key operational teams** involved at this step to move the developer down the funnel. NTE, Manual Vetting, Automated Vetting, and Profile Wizards. **Depending on the current vetting status of the developer, one or many of the below are triggered** ● P2: vetting (manual), NTE for Passed TI candidates. ● P1: vetting (manual), NTE. ● P0: sign-ups; vetting (manual), NTE. Profile wiz where required. **Ops to move developer to "ready for packet"** **Talent Associate** to monitor SLAs and flag delays.

Gold & ENT Stage 4: Packet

Step	DRI	Metric	Details
Packet	**TM**	*% Packets sent within SLA.*	• **Technical Matcher** creates a packet from developers in the shortlist. • **Technical Matcher** sends the packet to the customer and AE. ○ **Technical matcher** to follow-up after 24 hours. ○ **AE** to do the follow-ups with customers subsequently. • **Technical matcher** to help address questions / concerns shared by customers. • **Technical matcher** is responsible for ensuring status of the job is updated (i.e. customer responded - positive or rejected, no response, etc.) Note: Technical matchers need support to understand client-specific idiosyncrasies (e.g., don't include price, share packets as a link)

Gold & ENT Stage 5: Interview

Step	DRI	Metric	Details
Interview	**Talent Ops**	*% job with at least 1 IR* *IR / job, IR / position* *IH / IR* *DC / IH & DC / IR*	• **Talent Ops** is responsible for set-up & preparation. • **Talent Ops** attends the interview: ○ **Data logged that interview happened.** ○ Feedback from interview logged in matching system in a format that is aligned with Product & DS. ■ Aggregated feedback shared with the Vetting Product team aligned with Talent Ops Head & Segment Leads. ○ Feedback shared with TA, Manual vetting & Technical Matcher team.
Success	**Talent Ops**		• **Talent Ops** hands off developer to the customer & developer success teams.

Self-Serve

Video: Packet integration feature on the customer portal
Matching Team Involvement *Needs to be edited/redo*

Self-serve

A customer portal where clients can look at the developers according to their requirements and request to interview once they find developers as a potential fit.

There exists a limit on the number of interviews to be requested and currently the limit is 10.

This limit exists for each role and will be prevalent for one week. This will reset in the following week starting Monday.

Self-serve lite

When a customer books a call, they get to look at three sample profiles and they may submit their intention to interview them or not.

If the client has viewed the profiles and indicates interest in interviews:

- Gather interview availability on the sales call.
- AE double checks communication in manual vetting.
- AE requests interview in vel-matchers.

If the client has not indicated they want an interview ("interested in interview" section is blank):

- Ask client on call if they viewed the profiles.
- If yes, ask for feedback and if they want to set up interviews while we also put together a packet.
- If no, send those profiles right after the call to review as we put together a packet.

ASAP Start

If your client is looking for someone to start ASAP, you can always check in **#quick-rematch-developers** and all the devs are in this Quick Re-Match Candidates Sheet that's easily searchable!

Turing Calendar in the Matching System

Please note: Do not check the Turing Calendar off when sending the packet through the Matching System. Only reason we should turn it off is if there is announcement about Calendar issues.

Sales Process: Stage 3 Activity

Watch the videos:

- [Editing and Sending a Packet]
- [Calendar Packet integration]
- **Deck:** Calendar Playbook
- Sending Contracts (MSA/SOW) using DocuSign

Create an opportunity, let a matcher put together a packet and then send it to Emiliano, Blaire, and Ashley.

Optional: Ask a peer in team shark to add you to a call showing you a packet being prepared.

Take the Sales Process Stage 3 Quiz

Complete the Sales Process Survey

1 Packet Preparation

Watch the videos on packet preparation.

2 Matcher Packet

Create an opportunity for a matching to put together. Send the packet to Sales Enablement team.

Interview Scheduled

Sales Process: Stage 4

Stage 4: Interview Scheduled

After reviewing candidates, the Client selects developers to be interviewed and provides their availability.

The AEs are informed and the hiring ops are reached out to the candidates to schedule.

Prior to the interview, hiring ops does a prep call with the candidate to groom them for the actual interview.

***Who is involved*:**

Account Executives- Submit selected candidates, customer emails and availability, as well as additional details about the company and/or job to Hiring ops via the Slack workflow in Vel_matchers channel

Hiring Operations- In the manual process, once the request is received via Slack, hiring ops reaches out to the developers to check for their availability. Once developers confirm, they set up a google calendar invite at the mutually agreed time, invite the AE, attach the developers Turing profile and include a zoom/google meet link.

Once the AE accepts the invite, they may transfer ownership of the event to the AE

***Basic Procedures*:**

Once the client selects the candidates they want to interview, AEs submit a ‘schedule interviews’ workflow in #velmatchers slack channel and assign a Hiring Operations specialist to handle

The Hiring Operations specialist would reach out to the developers checking their interest and availability

If the candidates are available, then interviews are scheduled as per the process described above

***Good to know*:**

It is not mandatory to attend all developer interviews but it is highly recommended to join at the end to start next steps with the client.

Sit in on each of the customer's last developer interview. This will allow AEs to get closer with the customer and close deals. Do not wait until later in the sales process to speak with the client.

The developer interview is a critical juncture to develop the customer relationship. The AE can get a sense of what is not working and course correct. The AE can close the deal faster - this was a technique we used successfully before Customer Success.

AE should not be optimizing for efficiency, we are optimizing for converting the most developers from our current pipeline.

AEs do not have to manually schedule interviews for the developer. The turing client puts in the calendar the dates available and AEs communicate with the Pre Sales team on slack to coordinate times with the developer.

It is not mandatory or encouraged to attend the Turing developer prep call.

The clients are able to conduct live tech interviews or whatever fits the clients hiring process, within reason. Turing encourages a limit of up to 4 or 5 developers per role.

Scheduling Interviews

If used self serve:

The clients would skip the preparing packet and packet sent stage as they are directly requesting a whether a developer is available for an interview.
The rest are the same steps with the basic procedure.

Some Special conditions

If no candidates are selected or none of the selected candidates are available there is a request for a rematch.
This step would either move back to preparing packet or sending the self serve link once again.
If the client does not prefer a rematch and decides to pass on, then the opportunity is lost / marked as lost in Salesforce with appropriate fields completed.

When a customer does not go through with developer after interview initially(closed) and then comes back wanting the developer (converted). Clone the issue in salesforce. Go to the job in the matching platform and add the developer to the job. Notify anyone on slack that is working on a job where the developer is a potential match for someone else.

The client manually notes down the developer's names from self-serve and requests for an interview over email. Then the presales team creates a packet with the given developers. 3 scenarios to consider under this:

Dev selected, interview not requested through self-serve and were not in any packet sent to clients.
Dev Selected, interview not requested through self-serve, were in a sent packet but packet not viewed.
Dev Selected, interview not requested through self-serve, profile viewed in self-serve and were in a sent packet but rejected from it.
But it is preferred to advise the clients to go through self-serve for scheduling the interviews.

Scheduling Interviews

Add ons:

Usually the AEs will sit through all the interviews to:

1. Act as a resource if there are any questions being raised with respect to Turing.
2. To coordinate with possible connectivity issues and follow up with the client or the candidate as we won't share the contact information.
3. Collect hands on feedback from the client.
4. Meet any surmountable objections and prompt the client to move forward with a two-week trial.

If the AEs are not available, someone (either the Hiring Ops specialist or someone from the sales team) would host the call instead.

If the client prefers to just have one on one conversation with the candidate, then the AEs would just do the introductions and leave the call.

Some special cases:

In each of the following scenarios, the AE should work to set expectations with the client

Client spends so much time on interviews but not being satisfied with any of the candidates

Have a long interview schedule which is time consuming.

Selects a lot of candidates with self serve in addition to scheduling interviews manually.

Scheduling Client Interview

1. Follow up with client in a day after the packet has been sent (can be call and/or email).
2. Once client confirms on the packet link which engineers they want to hire, take the interview information and put it in vel-matchers slack channel.

Involvement of interview success team

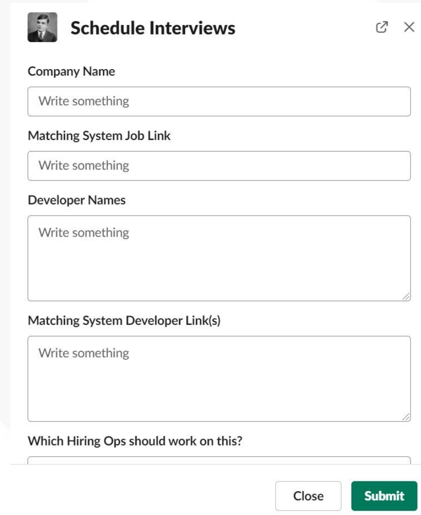
Video: Overview

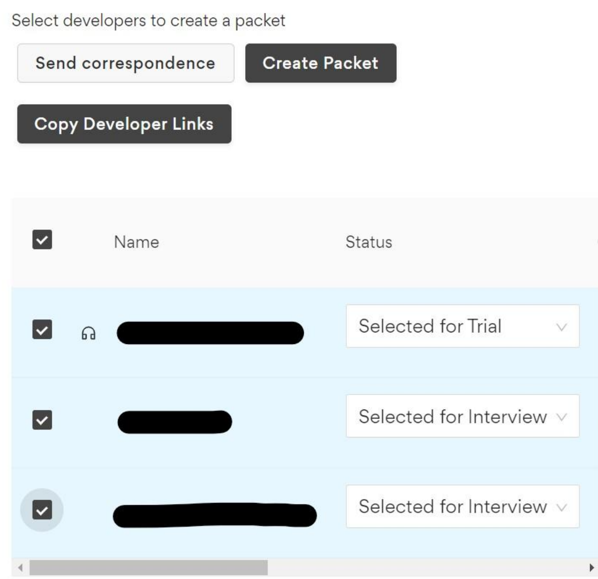
Video: Account Executive Touch Point

Matching Platform Process for Scheduling Interviews

How to initiate for scheduling Interviews:

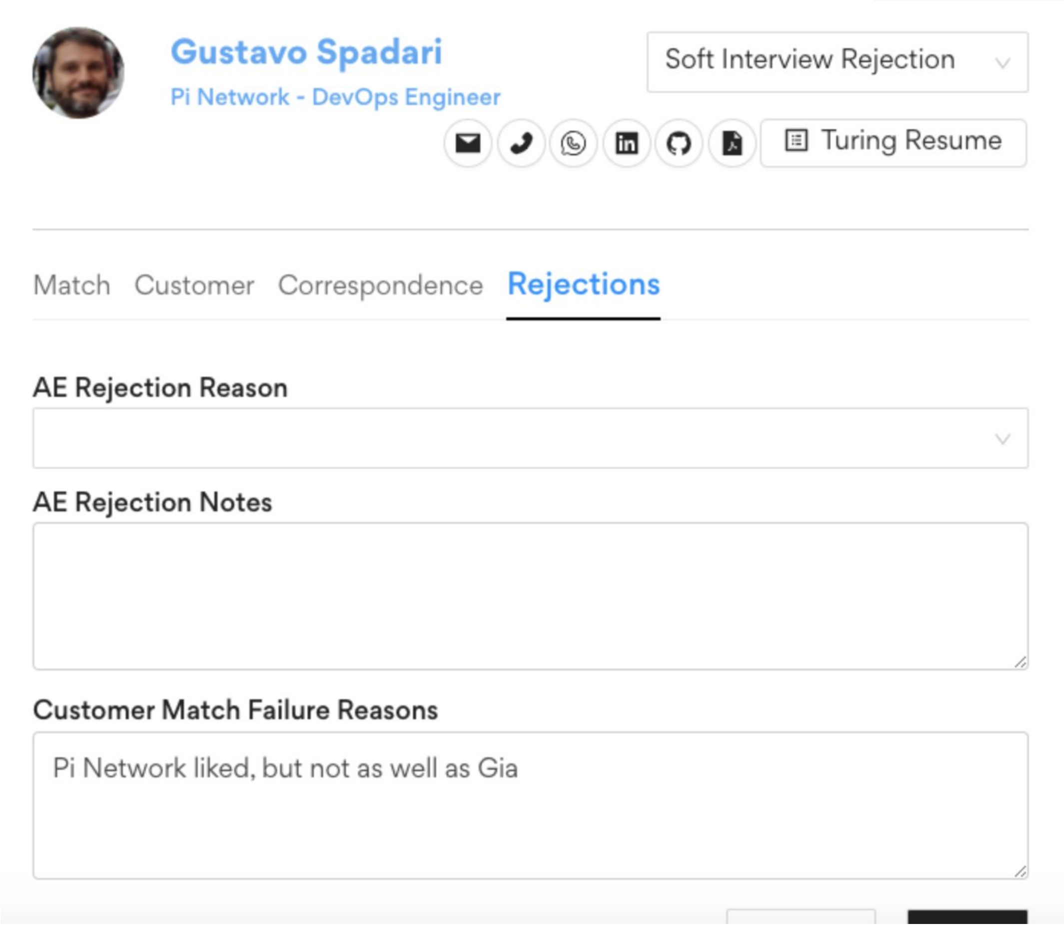
- Copy the matching link for the job.
- Go to vel matchers channel in slack and select 'Schedule Interviews' from the workflow options (the lightning bolt icon).
- Fill in the details.
- From the matching link, select the checkboxes which is located on the left side of the developers' names and hit 'Copy Developer Links' (That's an easier way to do it but still there's no shortcuts for writing the developers' names in the slack message.
- Confirm the duration of the interview with the client (not necessarily). If not sure then just go ahead with mentioning it as a 30 minute interview but let the hiring ops person know that the duration of the interview is yet to be confirmed.
- Include details about company and job from initial call with client in the 'Additional Details' field.
- Hit Submit.
- Go to Salesforce/Scratchpad and change the stage and job status to Scheduling Client Interview.





If a Client Rejects a Candidate Interview

1. Go to Job ID in Matching
2. Click on the Developer link
3. Rejections
4. Choose:
    a. Soft Interview Rejection
        i. e.g. “They liked this person but they liked this other person better”
    b. Hard Interview Rejection
        i. e.g. “They failed a coding challenge”
5. Enter notes in the Customer Match Failure Reasons Notes



What happens after the interview?

Situation 1: Developer has been selected!

Reach out to the developer, congratulate them on being selected and confirm the following:

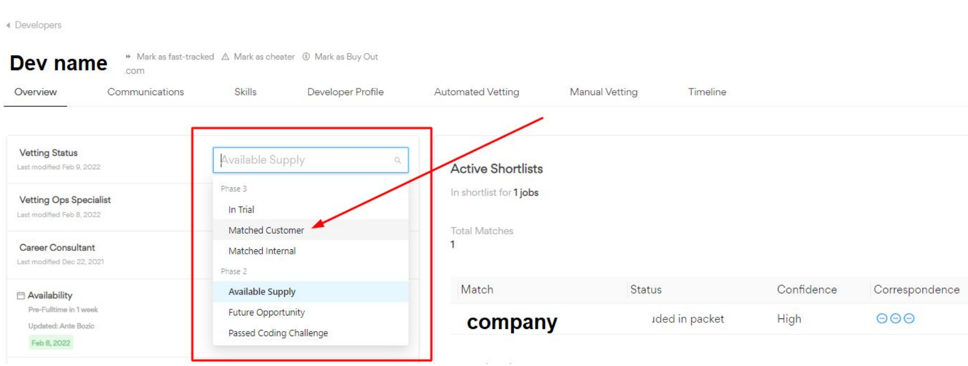
- Interest
- Reconfirm rate (before confirming rate, verify with AE the amount, and if it's hourly or monthly and communicate that number)
- Confirm start date

This data needs to be given to the responsible AE/Sales, so they can initiate customer contract and the logistical part of onboarding (creating email, workspace etc.)

Update matching.com to reflect the current developer status:

- **Change vetting** status to **Matched with customer** on the developer profile page.

This will remove the developer from further opportunities, as he will be starting the engagement soon.



Change the developer status to Selected for trial on the job page, so everyone is aware that this developer was successful and is moving forward in the process.

After these things are completed, coordinate with the responsible AE/Sales to conduct the onboarding call that should be attended by client, AE, developer and you.

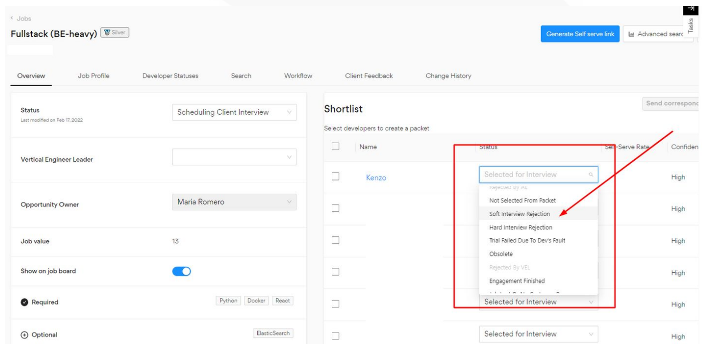
What happens after the interview?

Situation 2: Developer not selected

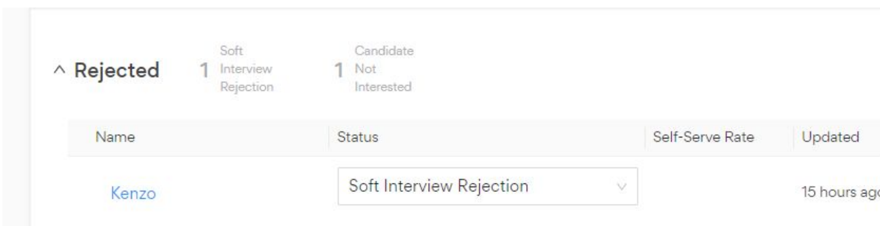
Update matching.com to reflect current developer status.

On the job page, mark the developer either with Soft or Hard interview rejection. **Soft interview rejection** - adequate skills, but not a cultural fit, or too junior for the position, something like that.

Hard interview rejection - developer does not have the skills, has failed the interview or any sort of severe reaction to the interview conducted.

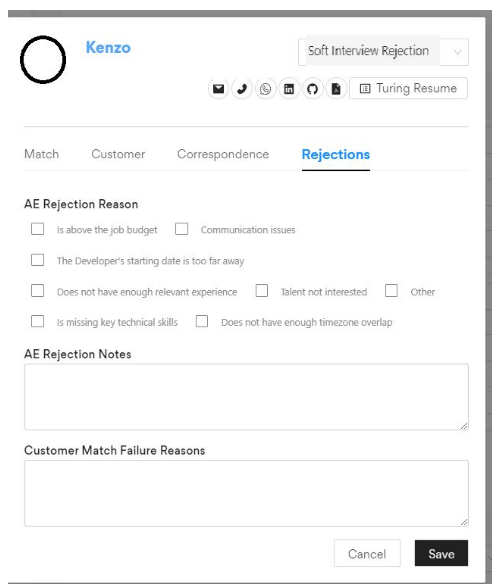


Once this is completed, the profile will move from the Shortlist to the Rejected section, automatically.



Clicking on the Profile name will bring up the developer profile, and you'll be able to add a reason for the rejection.

Be detailed, based on the information provided by the client and interview shadowing if possible.



Sales Process: Stage 4 Activity

Watch the video: Talent Interview

Watch the videos on the Customer Success team involvement with the process.

- Overview
- Account Executive Touch Point

Optional: Ask a peer in team shark to add you to a client developer interview happening this week.

Take the Sales Process Stage 4 Quiz

Complete the Sales Process Survey

① **AE Peers**

Coordinate with an AE peer to be added to a client developer interview.

② **Videos**

Watch the videos covering a developer interview and on the Customer Success team's involvement.

Resource Chosen

Sales Process: Stage 5

Stage 5: Resource Chosen

The candidate is chosen for a trial, availability checked and start date of the engagement is decided.

Use the Margin Approval workflow in the #fss-msa-approval Slack channel for contracts under 40%. Simply click on the lightning symbol in the bottom left corner and select "Approve Margin Below 40%". The form results go directly to Rivers, and he will follow up if there are any questions. Please also let Rivers know if any fields should be added.

Who is involved:

Account Executives- They receive the final decision from the client and reaches out to the candidate checking their interest and availability to start.

Basic procedures:

Once the interviews are over, the client will decide on which candidate to hire based on the interview performance, experience, etc
Once the candidate is decided, AE will reach out to check their availability, confirm their rate, see if they have a notice period, etc. (see 'Negotiating Dev' note template in Scratchpad)
AE sends message in the #salesonly slack channel and notify the AEs. Include the customer category in the message so that if its Bronze, it is easier to record the deposits
Depending on the client's and the candidate's availability the start date of the engagement is decided
In salesforce, the AE should executive the 'Resource Chosen' workflow and fill in the following details:

Close Date
Project Start Date
Developer Name
Last Day of 2 Week Trial (not necessary but helpful for reporting)
If you have it, the Client Bill Rate and Cost per hour.

Good to know:

Adobe Sign is the tool do we use to create the MSA and SOW.
AE do not inform the developers that they have been selected for trial, the Customer Success team does.
After a client confirms they want to hire a developer, the AE must go to the #sales only slack channel and inform the team which developer has been selected for hire.
Right after informing the sales only channel, we go to the matching platform, to mark the developer status as matched customer to stop them from interviewing with future clients.
The Customer Success team will conduct an onboarding session with the client and the developer to kick off the trial period.

Resource Chosen Special Cases

Some Special Cases:

- If none of the candidates are selected or the selected candidate is not available, request for a rematch
- If the client decides to pass on the opportunity, then mark it as lost

If the client selects multiple developers:

- There should only be one selected developer per job link, because of this the AE must create a jobs in SF/matching for each selected developer
  - Clone the job in salesforce
  - Go into the new matching link field in SF and copy that link
  - Add the selected developer to the new matching link
  - Change the job status to matched customer

Some special cases:

- The candidate receives multiple offers from multiple companies within Turing
- Clients wants to carry out their own background check process

Once the Client selects a Developer

1. Cmd + J to access Scratchpad
2. Search for the job
3. Resource Chosen Card
   - Checklist
     - Close Date
     - Project Start Date
     - Opportunity Stage
     - Developer Name
     - Job Status
     - Developer Link
     - Last Day of 2 Week Trial (not necessary but helpful for reporting)
4. Set up confirmation call with the developer to confirm details
   a. Template in Scratchpad for this which includes:

      Dev name / Client - Negotiating Start Details

      - Notice period:
      - Overlap:
      - (Overlap while Part-time):
      - Start Date:
      - Onboarding Date:
      - (Monthly) Rate:
      - Virtual Standup time:
5. Send all RELEVANT details to the client to confirm and let them know that once they confirm you will send over the official SOW for them to sign.

Turing Legal Process: NDA & MSA

Different Stages involved

The following are the stages involved in a standard deal negotiation scenario between Turing and a potential Client (and not factoring in documentation with developers or non-standard circumstances):

1. **Initial Discussion Stage**

Major documentation involved – NDA (Non-Disclosure Agreement/ Confidentiality Agreement)

At this stage of early discussions where the exact nature and commercials involved in a deal are not finalised , it is recommended that an NDA is executed between the parties.

The purpose of an NDA is only to facilitate discussions, whereby the parties agree to keep any information exchanged during such discussions confidential.

From the client's side, they would likely divulge information about their existing systems or projects amongst other things. Turing could share information about our pricing structure, resumes of developers etc. Therefore a mutual NDA makes sense for both parties so that a free discussion can be enabled.

An NDA should be strictly for enabling discussions and should not have any commercial terms included.

We do have a template, but we are mostly okay with client templates as well since NDA templates tend to be standard universally. Therefore in most instances, these can be signed really quickly with little to no negotiations at all, SUBJECT TO APPROVAL OF THE TEMPLATE FROM THE LEGAL TEAM.

2. **Deal Negotiation Stage**

Major Documentation Involved – MSA (Master Services Agreement)

A real legal relationship between the parties is established at this stage.

MSA – An Umbrella agreement that will govern all major legal and commercial aspects of a potential business relationship between the parties.

Clauses such as payment terms, Indemnity, liability, termination, confidentiality etc to be covered in this. Turing has an MSA template which is short and tailor-made for the scope of services we provide.

> Option 1 should always be to send this template to the client for their review after which we can look at the changes they want to make to the agreement. This is not just because the default language is slightly favourable to us, but since the template has been drafted specifically for the scope involved, this would result in lesser changes by either party along with easier and faster negotiations (as opposed to using a client template which wouldn't be suited to staff augmentation services , thereby resulting in a lot of changes and discussions, for example).
>
> However, if the client insists on us using their template despite providing the above reasons, we can review the client template and go into further negotiations. This usually takes longer because many client templates are longer and generic resulting in more changes to discuss.

EVERY MSA (AS LONG AS IT IS NOT OUR STANDARD TEMPLATE WHICH THE CLIENT HAS ACCEPTED WITHOUT ANY CHANGES) SHOULD BE SENT TO THE LEGAL TEAM FOR REVIEW AND APPROVAL.

Turing Legal Process: SOW & PIIA

SOW(STATEMENT OF WORK)/WORK ORDER/PURCHASE ORDER

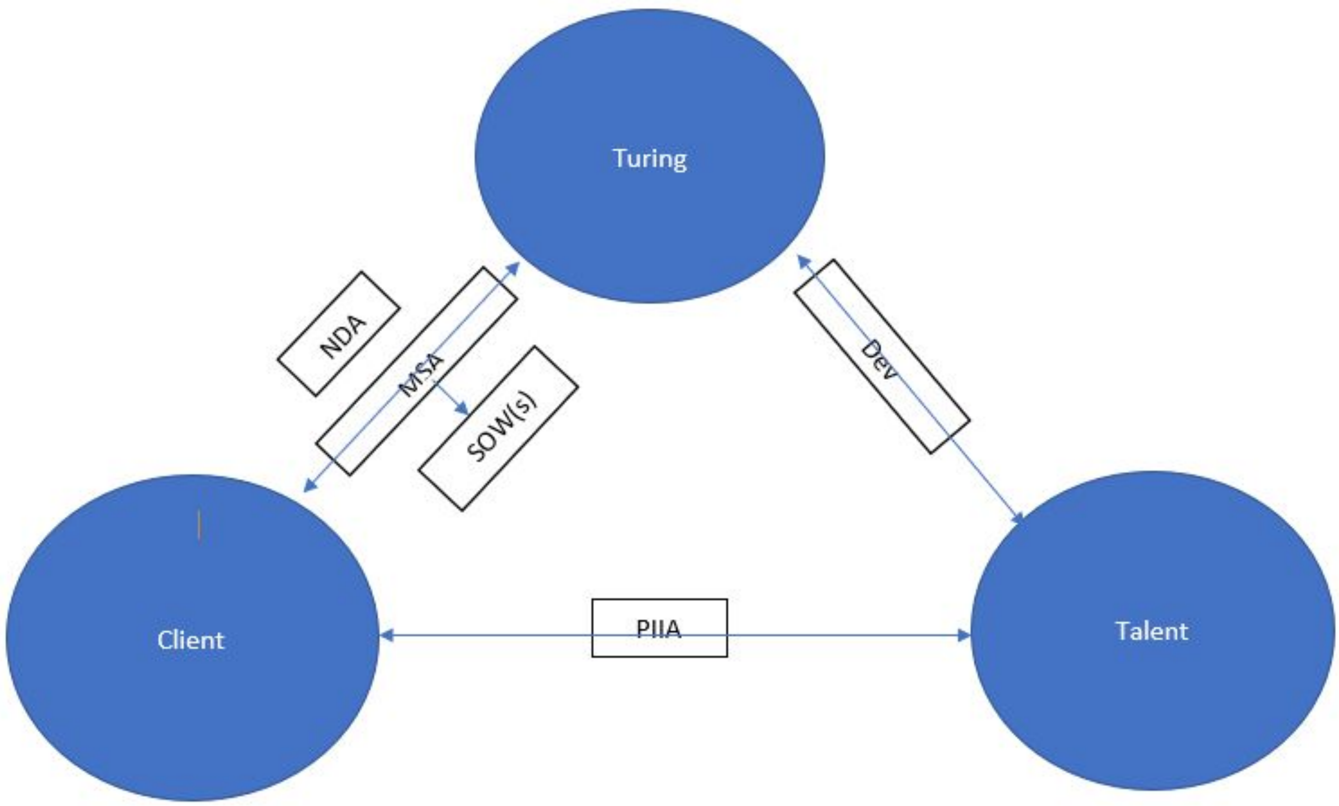
The SOW is a project specific document defining project-specific activities, deliverables and timelines regarding the services . They are governed by the clauses of the MSA executed between the parties and therefore ideally shouldn't have a legal clauses. There could be multiple SOWs under an MSA (usually one for each developer).

These may be confirmed by the Sales Team as long as there are no legal clauses which would require inputs from the Legal Team.

PIIA (Proprietary Information and Inventions Assignment Agreement)

This agreement is signed directly BETWEEN THE CLIENT AND THE DEVELOPER. This should always be a non-commercial agreement wherein the Developer directly agrees with the client that any deliverables made by the developer during the services shall be owned by the client , developer shall keep all information confidential etc. , amongst other things. The client is also free to include any information security/data protection specific protocols or policies that they would want the developer to comply with.

This is not necessary though, and it is upto the client to execute this or not. However, all client drafts for PIIAs SHOULD BE APPROVED BY THE LEGAL TEAM.



Sales Process: Stage 5 Activity

Review the MSA templates in Spotdraft.

Create a test standard MSA, fill out all appropriate fields, and submit a rate approval that respects the margins of Turing. Email a completed MSA/SOW in a drafted email to Emiliano, Blaire, and Ashley.

Take the Sales Process Stage 5 Quiz

Complete the Sales Process Survey

1 **Mock MSA**

Fill out a mock MSA/SOW.

2 **Email**

Send completed MSA/SOW with a mock, drafted email to the client Emiliano, Blaire, and Ashley.

TURING

Engagement Agreement Signed

Sales Process: Stage 6

Stage 6: Engagement Agreement Signed

Once a developer is selected, the AE prepares and sends the necessary agreement(s) in order to start with the developer.

All agreements must be signed prior to the developer starting the engagement.

Once the onboarding call is set up and the candidate and the AE is briefed on the engagement details by the client.

Once onboarding is completed and the candidate is now a part of the client's company.

TURING

Who is involved:

Account Executives- coordinates in sending the agreements.
CRO->Prakash- Signs the engagement agreement before sending it to the client and to the candidate.

Basic Procedures:

Confirm Developer and check for candidate availability. After which you send final agreement over with a few key pieces of information:

- Today's date
- Developer Full name
- Developer's Matching link
- Developer Start date
- Duration of 2 week trial
- Payment terms
- Any discount terms previously agreed upon with the client.

Send agreement to client, once signed, mark the opportunity as 'engagement agreement signed' in SF after which the onboarding process begins. AE will be with them along the way to help answer whatever questions they may have.
After the onboarding process the 2 week trial starts.

Good to know:

If the client has suggestions to the MSA, AEs must submit for approval to our legal council.
AEs are able to sign the clients NDA and PIIA upon Turing legal approval/revision.
AEs cannot manually approve edits to the MSA and SOW. AEs must always request approval with Tony Philip from legal.
Contract suggestions are not allowed unless approved by the legal team.
Tony Phillip must review the MSA/SOW documentation through the #legal-review-sales Slack channel.

Once the Engagement Agreement is Signed

Sending the Client Contract

1. Copy yourself and Sales Manager on contract.
2. Be sure to let Prakash and Rivers know that contract has been sent on Slack.

Some Special Conditions:

If the selected developer is not available then request for a rematch which would take back to preparing stage.

If the client had interviewed multiple developers and if they have anyone else as a backup option, reach out to them checking their availability.

If the client does not prefer a rematch then the opportunity is lost.

Some special cases:

Either the client or the candidate have concerns with the MSA.

Request for the Virtual Development Machine.

Post in Sales-Only Channel

1. Once the contract is signed by the client:
2. You will receive an email confirming signed
3. Go to SalesOnly Channel in Slack
4. Tag Mahesh and use the template already from past to send dev their contract
5. Send to @Mahesh
    a. Developer Full Name:
    b. Developer email ID:
    c. Start Date:
    d. Role:
    e. Technology:
    f. Agreed Developer Rate:
    g. *Client contract signed

6. He responds that contract is sent to developer
7. As of now must follow up with candidate (give them a heads up first that they are sending and let them know to ping you once signed)

Onboarding_Dev slack channel workflow

1. Fill out as soon as client contract is signed
2. 'New Matched Developer'
3. Put in as much as possible - where unsure, can say 'please ask dev' or 'See OB document.
4. If the trial is longer than 2 weeks - note this in Additional Info section.

Schedule the onboarding call between talent and client.

Create the onboarding doc .

Send to the client and the dev and anyone else who will be on the call.

Attend Onboarding Call and fill out the onboarding doc.

Update Onboarding_dev workflow via Thread in Slack.

Once dev starts their trial - update Workspace_updates Slack channel.

Remember to set up mid-trial and trial end calendar reminders.

Once Trial passed - workspace_updates slack channel - state that trial has passed.

Salesforce / Matching Status - Paying Customer / Trial Succeeded - make sure they are aligned.

Sales Process: Stage 6 Activity

In our afternoon meeting, we are going to review the filled out agreements.

Place the MSA in the Sales Pitch Folder under your name in a subcategory titled MSA.

Video: Developer Confirmed Onboarding

Remember to send an MSA once for each client and a SOW for each developer.

Take the Sales Process Stage 6 Quiz

Complete the Sales Process Survey

1 MSA

Review the MSA templates.

2 AE Peer

Meet with a peer to go over an MSA that they are preparing for a client.

Onboarding Completed

Subhead can go here if needed

Stage 7: Onboarding

Onboarding call set up and the candidate and the AE is briefed on the engagement details by the client. Onboarding completed and the candidate is now a part of the client's company.

Who is involved:

Account Executives- Gets the start date of the engagement, both the client's and the candidate's timing availability and initiates on scheduling the onboarding call. Also, prepares an onboarding document for filling out the basic engagement information.
Developer Success- work on setting up the Workspace for the developer.
Sales Operations->Mahesh- Initiates the agreement for developer.

Basic Procedures:

Schedule the onboarding call.
Send in the developer contract details in the #salesonly slack channel mentioning "Mahesh" (Sales Operations Specialist).
Send in the external developer request in the #onboarding-developers slack channel to create the Turing Workspace.
Get the onboarding document ready and send it to the client.
Run the onboarding call where the high level details about the engagement are shared by the client to the developer. This acts as a launching point for the developer to enter into the engagement.

Good to know:

The Customer Success team conducts the developer onboarding through slack.
The Customer Success team conducts the onboarding call.
After Customer Success creates the onboarding workflow, Mahesh creates the developer contract on deel.
After posting in the #salesonly slack channel that a developer has been chosen, the AE will we be assigned a Customer Success specialist. Is it encouraged to join the developer onboarding call.

Special cases:

If the developer requests a laptop:

Check whether the developer has an extreme need. If not request them to work with their current setup.
If it's an extreme need, check if there are any rental services offering laptops for rent. They are covered upto $100/month.

Turing Onboarding – (Company Name)

1. **Company Overview**
    a. **Name / Website -**
    b. **What does the company do?**
        i.
    c. **Client team working hours / TimeZone?**
        i. AM - PM, Timezone
    d. **Developer overlap hours?**
        i. AM - PM Timezone
    e. **# of employees (all local or some remote?)**
        i.
    f. **What's the company's main business focus right now? Key goals to share?**
        i.
    g. **What is the core tech team working on and any relevant timelines?**
        i.

2. **Key People**
    a. **Company Org chart (key people/stakeholders related to what you are working on)**
        i.
    b. **Who is your manager?**
        i.
    c. **Who is your Onboarding Buddy (go-to person for any questions, help, etc)**
        i.
    d. **Other key people you'll be interacting with**
        i.
        ii.

Turing Onboarding – (Company Name)

3. **Product Development Overview**
    a. **What is your primary role?**
    b. **Technology stack**
        i.
    c. **Tools/Collaboration**
        i. **Main communication? Email/ Slack?**
        ii. **Main project mgmt? JIRA/Trello? Other?**
        iii. **Other tools must download/use?**
        iv. **Any mailing lists should developer be added to?**
        v. **Any slack channels dev should be added to?**
    d. **Meeting cadence**
        i. **Is there a daily standup?**
            Live/text/other?
            a.
            At what time?
            a.
        ii. **Other key recurring meetings?**
            Sprint Planning?
            Manager 1-on-1?
            a. **Other (i.e all-hands, etc)?**
            b.

Turing Onboarding - Continued

Turing Onboarding – (Company Name)

4. **2 Week Trial Period Expectations**
   i. **Expected overlap hours**

   ii. **Goals for first 5 days and key success metrics**

   iii. **Goals for end of first 2-weeks and key success metrics**

   iv. **What are other ways the developer can become involved in the company?**

5. **Key Do's and Don'ts (to be shared by hiring manager)**

   I.

6. **Any callout from the developer side** (optional - e.g. any particular help, working style, learning expectations, etc.)

7. **Onboarding Checklist (check off if done during call)**

   **** Add in any other things that need to be provided to the Developer, or list from client's custom onboarding notes ****

   Email
   Github
   Slack
   Project Mgmt
   Added to needed mailing list, slack channels, etc
   1:1 setup with manager

8. **Contact information**

   a. Name:
      i. Email:
      ii. Phone:

   b.

Sales Process: Stage 7 Activity

Now that you have met with the Customer Success team and understand the Sales process more, review these documents.

Customer Success

Meeting Presentation: Customer Success

Document: Customer Success Knowledge Transfer

Workflow: Customer Success

Video: Sales Ops and Customer Success Sync Password: A4*H0IYi

Take the Sales Process Stage 7 Quiz

Complete the Sales Process Survey

1 **Customer Success**

Review the Customer Success team content.

2 **Survey & Quiz**

Take the survey and stage 7 quiz.

TURING

Two Week Trial Started

Sales Process: Stage 8

Stage 8: Two Week Trial Start

Candidate begins a two week trial with the client.

Who is involved:

Account Executives- keeps in touch with the client and developer to ensure no roadbumps.

Basic procedures:

On the trial start date, AE should update the workspace_updates channel in Slack that the dev has started the trial.
Upon the trial start date, update Salesforce with '2 week trial start' and 'waiting for trial success'.
At the half-way mark the AE should check in with the client on how the trail is progressing.
At the end of the trial, the AE should check in with the client to confirm that the developer has passed.
Once the developer has passed the trial, the AE moved the status to 'Paying Customer' / 'Trial Succeeded' in SF.
AE should update the workspace_updates channel in Slack that the dev has passed the trial.

Good to know:

When a trial is confirmed, AEs must move the developer to paying customer in Salesforce.
If the trial fails, AEs must move the opportunity to project aborted stage.
AEs do not need to inform Finance team to bill a client for the trial period.
If the trial fails, AEs must confirm with the client if they would like to interview more candidates.
Failed trial period developers that are not moved to paying customers do not count towards AE sales quotas.

Some Special conditions:

If there are issues in the trial, the AE should do their best to try and salvage the trial
If the 2 week trial fails then mark the Project as "Aborted", specify reason, "lost during 2 week trial". Then you would add in other key information:

- Add Date Lost/closed
- Select Aborted Reason
- Add Aborted Reason Elaboration

Sales Process: Stage 8 Activity

Customer Success owns this and confirms trial success.

Take the Sales Process Stage 8 Quiz

Complete the Sales Process Survey

1 **Quiz**

Take the quiz.

2 **Survey**

Complete the survey.

Paying Customer

Sales Process: Stage 9

Stage 9: Paying Customer

Trial ends and client's engagement with the developer successfully starts off.

Who is involved:

Account Executives- Check in with the client to track the engagement.
Check up if there's anything that the AEs would mainly do while there is an active engagement.

Basic Procedures:

Check up with AEs on how the billing process works.
Put up a message in # update Salesforce from 2 Week Trial Start to Paying Customer.
This triggers email to Sales Operations and Finances teams, and a copy of email goes to Opportunity owner.
If the client requests to disable Turing workspace, mention that in the slack message.
If the developer requests to disable the workspace, check up with the client before mentioning to disable the workspace.
At the end of the engagement, mark the opportunity as the "project successfully complete".
Notify #offboarding-developers channel of end of engagement. Include developer name, project end date, and Matching System developer link.
Check up with AEs whether if there are any more developer success procedures and offboarding procedures.

Good to know:

When a client requests to terminate a developer AEs should go to the Slack channel #offboarding-developer and @ Fernanda Zinger, Raahul, Deep (finance), and Mahesh of the developers final day.
For terminated developers, AEs need to update the final deal date in Salesforce.
Customer billing slack channels used to edit a developer's bill or make adjustments to invoices.
If a contract ends, in any given month, we want to inform the offboarding channel of the developers final day immediately.
Mark Allen, Deep, and Shrni from Finance will inform you via email if any of your clients are falling behind on payments and you should check in with the client.

Paying Customer

Some Special conditions:

- If the client requests to end the engagement due to the developer's performance, end the engagement immediately.
- If the client requests to end the engagement due to the issues from their side, then request them to offer one month notice.
- If the opportunity is aborted, mention the date and reason for termination in Salesforce.

Developer buyout:

- At the end of the engagement, a client may prefer or ask to convert the developer into a full time employee and add them to their company payroll.
- The AE should inform the client about the conversion fees.
- Often times client wants to know what the buyout amount is before committing to buying out the dev. We should make sure client 100% wants to buyout before approaching developer
  - *($30,000 dollars with 15% discount on their total spending with us)*
  - **[$30,000-15%(client's aggregate spend)]**.
  - For example: If the client's aggregate spending is $100,000 with us then the calculation will be $30,000-15%(100,000)= $30,000-$15,000= **$15,000** is the buyout fee that the client will be paying us.
- Confirm that the client is interested in buying out the developer.
- AEs should make sure client 100% wants to buyout before approaching the developer.
  - Avoid reaching out to developer before confirming the buyout with the client.
- Confirm developer interest in converting to the client's company employment.
- Share buy out amount with the billing team to get the aggregate spend of the client and then calculate the buyout amount using the above calculation.
- The client and developer negotiate last working day at Turing, salary, and start date.
- Update Salesforce, Matching, Workspace.
  - Let Billing and Dev Success know to send the last invoice and mark as bought out.
- Client is invoiced for buyout amount.
- If its a free buyout i.e. if the value of the discount comes to $30,000 which nullifies the buyout fee, raise an invoice for $0.00.

Client Developer Buyout Contract

- We have a contract to use for developer buyouts. Use this for buyouts moving forward.

Important note/exception that will require contract update:

- This Conversion Template is fine as long as the MSA is our standard template.
- If there are changes that affect the conversion clause (language, numbering, etc) please run it by legal. The same goes if a Client Template is used.

Sales Process: Stage 9 Activity

AEs are responsible for account management and upselling of the client. Create a 30 day and 60 day check-in email to send to a client that is using a Turing. Create a template in Front and send the template email to Emiliano and Ashley.

Take the Sales Process Stage 9 Quiz

Complete the Sales Process Survey

1. **30 Day & 60 Day**

   Create a 30 day and 60 day email template in Front.

2. **Email**

   Send the email to Emiliano and Ashley as if they were the client.

Accounts Receivable

Accounts Receivable for Account Executives

Every end of the month and quarter, there will be a call where the whole Sales team gets together with finance to resolve any outstanding issues with client payments and billing.

AE AR Detail FSS

General Usage Guidelines/ Etiquette

1. **Expand and collapse detail by clicking +/- in the pivot table region**
2. **Please return Pivot to original summary view when your exploration is complete.**

How to filter to view your own accounts

1. **Click anywhere in the pivot. this will bring up the menu on the right.**
2. **Scroll to the bottom of the options. Hit the dropdown and filter to your own name.**
3. **Filter to a specific company to stage the data for cut and paste.**

Accounts Receivable (AR) is simply money owed to a firm(Turing) for services delivered but not yet paid for by clients.

The AR function in finance is one that is responsible for ensuring payment and recording transactions relative to invoicing and payment.

Payment Terms

The amount of time a client has to pay a bill upon receipt.

Terms are negotiated in contract and any client who is late in paying turing is in essence in breach of contract.

AR Aging

A Ledger of past due amounts by client.

This report highlights the degree of aging.

of days aging is commensurate with risk.

Remittance

A fancy word for payment.

Defined as:
Money sent for payment of goods.

Remittance risk = Payment risk = Default risk.

Risk

In this context how likely it is for a client to not pay.

This can be deduced from a client profile and/or payment history.

We need to get better at mitigating REmittance Risk.

AR Lifecycle

Initiation

70% of our Clients are have Net 10 Day Terms

Contract Signed
Contract signed terms agreed to lower net terms for higher risk clients. 2 week invoicing cycle for FSS.

Developer Start
Deposit requirement due. Deposit is equal to 1 month burn. So as to remain cash neutral.

Client invoice prepared
2 week cycle, Invoice prepared by team and delivered by Invoiced.com.

Invoice begins aging
Invoice enters Current Status with aging beginning once terms lapse.

AR Aging

At Day 40 (4 billing cycles) we should stop All Developer workstreams

After Terms Lapse for the 3rd time (i.e. Day 30) Personal outreach should be initiated (AE)

0-30 Days Aging
Client is emailed notifications by invoiced.com platform for remittance outstanding. Shrini collects data on email Open/ignored.

30-60 days Aging
30 Days aging for client with net 10 Terms is essentially 3 billing cycles past due. AE should be brought in at this point to assist with remittance via Direct outreach to a client Stakeholder.

61-90 days Aging
At Day 60 client should be notified that they will be sent to collections.

90-180 Days Aging
If customer is non responsive and collections efforts fail ,then Move to Bad Debt Write off. Adjust revenue accordingly.

RCA on Late Pay

How did we get here anyway? RCA on Late Pay:

1. **Service dispute (payment avoidance)**
    a. Client feels there is an imbalance between Services provided by Developer and Cost associated with the dev. When this is the driver to aging that means the problem has lingered for far too long. What is our check in mechanism?
    b. Client states that the developer did not work for the time period indicated.
        i. *This is problematic because we do not have an early alert mechanism for this. Waiting for an unpaid invoice to reach a critical phase in Aging to alert us to this type of problem is too late. Timesheet sign off by the client for each developer week over week would act as a better alert/control mechanism.*

2. **Client has a cash problem**
    a. All clients who primarily run on Non-Operating cash will potentially have this problem.

3. **Client lacks the infrastructure to manage the AP process effectively**
    a. Small scrapy startups have support people doing a lot of things and invoicing can slip through the cracks.

AR aging conversations with Clients Guide

1 **Lean on Finance and internal controls**

"Mr(s). Client I would like to work with you to get your account balance on track as finance has flagged your account and has recommended a pause in services due to outstanding balances etc...."

2 **Balance relationship with need to receive payment**

We need cash to run our business but also balance current client relationships and stakeholder relationships.

3 **Get to the root cause of the problem**

Late pay typically indicates a problem with cash or a service level issue. In some cases it can be due to just poor workflow on the client side. It's important to get to the root cause and find a win!!

Turing Teams Offering

Turing Teams Offering: Overview

After Covid, remote team management is a new and important challenge to solve. Turing has a solution that will help.

Turing ensures time zone overlap, transparency and reliable communication.

Turing provides follow up and cross collaboration across time zones that can be challenging for engineering managers.

Turing VMs & enforcement of your security protocols (can work with your hardware if needed).

Turing takes care of global HR and payroll, including developer support.

In absence of good communication cadence, cultural differences could impede team productivity and our project managers can alleviate that concern.

Onboarding is complex process. Turing will manage the onboarding experience, and support the team as the ramp up. Addressing concerns such as: unknown environment, motivation & anxiety, device shipment, logistics, credentials set-up, pre-reads, etc.

Offboarding is also complex: Proper communication, device retrieval, correct invoicing , knowledge transition, documentation, etc.

Deck Resources:

Sales Workshop Deck
Managed Team Presentation
New Team Sales Deck

Who is Involved:

AE
Pre-sales Team

Build an effective remote team by utilizing these steps:

Effective Outreach communication with the client.
Pitch needs to be around WIIFM to the clients.
Identify the key buying signals that

Turing Teams Process:

Define your solution needs with our domain experts.
We curate your engineering dream team using deep matching.
We develop and execute a governance structure built to your exact specifications for full transparency.

Turing Solution and Services

Product & Process Essentials

Clear roadmap
Execution strategy
Development plan

Tooling Requirements

Products & services
Dependencies
Integrations
Data models/structure
Hosting infrastructure

People Needs

Required skills
Hands-on experience
Role expectations & deliverables
Cross-collaboration expectations
Governance model

Why do companies choose Turing Teams?

Turing provides a curated team of project managers, tech leads and developers based on specific needs of the client's project. The Turing handles the day-to-day management from hiring to reporting to continuous improvement through the entire project lifecycle.

Remote Team Management is hard. Turing provides a solution to clients problems:

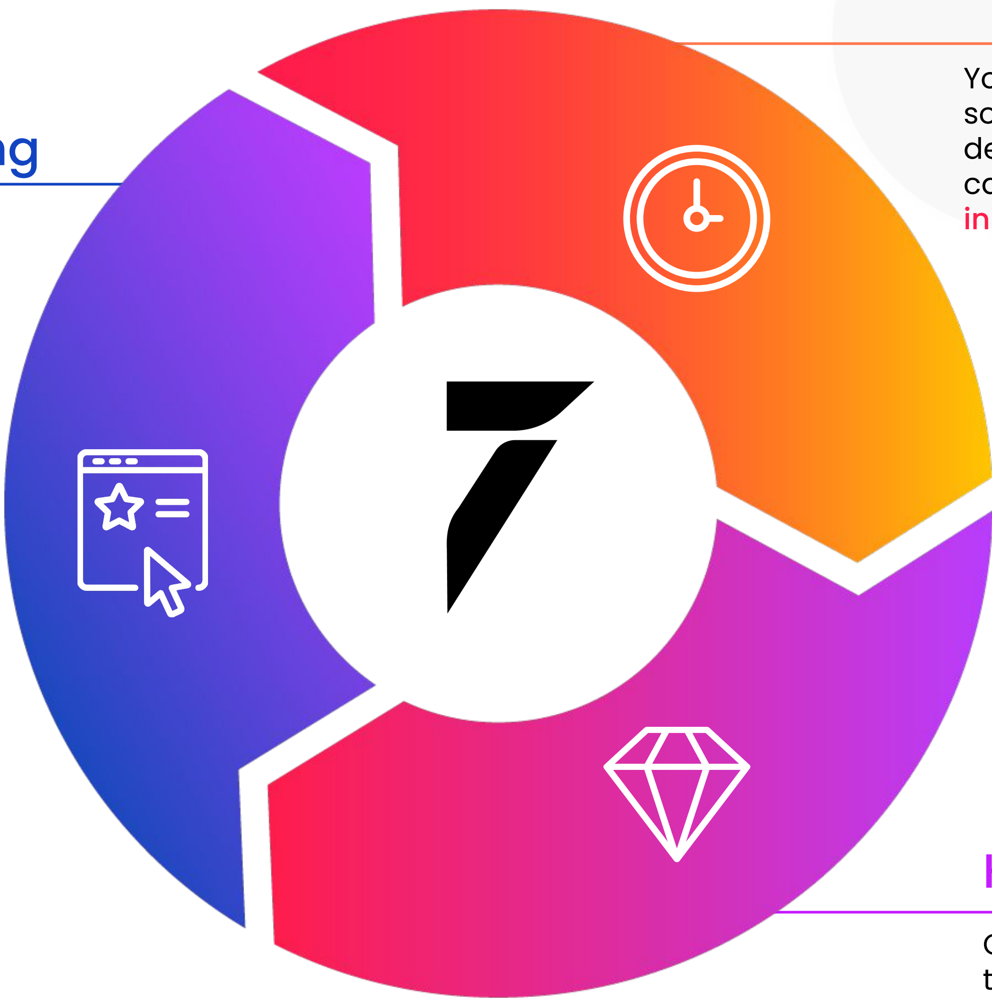
Build a large enough global pipeline to find and vet great people.
Build a team that can manage you complex engineering projects.
Make remote development & management easy, compliant and secure.

Time to Hire

Your dedicated software development team can start in two weeks or less.

Ease of hiring

Our Intelligent Talent Cloud makes it easy to find the best talent for your team using AI.



High Quality

Our talent is vetted to a Silicon Valley-standard across 100+ technologies and 15+ job types.

Sales Call Questions: Teams

Before getting started with Team Projects, during the initial sales calls, it requires a heavy emphasis on discovery and understanding the customer. What are they are building? Why are they building it? What problem(s) are they trying to solve? What is driving the need for this team to be created?

Open-ended questions are questions that require more than a short, fixed response versus closed ended questions where you can answer “Yes”or “No”. AEs can leverage open-ended questions to validate that the client meets Turing’s basic qualifications while understanding the client on a deeper level. The more detailed the information you get from a client from the questions you ask, helps you to sense how engaged the client is with your interaction. Open-ended questions provide unbiased, unfiltered answers in the clients own words.

Clarify your prospects answers to open-ended question by repeating a portion of their answer back and asking follow-up questions. This is called active listening and it makes the prospect feel like you have their best interest in mind. Follow up with a probing question based on how the client answered the open ended question if you feel like you want to gain more insight. Use closed-ended questions occasionally, as needed, to validate and confirm client insights.

Open up to the client: Tell me about your company and your application.

1 Application

- Walk me through a high level of your application. What does your application do?
- What is the status of your existing application?
- What would you like to do with your future application?
- What language(s) is your application written in?
- If your business doubles overnight, what fails in your current application?

2 Understand the Tech Stack

- What are your current tech stack challenges?
- How do you currently handle internal solution architect needs?
- What is your development lifecycle?
- What services does your application rely on?
- How often do you deploy new code releases?

3 Roadmap & Timeline

- What is your expected timeline for this project?
- What is your company trying to accomplish?
- What are your project dependencies?
- What stage of the process are you in?
- If your business doubles overnight, what fails in your current process?
- Can you send over a project roadmap?

4 Data

- What type of data does your application currently use?
- Where is your data currently stored?
- What does your current data team look like?
- What method does your application currently have in place to interact with this data?

5 Key Stakeholders

- Who will be a key stakeholder for this project?
- What level of ownership of the project/team are you wanting?
- At your company, how is project management currently handled?
- What part of your concerns do you feel is still undressed?
- What is your interest level in moving forward with Turing?
- What else can I do for you that I have not yet covered?
- What does success with Turing look like to you?

Sales Call Teams Discovery Notes Template

Before getting started with Team Projects, during the initial sales calls, it requires a heavy emphasis on discovery and understanding the customer. What are their goals? What are their challenges? What type of engagement do they want to achieve? What system(s) do they use or add?

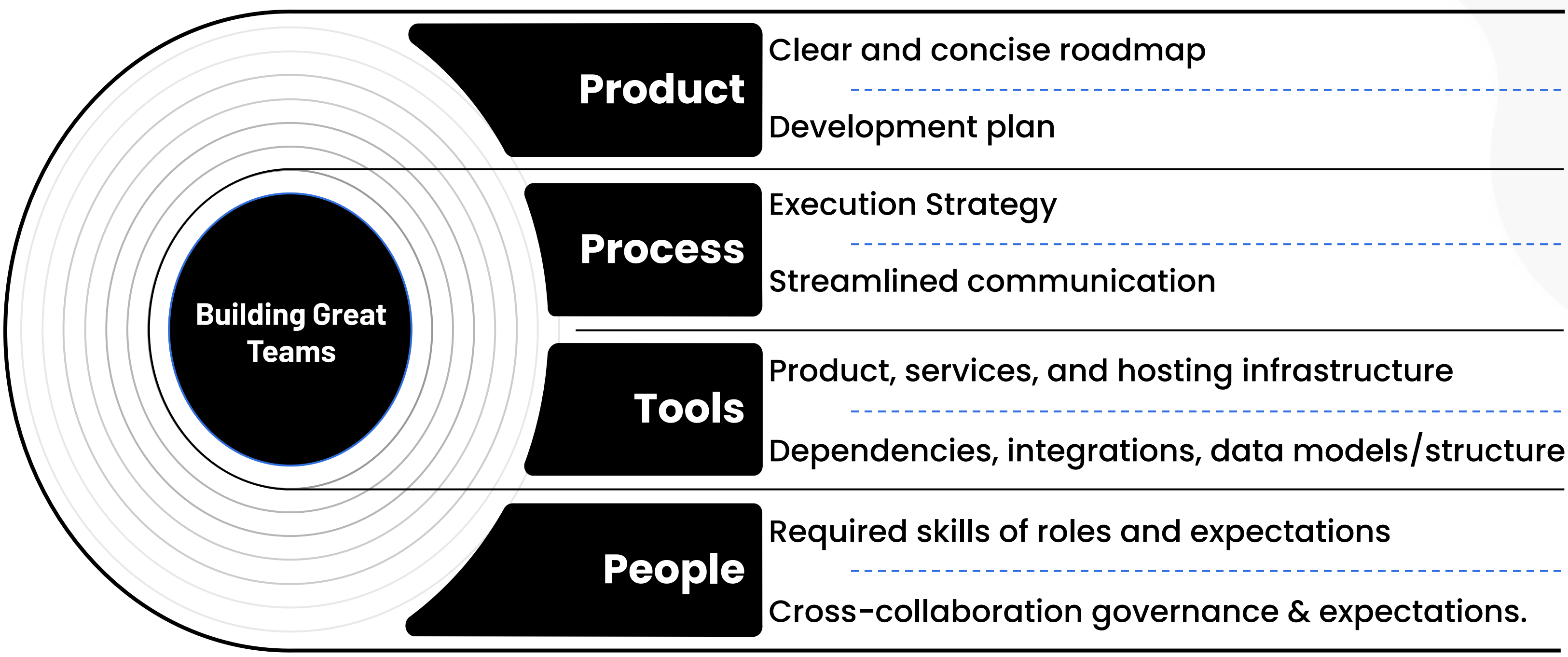
Company: **Company Profile:** **Customer Profile**: **Business Objectives**:		**Company Teams/Members**:	
Goals	**Challenges**	**Engagement**	**Tech Stack**
• • • • • • •	• • • • • • •	• • • • • • •	• • • • • • •

Turing Teams: Building Great Teams

We are going to cover the benefits of transitioning from individual contracted developers to teams model. With staff augmentation, developer ends engagement, the client relationship is tarnished and it is hard to rebound. Building out teams required a lot of internal stakeholders to provide customer facing support. Once customers start learning that we can help build out entire teams from the ground up, we will start to increase our reach.

Teams is very hands on approach to Sales. A teams approach requires us to take less of a transactional approach to rapport with customers and instead approach with the intention of building a long term partnership together. It requires Turing to keep both the developers and the client engaged and motivated. Turing needs to take a partnership approach with our clients by considering the future possibility of multiple initiatives/projects versus just one interaction.

Turing has the resources to understand what is going to be the best solution with the customer and execute deliverables.



Turing Teams: Process Management

Benefits of transitioning from individual contracted developers to teams model.

Execution Strategy

- Cost Savings: how I saved my company cost
- Business Impact Strategy
  - Governance
  - Understanding their limitations with their application and how to resolve this.
  - Operation run books and SOPs
  - What is the process we are going to deploy to impact business results

Streamlined communication

Turing Teams: Tech Stack Management

Benefits of transitioning from individual contracted developers to teams model.

Product, and hosting infrastructure

Dependencies, integrations, data models/structure

Tech Stack services

Automation

Turing Teams: Product Management

Benefits of transitioning from individual contracted developers to teams model.

Product Management

Transitioning to a teams approach allows them to manage the deliverables effectively.
Once Turing is able to build out the project roadmap, we can address issues as they arise.

Clear and concise roadmap

Development plan

Tech Stack Management

Turing Teams: People Management

Benefits of transitioning from individual contracted developers to teams model.

Scrum Master
Orchestrator/Scrum Master is the internal and external liaison between Turing and the client. The Scrum Master is a billable role to get through pilot and start revenue generation. The Scrum Master brings in the right people to guide the success of the Team projects. If a developer leaves, the Turing long term team is dependent on the Scrum Master. Tech leads and Scrum Masters are in touch with the developers frequently and build up the team relationship.

People Management

- AE is required to check with the Turing Team on a very frequent basis to maintain awareness of what is in the pipeline or if there is another resource that will be needed soon.
- Multiple contractors reporting to the same leadership team.
- Managed team governance has a knowledge/historical base/foundation.
    - Interviews done by team lead
    - Frees up the client.
    - Turing handles Onboarding and Off-boarding developers throughout the project lifecycle.
        - Ex. who is going to take over the work for this developer that is leaving? A team or a group.
- Daily check ins on tasks/deliverables with developers in different parts of the world handled by Turing.

- 5 contractors with a customer at different billed rates. From a customer that wants to build team from 5-20, they cannot do it with their current model.
    - There is no price predictability. Rates are defined and presented upfront.

Turing Teams: Strategic Opportunity

Benefits of transitioning from individual contracted developers to teams model.

Clients are asking for specialised teams like offering in multiple instances.
Potential for high quality unit economics with better margins, retention and upsell.
Opportunity to sell faster and engage junior developers available in the supply pool.
Competitors are building teams as a wedge into the market.
Teams, focused on “teams” has captured significant mindshare.
Andela is selling “embedded managers” as a differentiated value prop.
Toptal is selling projects with “embedded” and “blended” teams offering.
Offering is more suitable to sell in the current macroeconomic environment.

Turing Teams: Team Member Roles

Pod with multiple roles coming together as a unit. Each layer has a specific role to play.

Title	Delivery Manager	Project Manager	Team Lead	Developer
Role	Own P&L / client relationship	Own scrum/project operations	Own technical Solutioning	Own individual workstreams
Employment	Turing Employee	Turing Employee	Developer Supply	Developer Supply
Location	Worldwide	Worldwide	Worldwide	Worldwide
Hiring	Head of Delivery	Delivery Manager	Project Manager	Team Lead
KPI(s)	P&L, Margins, Growth, NPS/CSAT	NPS/CSAT, Team Retention	NPS/CSAT, Team Retention	Deliverable Schedule Adherence
Growth Path	Scope/Span	Scope/Span	Potentially PM	Potentially TL

Turing Teams: Sample Team Structure

Minimum 3 month engagement, billing is based on time & materials. If we have built trust with the client, they will rely on us to select the TL/developers for them (similar to "Skip the Wait") and forego the trial. We can also use the trial as a tradeoff for not interviewing.

Project Manager

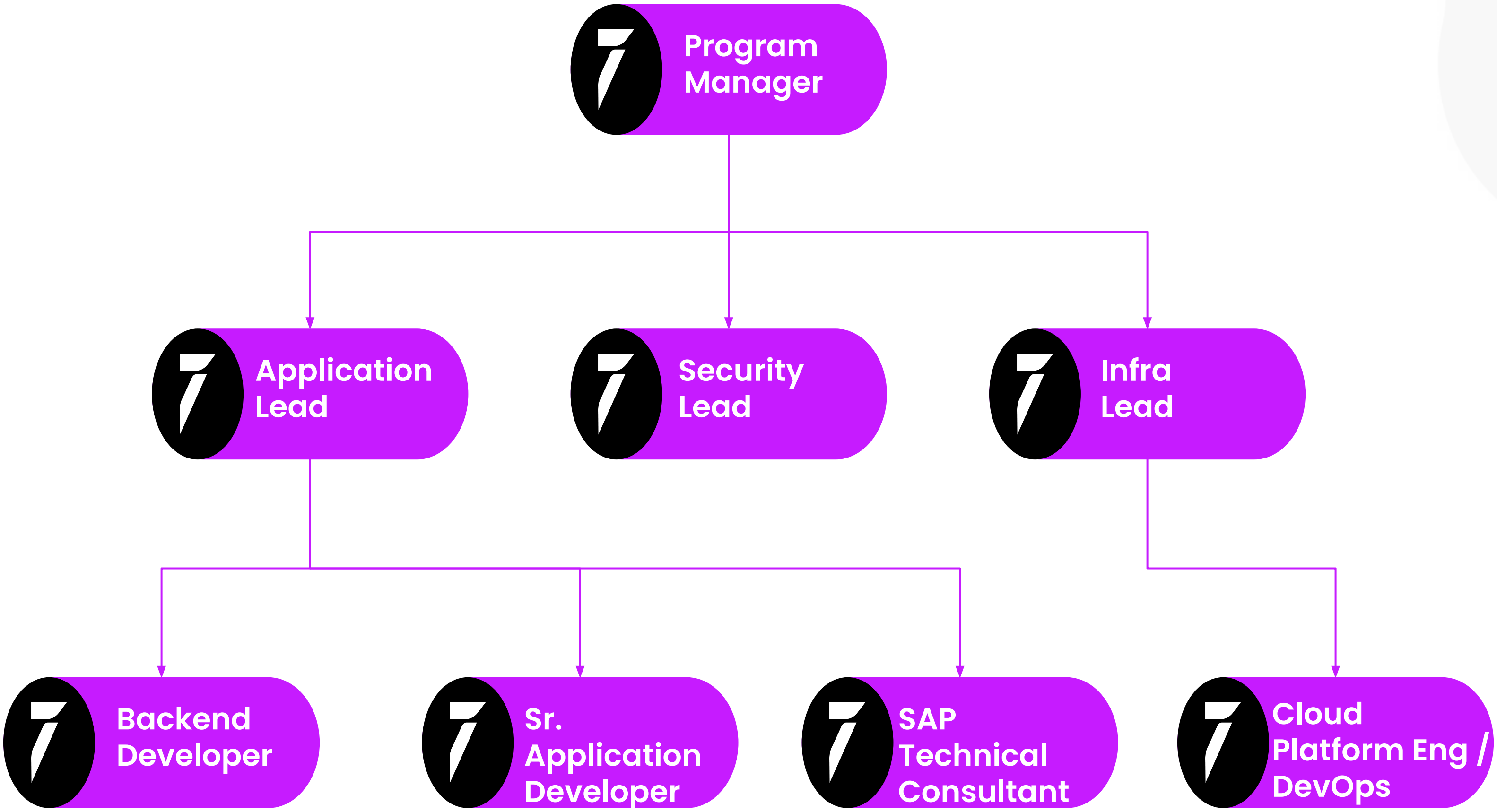
Part-Time, embedded with the customer
Internal hire at Turing
Customer interviews
Has a two-week trial
Interviewed by Turing

Team Lead [OPTIONAL]

Full-Time
External hire at Turing
Not required to form a team
Interview optional if it helps the sale
Trial optional if it helps the sale
2nd level: Vetted by Turing Platform and
Interviewed by Project Manager

Individual Engineers

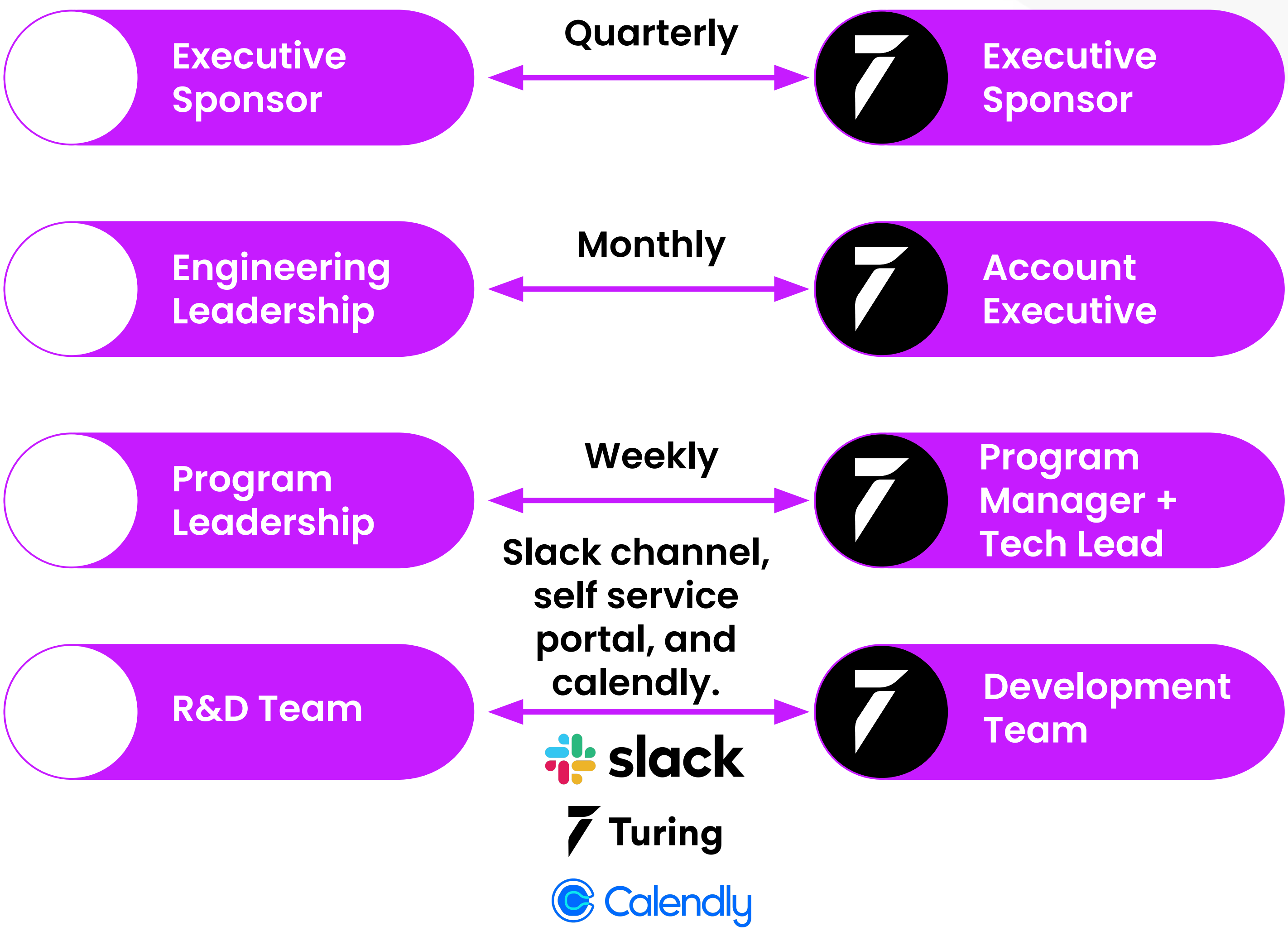
Full-Time
External hire at Turing
Minimum 3 engineers form a team
Interview optional if it helps the sale
Trial optional if it helps the sale
3rd level: Vetted by Turing Platform and
Interviewed by Lead



Turing Teams: Engagement Governance

Operationally, we understand that the customer's engineering team will need to interact with developers and PM on a regular basis. We are not restricting the communication. We are only facilitating where needed to ease their bandwidth. They are free to have conversation with developers.

Customers are free to remove a developer if they wish to. Before we remove the developer from the engagement we (delivery team) will take feedback, understand the reason and if there was a way to fix an issue we will take steps to fix that. Even after that if the customer insists we try and find a replacement for the customer.



Turing Teams: Resource Summary Example

Here is breakdown of pricing per role and time frame. The monthly budget for a team is the aggregate of individual developer monthly rates; no rate cards apply. Similar to our individual developers, we bill on the 1st and 16th based on developers monthly rate.

Job Title	Roles	Estimated Time (FTE)	Estimated Monthly Price	Estimated Total Cost
Engagement Manager	1 x Project Manager	12 months	$10,000	$120,000
Mobile Development	1 x Lead iOS developer 1 x iOS developer 1 x Android developer	12 months	$12,000 $8,000 $8.000	$144,000 $96,000 $96,000
Backend Developer	1 x Lead .NET developer 1 x .NET developer	12 months	$12,000 $8,000	$144,000 $96,000
Infrastructure / Cloud	1 x DevOps	12 months	$10,000	$120,000
Data Engineer	1 x Data Engineer 1 x Data Scientist	12 months 6 months	$8,000 $10,000	$96,000 $60,000
			Total	$972,000

Turing Teams: Monthly Average Price for Tech Lead Resources

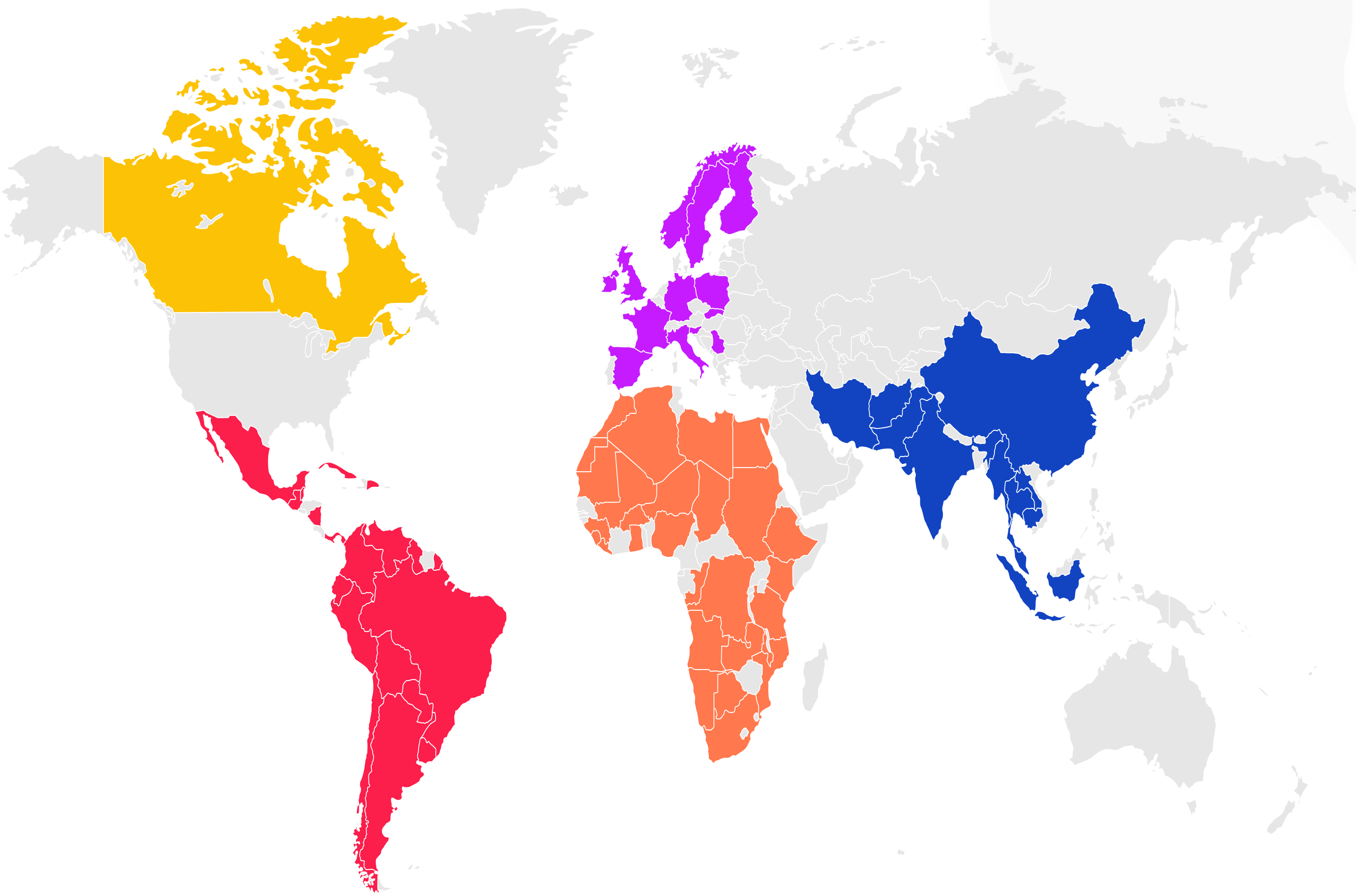
Latin America: $11,000 to $15,000

Canada: $16,000 to $20,000

Asia: $9,000 to $13,000

Africa: $8,000 to $12,000

Eastern Europe: $11,000 to $15,000



Turing Teams:
Role Must Haves & What to Bring

Project Manager
Must have

- 5+ years of experience leading multi-technology engagements.
- Team Leader experience covering:
  - Requirements
  - Functional specs
  - Development / Testing / Product Launch / Support Function.
- Skills covering backend and frontend technologies.
- On-premise and cloud experience.

What to Bring

- Expert-level knowledge of mobile and web development.
- Entrepreneurial spirit, bias for action & ability to work collaboratively.

iOS Developer
Must have

- 6+ years of experience in large scale user-facing iOS mobile native apps at 100k+ users.
- Strong design principles
- Team Lead experience.
- watchOS experience

What to Bring

- Expert-level knowledge of iOS development, including technologies like UIKit, Auto Layout and Cocoa Touch.
- Excellent Swift coding ability along with strong CS & OS fundamentals.
- Ability to break down complex problems into simple, innovative solutions that serve business needs.
- Knack for problem solving and ability to work in ambiguity.
- Entrepreneurial spirit, bias for action & ability to work independently.

.NET Backend Lead Developer
Must have

- 7+ years of experience in C#
- Experience with .NET and .NET Core
- Cloud (AWS or GCP or Azure)
- ASP .NET MVC

Nice to have

- Docker and Kubernetes

What to Bring

- Needs to be very strong back-end with Object-Oriented coding skills, able to design cloud-based applications, and write scalable applications.
- Ability to think through complex problems and ask questions.
- Understanding of algorithm and problem solving such as array and string problems.
- Ability to breakdown large/complex problems into multiple problems.

Dev Ops/SRE
Must have

- Cloud Infrastructure
- CI/CD pipelines
- Kubernetes
- Monitoring
- DNS
- Notifications (email/sms/push)

What to Bring

- Robust Cloud experience
- Some familiarity with .NET and mobile apps.
- Robust experience debugging and maintaining infrastructure.
- Experience with compliance & security concerns.

Android Lead Developer
Must have

- 5+ years with Android and Kotlin

What to Bring

- Senior mobile development experience working on complex apps with large user bases or complex functionality/screens
- Experience working on mobile performance issues or debugging

Turing Teams: Onboarding Ramp

The advantage with the Turing Teams model is our service delivery CoE, the mechanisms we use to monitor the project velocity, and the the necessary steps we take to improve performance if the team is below the target.

What clients can expect when ramping up and onboarding Turing Teams:

- On average the onboarding time is 2-3 months.
- Project Managers will accelerate the process by acting as Turing's hub for dev productivity, running all the checklists for the onboardings.

Definition of "Ramped Up"

- Varies, depending on the client expectation and definition of "ramped up".
    - Depends on each individual developer, their skill set, and experience level.
    - For the first few starts, it may take longer, say 8-10 weeks.
    - With proper KT and onboarding plan, we can reduce it to 4-6 weeks for the next set of candidates.
    - Usually takes 3+ months for a developer to fully ramp up within any company.
    - When it comes to committing code, the developer will do this within a couple of weeks.

Turing Teams:Front Email & Call Templates

Day 1: Email

Subject: {{company}} / Turing - Introducing Turing Managed Teams

Body:

Hey, {{first_name}}. I'm excited to share our newly launched service offering - **Turing Managed Teams**, which leverages our *Intelligent Talent Cloud* to build teams of pre-vetted software engineers in as little as two weeks.

Each team has a dedicated Project Manager who will handle hiring, onboarding and reporting, reducing operational overhead for {{company}}.

Key benefits of Turing Managed Teams:

Spin-up teams at the click of a button
Manage remote developers without headache
Save time in interviewing / onboarding developers

Are you available to discuss in more detail on {{day}}?

Best,
{{me}}

Day 3: Call

Script:

Hi, {{first_name}}. Just wanted to make sure you saw my email yesterday. We're rolling out a new offering at Turing called Managed Teams - we can deploy a team of remote, pre-vetted engineers within two weeks. Is this a need that {{company}} has? Are you free on {{day}} to discuss in more detail?

Turing Teams: Front Email Templates

Day 5: Email

Body:

Hi {{first_name}},

I haven't heard back from you yet so I wanted to share some more information on Turing Managed Teams.

With Turing Managed Teams we take care of the entire process of building a team of engineers for you - including hiring the team all the way through managing and reporting. The engineering team will be an extension of {{company}} and will take care of the entire lifecycle of projects, including continuous improvements.

Next steps:

1. Have a call with our Solutions Engineering team to review your product roadmap
2. Meet your Project Manager, including a no-risk trial period
3. Quickly launch your engineering team to meet critical product deadlines

Does it make sense to discuss further so we can help take this off your plate?

Best,
{{me}}

Day 7: LinkedIn

Body:

Hi, {{first_name}}. Were you able to check out my email? Just sharing a quick update.

Day 9: Email

Body:

Hi, {{first_name}}. I understa
nd you are probably busy, and if this isn’t the right time to discuss Managed Teams, that is completely fine. Please let me know if you need help with anything else!

Best,

{{me}}

Turing Teams: Workflow

From discovery call to paying customer. .

Managed Teams: Project Managers (PM) Responsibilities

Managing Turing's Client Projects Overview

x

***<u>Who is Involved</u>*:**

Turing Executive Team
Program Manager Leadership
Project Manager

Scope: Functional and Non-functional Requirements
Identify the: Who, What, Where, When, Why and How.
Understanding the scope of the project is an important part of agile planning. It is important to have a clear and accurate scope of the client project and provide effective communication between all stakeholders.

Be prepared and know what to ask the client during the solution architect sales call. Use the Solution Architect Sales Call Template to help you understand the client's requirements during these sales calls.

Correlations between product owner, development team, and project manager.
Understanding the scope of the project at an early stage is an important part of agile planning. To be effective and efficient in our planning we need to have a clear and accurate scope of the client project. During the solution architect sales call, stakeholder expectations need to be well understood by all members of the agile team. Effective and efficient communication between all stakeholders is an essential part of successful agile project implementation.

<u>x</u>

x

x

x

x

<u>x</u>
x

<u>x</u>

x

TURING

Solution Architect Sales Call Template

Product Information	
Roadmap / Backlog	
Objectives / MSP	
Expectations	
Problems	
Premises	
Assumptions:	
Restrictions	
Functional Requirements	
System Behavior	
Improvements	
Nonfunctional Requirements	
Business Requirements	
Business Rules	
Compliance	
Privacy	
Security	
Where is information being stored?	
Development Team	
Git Repository/Control of Source Codes	
Deployment process, CI.CD, Pipeline	
Where is data hosted?	
Software life cycle management	
Additional Information	

Expectations Management Matrix Template

x

x

Measure of Success	Priority	Expectations	Guidelines
Scope			
Time			
Cost			
Quality			
Customer Satisfaction			
Financial Impact			

Project Team Meeting Agenda and Notes

x

x

Name	Department	Expected	Attended
Scope			
Time			
Cost			
Quality			
Customer Satisfaction			
Financial Impact			

Project Launch

Stakeholder responsibilities

Project Plan

Budget

Hiring

Participate in interview
Provide interview report within 6h after the interview

Team Management

Monthly 1:1
Motivational work
Communication with HR
Onboarding/offboarding process
Team KPI
PDP

Communication: Version Control & Constraints

Setup calls: internal with the team, customer

Communication roles, escalation

Setup reporting

Version control

Th devices that the project will use and to document the purposes and schedule for each.

Version	Date	Author	Change Description

Constraints

Constraints are generally unfavorable to a project. That is, if a constraint proves to be true, the project suffers, if it is not true, the project benefits.

Constraint		Mitigation Plan
1.		
2.		
3.		

Planning

- Roadmap creation with PO
- Requirements gathering
- Features description, ticket creation/BA activities
- Sprint planning with the team
- Estimation
- Sprint plan for customer

Execution

Follow methodology, process

Work on process

Daily progress monitoring

Ensure we on track with delivery

Team forming

Sprint Demo

Documentation

Project technical healthiness monitoring and management: debt, planning, areas of development

Project quality monitoring: reports by QA

Backlog tracking

Methodology

x

Team Responsibilities

x

Agile Cycle and Process

x

Risks

Risk register planning with the team

Risk assessment

Risk monitoring

Reports

- Release report to customer
- Report to your leader
- Weekly report - hours

Reporting to AM

Project risks
Hiring

AE would like to know

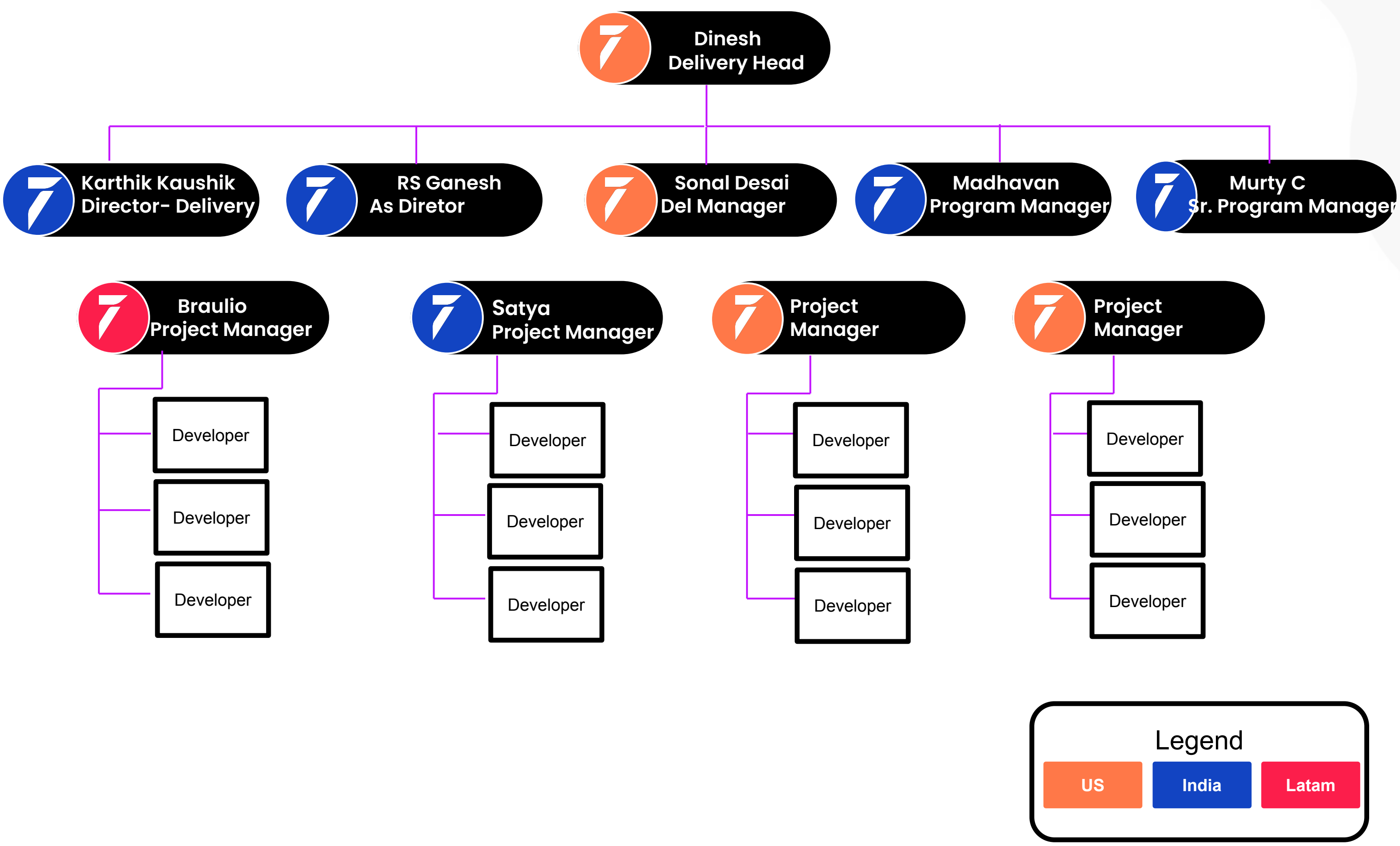
- know more about the project
- any other opportunities that we can upsell/cross-sell the client
- Different potential projects that we could help the client with
- More insights about the client and the results that
- Schedule a Bi-weekly quick sync with PM & AE during the duration of the project (start to end) to touch base on what is going on with their team and the client’s project.
- Status updates

Information Needed for the Project Plan

x

Teams PM: Org Chart

Complete the [Team Introductions Survey]



Cloud Solutions

Cloud Solutions:

***Who is Involved*:**

AE

Basic Procedures:

Build an effective prospect list by utilizing these steps:

Ix

***Tips & Tricks*:**

x

TURING

Cloud Solutions: Developer Certifications

Our engineers are across a variety of certification levels…

aws	Azure	Google Cloud
Associate – AWS Certified Developer	Azure AI Engineer – Associate	Associate – Cloud Engineer
Associate – AWS Certified Solutions Architect	Azure AI – Fundamentals	Cloud Digital Leader
Associate – AWS Certified SysOps Administrator	Azure Administrator – Associate	Looker – Business Analyst
Foundational – AWS Certified Cloud Practitioner	Azure Data Engineer – Associate	Looker – LookML Developer
Professional – AWS Certified DevOps Engineer	Azure Data Scientist – Associate	Professional – Cloud Architect
Professional – AWS Certified Solutions Architect	Azure Data – Fundamentals	Professional – Cloud DevOps Engineer
Specialty – AWS Certified Advanced Networking	Azure Database Administrator – Associate	Professional – Cloud Developer
Specialty – AWS Certified Data Analytics	Azure DevOps Engineer – Expert	Professional – Cloud Network Engineer
Specialty – AWS Certified Database	Azure Developer – Associate	Professional – Cloud Security Engineer
Specialty – AWS Certified Machine Learning	Azure Security Engineer – Associate	Professional – Collaboration Engineer
Specialty – AWS Certified Security Specialty	Azure – Fundamentals	Professional – Data Engineer
	Solutions Architect – Expert	Professional – Machine Learning Engineer

TURING

Competitor Awareness

Turing Differentiators versus Competitors

Headhunters & Staffing Agencies	Recruiting Marketplaces	IT Services Companies
✖ No global reach ✖ No specialized vetting for engineers ✖ Resume spam	✖ Hit-or-miss quality ✖ No specialized vetting for engineers ✖ Gig focus — can't attract best talent	✖ Not Silicon Valley quality standards ✖ Source talent from local tech hubs, not global pool ✖ Rigid engagement model & lack of transparency
Robert Half, Adecco	fiverr.	accenture, TCS Tata Consultancy Services

Turing Competitors

Below is the description of Competitors of Turing.

Company Name & Link	Competitor Statements on Their Website	AE Assigned Competitor
Toptal	Toptal is an exclusive network of the top freelance software developers, designers, finance experts, product managers, and project managers in the world. Top companies hire Toptal freelancers for their most important projects.	
Uplers	We source, vet & deploy the top marketing & technology professionals India has to offer. Global companies hire from Uplers to make their hiring faster, easier & cost-effective.	
CyberCoders	CyberCoders, is a leading permanent placement recruiting firm with proprietary recruiting technology, Cyrus, and collaboration among 250 recruiters that allow them to deliver qualified candidates fast from anywhere in the U.S. Our quality-oriented approach results in successful long-term placements.	
Hired	Search through a curated pool of highly qualified candidates, each pre-vetted for experience, skills, and salary requirement.	
Karat	Karat helps connect the best people to right organizations so together they can grow, thrive, and change the world.	
HireVue	HireVue helps recruiters and hiring managers make better hiring decisions, faster. Our customers decrease time to fill up to 90%, increase new hire diversity by 16%, and experience return on investment up to 131% in the first year.	
TestGorilla	Our screening tests identify the best candidates and make your hiring decisions faster, easier, and bias-free.	
Crossover	Crossover is on a mission to find the most talented professionals in the world and match them with high-paying remote jobs at top companies.	
eTeki	Technical peers screen your candidates, so you hire better and faster.	
Upwork	Forget the old rules. You can have the best people.Right now. Right here.	
Gun.io	Meet candidates expertly vetted and matched to you by a team of senior engineers.	
Fiverr	Find the perfect freelance services for your business.	
Terminal	Hire elite engineers and build full-time remote teams, stress-free. From sourcing to onboarding to people ops, Terminal is the only platform that combines tech and services for end-to-end team creation.	
Revelo	Find, hire, and pay remote engineering talent in Latin America who speak English and are rigorously vetted on soft and technical skills.	
BairesDev	Scale fast and jump-start your business with expert nearshore software engineering teams.	
TripleByte		

Competitor Awareness Activity

Prework

For this activity, each AE will choose three Turing Competitors.

Reach out to Ashley and tell her which competitors you want to research. Ashley will add your name under the column AE assigned competitor. AEs may not choose a competitor that has already been chosen by a peer.

Each AE will create a slide on all three chosen competitors using the Turing Competitor Awareness Template.

Upload your slides into your name folder under Sales Pitch.

Presentation

When we meet together for the activity, each AE will highlight on value propositions of the competitor and present Turing key differentiators.

Complete the SE Onboarding Activity Survey

TURING

1. **Competitor Awareness**

   Choose three Turing competitors and research each company by visiting their website.

2. **Turing Differentiators**

   Identify Turing's key differentiators for all three competitor's value propositions.

Turing Competitor Awareness Template

Provide a brief description and overview of the competitor here.

*insert*Competitor

#1 Value Proposition
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#2 Value Proposition
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#3 Value Proposition
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Turing

#1 Key Differentiator
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#2 Key Differentiator
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#3 Key Differentiator
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TURING

Turing Collateral

Handling Sales Objections

Handling Sales Objections

A sales objection is any concern a client raises in reluctance to buy from the company. It is an indication that you have to address more aspects of the buying process than you initially anticipated.

Common Sales Objections

Data Protection / IP

When any question around data protection and IP comes up you can always turn it around to the client and ask, “What do you do for your current employees to ensure data protection? We recommend taking the same precautions.”

How can I ensure that my data is protected?

Each company is responsible for configuring their servers and databases so that an outside contractor is not touching live data. Several of our customers are HIPAA-compliant healthcare companies that have navigated data protection requirements by creating dummy data and restricting access.

How do I ensure that IP is assigned to our company?

Turing’s MSA outlines IP assignment, but we will also help you enter into your own IP agreement directly with the Talent.

Fixed Price vs. Time and Material

While fixed-price is easier to budget for a non-technical stakeholder, time and material provides finer control over costs through superior project management.

The typical argument for fixed-cost is that there is a well-defined scope of work with fixed-cost deliverables which incentivizes the developer to perform the work as quickly as possible; however, we have seen the opposite: fixed-cost projects are rarely completed on-time or on-budget, and change orders can be cost-prohibitive.

Time and materials allows the stakeholders to be more agile through iterative product development.

Remote vs. onsite

If you are looking for the best talent in the world, why would you limit your search to your own backyard?

Talent is evenly distributed.

Cost of living in the US is very high.

You can work with a senior engineer in X country for the cost of a junior / mid-level engineer in the US.

COVID-19 has made onsite virtually irrelevant.

Twitter, Facebook, etc. have made announcements that they are going remote.

Time zone

Every Turing developer is required to have 4-5 hours of overlap with PST, which means they are available for 4-5 hours overlap in most time zones.

Our engineers have worked with US companies for years, so they are used to working on your schedule.

What happens if we don’t have the right skill set available - how to convince them to compromise

If the client is searching for a unicorn:

You should considering relaxing your requirements a bit

We have higher availability of candidates if we split the roles into front-end and back-end.

Are you open to the developer picking this technology up?

If the client has an out-of-date tech stack:

This technology is no longer trending with developers for some reason or another; you should consult with your team and consider transitioning to a tech stack compatible with today’s developers.

Handling Sales Objections

How are you different than other marketplaces (Upwork, Toptal)

- Our thorough vetting process is the biggest differentiator. All engineers go through 6-8 hours of technical and communication vetting before their profile gets in your hands.
- Every developer is looking for a full-time, long-term engagement where they can make an impact within a company.
- We do not have any freelancers or gig-workers.
- Every developer is required to have 4-5 hours of overlap with PST.
- Our rates are competitive between $ / hour USD.
- We have an in-depth onboarding process that aligns both parties.
- Our post-match product gives you maximum visibility into your engagement.
- We are exclusively dedicated to to high-caliber engineering talent.

Minimum engagement - developers perspective

Every developer is looking for a full-time, long-term engagement where they can make an impact within a company.

Developers require at least 3 months to reach maximum productivity within an organization.

Exhaustive Vetting Process
For clients that wish to have extensive interviewing / small project

Turing removes 2-3 steps of your interviewing process with automated tests and human interviews.

The developers have already passed 8-10 hours of vetting, so they are not likely to proceed with more than 2 additional client interviews.

Caliber of vetting
Each developer goes through a rigorous vetting process

1. Automated tests, including timed algorithm tests.
2. Skill-specific tests that measure their proficiency within their tech stack.
3. In-depth skills review in a technical interview.
4. Communication interview to assess their English language fluency, behavior, personality, and communication skills.

Risk - Trial period
Almost all questions about risk can be addressed with the trial period
What happens if I don't like working with the developer? Trial period
What if their communication skills are weak? Trial period
What if their development skills aren't up to par? Trial period
What if productivity / dollar is low? Trial period
Can they develop this small project for the interview? Trial period

Handling Sales Objections

Below Additions from Expert360 Partnership, but still helpful

What makes you different than hiring from a recruitment firm out of Eastern Europe or Poland?
Are we able to hire from a particular country?

Yes, we are able to provide you with a shortlist of candidates from a particular cluster. Likewise, we are able to blacklist a particular location.

Are many other companies using this solution?

Yes, in fact we used this solution as a test within our own company to hire a dev to great success.

What happens if we aren't 100% satisfied with the developer we hired?

We are so confident with the quality of talent that we offer a 2 week money back guarantee.

Are we able to add in extra screening questions in order to ensure the developer shares our values?

Yes we are able to add in screening questions to ensure they're the right fit for your company.

Are you able to provide us with a team?

Yes, we can provide you with a team when you need to scale quickly, no team is too large or small.

Are you able to find us a Tech Lead / More Senior Developer in Australia, we're keen for them to be "present":

We are very much focused on providing the best talent for the job, regardless of location but we can absolutely prioritise finding a Sydney or more local person. We will provide you a shortlist of Experts, local and global, then you can decide who is right for your company. Not being constrained by the 20km radius of Sydney/Melbourne, we usually find much higher remote calibre talent faster - so those profiles will likely come through sooner. The additional good thing here is being remote-first leaders.

We can find a great developer in our locality for a cheaper price $?

The candidates will be less experienced and come with nowhere near the level of technical assurance that ours do putting them at a higher risk of under/ mediocre performance or not even passing probation (we have a risk free clause).

I need the developer to start immediately. ASAP: Start date is 5 days from now.
When it comes to developer start dates, Turing needs five days. When the customer says this, suggest the start date 5 days out. Less is more, you provide transparency without over explaining. Tell them we can have developer starting in 5 days. This will ensure the customer will have a good experience and benefit Turing's internal teams.

Also, it's important for our clients to note and weigh up the number of interviews / testing they will need to conduct before finding the same calibre of candidates as ours and how this may potentially impact business productivity.

Handling Sales Objections: Teams

How does Turing Teams insulate us from developer turn over? It takes our developers easily 6 months to ramp up on our code base.

Talk about the common causes of high turnover being stuff like low pay, poor management, and being overwhelmed with the amount of work that's expected to be done etc.
The teams model solves for that specifically by guaranteeing the devs get exactly the amount of money they ask for, and we've already worked out the management structure and delegation of workloads so by the time the team is formed there will be very clear deliverables and expectations.
Some companies (especially smaller start ups) may not have the infrastructure in place to organize and manage developers so are more at risk for high turnover. Putting a team in place eliminates their need to manage that and ensures developers will have the structure they need to hit the ground running

Handling Sales Objections Activity

A sales objection is any concern a client raises in reluctance to buy from the company. It is an indication that you have to address more aspects of the buying process than you initially anticipated.

In this video activity you will experience a real-world potential client that has questions and objections.

Watch the Handling Sales Objections video, listen to the client, and hear their different objections.

The client will provide a self introduction as to who they are, what their company does, and provide details about their hiring needs.

The client will then ask questions or make objections that you will be expected to type out your response when prompted in the video.

Type what you would say if you were presented with a similar objection from a client.

Respond to the client in a way that will influence the client to change their mind and alleviate their concerns.

Complete the [SE Onboarding Activity Survey]

1 **Objection Video**

Watch the [Handling Sales Objections] video and listen to the objections.

Respond

Respond to the client in a way that will influence them to change their mind and alleviates their concerns.

TURING

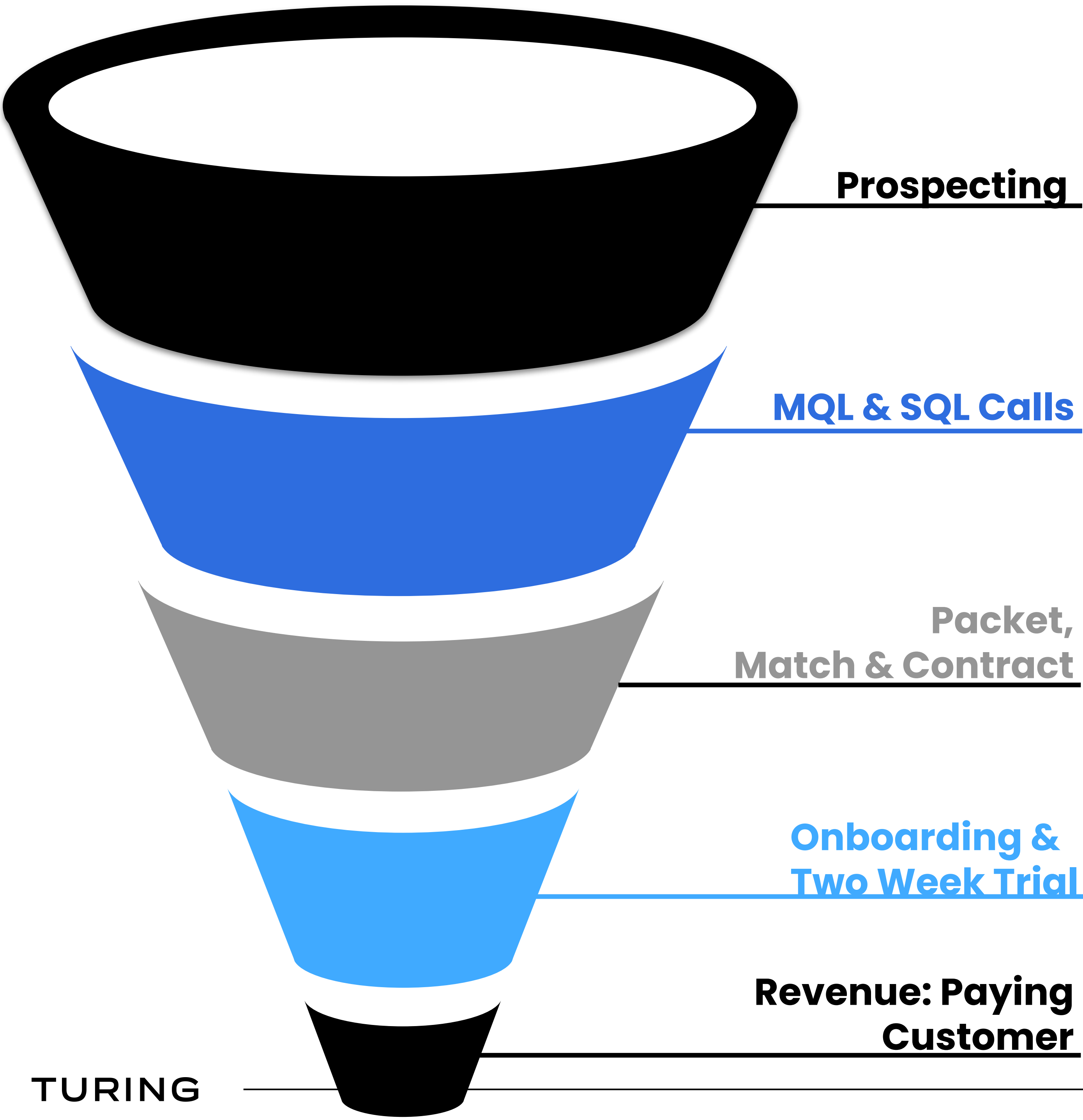
Discovery Sales Call

Sales Funnel

Before the sales call the potential client pool is the largest it will be. As we continue down through the sales process, there will be various reasons that clients are lost.

That's why it is important for us to create a consistent positive experience for all potential clients.

The initial sales call with the AEs is the foundation for the future partnership with the client as they go through the sales process. Ideally, as we help our clients build out their developer dream teams, we will ultimately help influence their success as a startup.



The 4 Es Strategy

The 4Es is a strategic approach to client interactions as you guide them through the sales call while using the Solution Sales Methodology.

We want to **Engage** the client by:

Building conversations and understanding through open ended questions, taking notes, and actively listening.

Ultimately, we want our clients to feel connected to us in hopes of gaining their credibility and trust so we can influence their buying decisions.

We want to **Educate** the client by:

Communicating Turing's value propositions naturally and effectively.

Our goal is to Increase Turing mindshare. Which means, we want clients to always think of Turing as their #1 developer resource.

We want to **Excite** the client by:

Include Turing positioning to personal statements that have been made throughout your interaction.

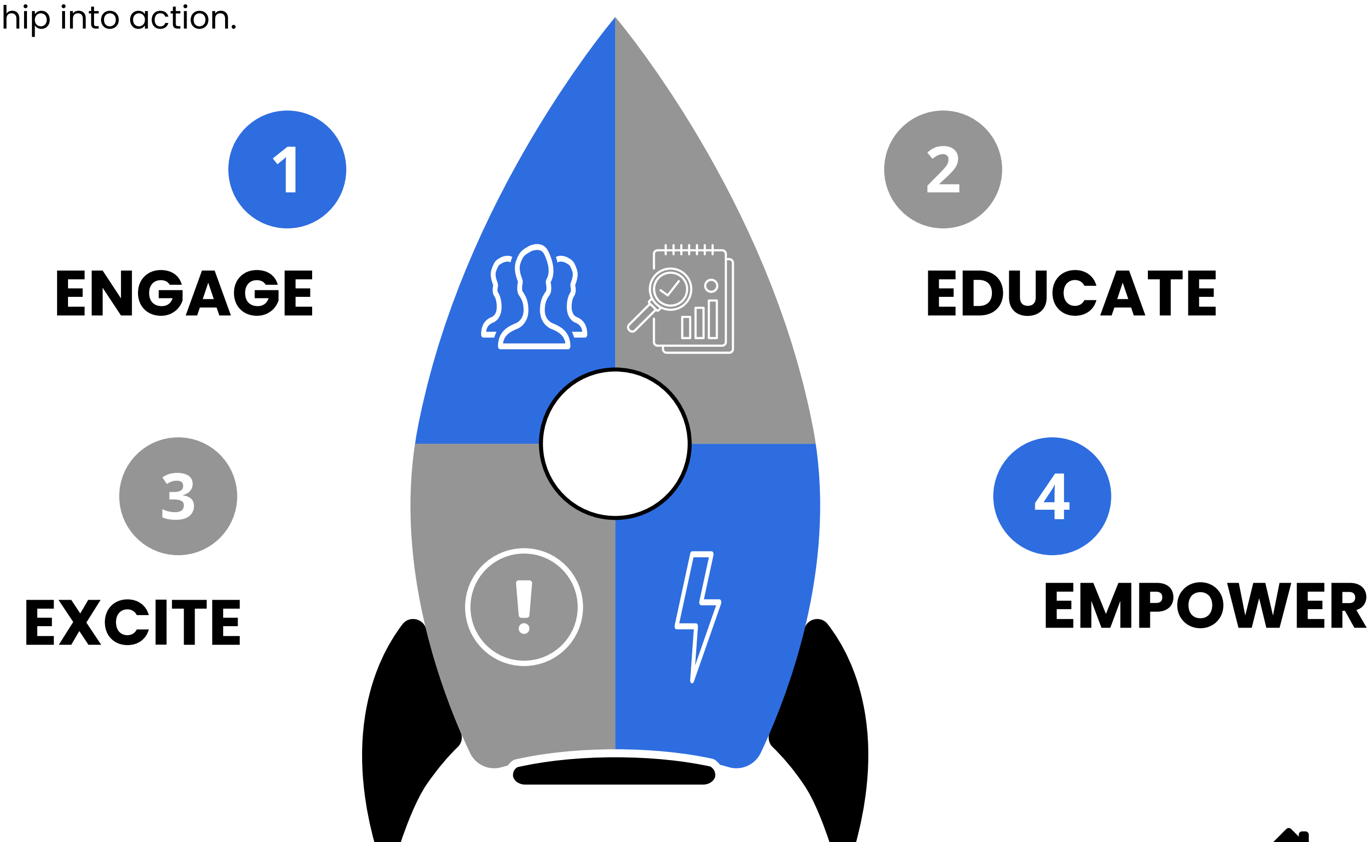
By bringing to life solutions to their identified pain points and needs earlier on the call, we are able to align on mutual benefits.

We want to **Empower** the client by:

Addressing and overcoming the real-world objections they have about Turing.

And have the client Experience the benefits of using Turing as a solution through a live interaction.

Now, let's go through the 4E's in a little more detail and discuss how we are going to put ownership into action.



The 4 Es Strategy

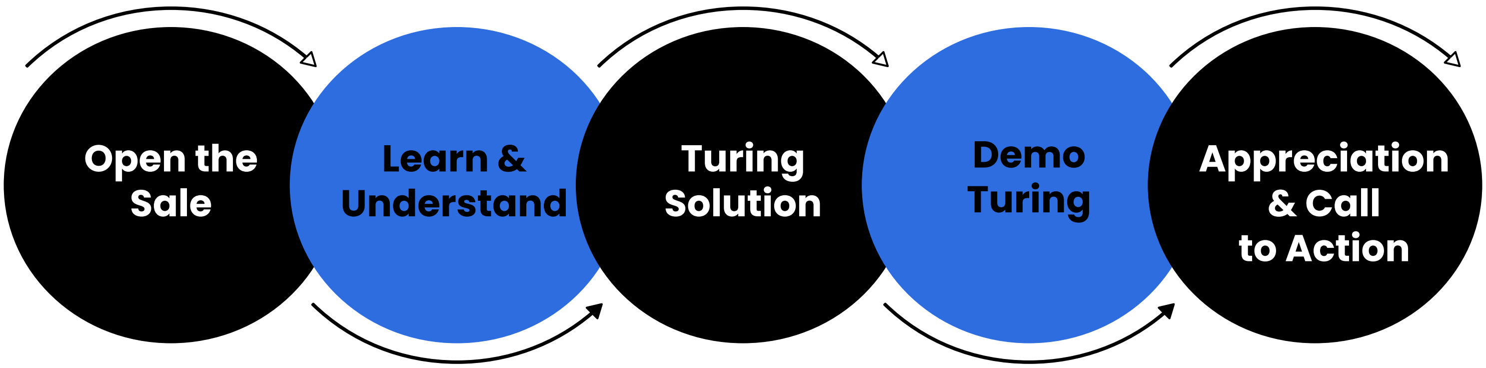
The 4Es are a sales approach to client interaction during the initial qualifying sales call.

ENGAGE	EDUCATE	EXCITE	EMPOWER
• Do not assume too much and avoid a transactional approach. • Guide the conversation to help influence, gain alignment on mutual benefits, and close sales. • Establish rapport and build partnership through nurturance. • Ask questions to gather general requirements to create better developer matches and close sales.	• Ask open-ended discovery questions and actively listen to uncover key experience needs. • Educate about Turing feature product benefits. • Engage as a Turing Brand Ambassador: show in-depth knowledge on Turing's product offerings. • Explain how Turing will resolve experienced pain points.	• Use positioning statements and interactive demos that relate the clients needs to the benefits of Turing features. • Excite about Turing feature product benefits. • Leverage the information you have learned from earlier in the call to insert Turing as a solution to the client. • Tie conversation to their unique needs and what you talked about together.	• Unleash the world's untapped human potential. • Position the benefits of the Turing product to meet specific client needs. • Set the expectation to use the Turing portal immediately after the link is sent to start independently sourcing developers. • White-glove developer matching service.

Sales Call Process and Best Practices

We are going to go through each phase of the process and cover best practices for Ownership and Actions to take during the calls. Please note, when conducting sales calls, it is important to go through all the steps of the sales call process: Open the Sale, Learn & Understand, Turing Solution, Demo Turing, and Appreciation & Call to Action.

Use your best judgment with the client interaction to gauge what is needed for the client to have the best experience possible. We are going to go over the sales call process best practices leveraged by Turing's top sales performers.



Looking at top AE performers, they have best practices used consistently across all calls:

Ownership

Accountability for the approach and results of your client interaction.

Actions

Technique for delivering desired results.

Questions

Open-ended and probing questions to identify mutually aligned goals.

Statements

Emphasize Turing's feature benefits and value propositions.

Ownership & Actions

Open the Sale
Taking ownership of the call requires all AEs to research a client prior to the call. By using Crunchbase, Zoominfo, their website, and the Prep call/Pre work template on Oliv, it will help AEs to guide the conversation with the client.

- Prepare to take notes on the client using Scratchpad to help you learn more as you build the conversation.
- Make sure to have a formal introduction and share with the client: your role and the call agenda.
- Based on your research and insights, know how you are going to present Turing's value propositions to the client.
- Confirm that the client can hire external remote developers.
- Confirm that the clients requirements match our available inventory.
- Guide and Redirect the conversation if the client starts to take the conversation off course.

Learn and Understand
The next phase of the sales process is to learn and understand. We want to validate that the client is a potential fit and disqualify if not.

- Validate that the client meets basic qualifications through open-ended discovery questions. Use probing questions to uncover specific details about the client.
- Keep an ear out for 'red flags' but avoid disqualifying a potential client too quickly.
- Go beyond the obvious ask and understand the client's root cause needs that Turing can address.
- Gather the developer job requirements to give to the matching team immediately after the call.

Turing Solution
By the time you are going to present Turing as a solution to the customer, you should have identified if they are a qualified fit, their unique pain points and needs. With that, know how you plan to position Turing's feature benefits to cater to the client's needs.

- Speak to the clients challenges and pain points that drive towards the solutions Turing provides customers.
- Walk through slides that pertain to the conversation that you have been having on the client call.
- When sharing your decks, confirm that the client can see your presentation when you start to share the sales deck.
- Address objections, concerns, and questions appropriately as they are presented in the conversation.
- Reference back to the Oliv qualifying template for the notes captured earlier in the call.

Demo Turing
The demo of Turing is your chance to not only excite but begin to empower the client to build out their developer dream team. Show the self-serve portal by saying 'Let me show you actual developers on our Turing platform."

- Walk the client through a developer profile. Make sure to show the type of developer that the client is searching for as the demo profile.
- Show where they can see the prices of the developers and let them know that it is listing the total cost to them.
- Show the coding challenge example, education, certificates, and soft skills. Make sure you understand the client's interview process and setup.
- If the client is a Bronze lead or crypto/blockchain company, let them know we have to have a deposit of the monthly rate.

Appreciation & Call to Action
Now that you have wowed the client with our product and answered all of their concerns, it's time to create a call to action and follow-up plan based on the client interaction.

- For qualified clients, commit to schedule next steps with the client prior to ending the call.
- Make sure that we have the developer the client needs before suggesting the self-serve portal.
- If the type of developer needed is more unique, the matching team will probably be a better approach for a call to action.
- Make sure to outline expectations for the interview and two week trial period.

Sales Call Questions: Staff Augmentation

Open-ended questions are questions that require more than a short, fixed response versus closed ended questions where you can answer “Yes.”or “No. AEs can leverage open-ended questions to validate that the client meets Turing’s basic qualifications while understanding the client on a deeper level. The more detailed the information you get from a client from the questions you ask, helps you to sense how engaged the client is with your interaction. Open-ended questions provide unbiased, unfiltered answers in the clients own words.

Clarify your prospects answers to open-ended question by repeating a portion of their answer back and asking follow-up questions. This is called active listening and it makes the prospect feel like you have their best interest in mind. Follow up with a probing question based on how the client answered the open ended question if you feel like you want to gain more insight. Use closed-ended questions occasionally, as needed, to validate and confirm client insights.

Please note, AEs need to keep an ear out for ‘red flags’ but avoid disqualifying a potential client too quickly.

1 Open the Sale

- What prompted you to set up the call?
- Which skills are must/good to have?
- What is the developer building?
- What are your geo preferences?
- What is the type and length of the engagement?

2 Understand & Learn

- What are your current hiring processes and challenges?
- What does the perfect solution look like?
- Which timezone is the team/manager in?
- Can you send over a job description?
- What pains or challenges are you experiencing?

3 Turing Solution

- How long does it currently take to go through the process before making an offer?
- TBD
- What part of your concerns do you feel is still undressed?

4 Demonstrate Turing

- What level of seniority/project level ownership do you expect from the dev?
- What specific experiences must the developer must have in their past?
- TBD
- What part of your concerns do you feel is still undressed?

5 Appreciation & Call to Action

- What questions do you have about next steps?
- What is your interest level in moving forward with Turing?
- What else can I do for you that I have not yet covered?
- What is your interview process?
- What do you need to know about the developer to make a decision?
- Who needs to be on the interview call? What is their role?
- What are your expectations from me (AE) in the interview process?

Sales Call Questions: Cloud Solutions

Overall Cloud Conversations to lead to Data or Applications
When we talk to organizations we find there are certain capabilities needed to accelerate cloud transformation. Get smarter, using cloud in order to structure and access data to better understand their customers, supply chain and products. Becoming a data-driven company is hard because most organizations have siloed and disparate datasets, this makes it extremely challenging to reach a cohesive data strategy and realize value from it. Only 24% of companies are able to realize tangible & measurable value from data.

Freedom to run applications, both existing applications they are migrating to the cloud and new applications that are being built in the cloud. 90% of workloads are still on prem. Our experts make it easy for you to deploy cloud environments in a variety of configurations. We allow them to run it in our public cloud. We allow them to use our cloud in their data centers.

Open up to the client: Tell me about your company and your application.

1 Cloud Transformation

- What challenges are you facing with your cloud transformation?
- What is your biggest opportunity with cloud transformation?
- If your business doubles overnight, what fails in your current process?
- What is your primary cloud provider? What services from this provider do you rely on?
- How are the workloads distributed across the cloud? What % is in each cloud?

2 Application Modernization & Delivery

- What are your current processes and challenges?
- What does the perfect solution look like?
- What does your Continuous Integration/ Continuous Delivery (CI/CD) pipeline consist of?
- x
- What is the motivation for this opportunity?

What prompted you to explore Turing?

3 Roadmap & Timeline

- What is your expected timeline for this project?
- What is your company trying to accomplish?
- What are your project dependencies?
- Can you send over a project roadmap?
- If your business doubles overnight, what fails in your current process?

What other companies have you met with?

4 Data

- Where does your data live currently?
- What type of data do you interact with?
- Where do you store your data?
- What method does your application currently have in place to interact with this data?

5 Key Stakeholders

- What questions do you have about next steps?
- What is your interest level in moving forward with Turing?
- What else can I do for you that I have not yet covered?
- x

Sales Call Questions: Service

Overall Services Conversations

Open up to the client: I would love to learn more about your role and what your company is trying to do.

1 Rapport Building

- What reason prompted you to explore Turing?
- What can you tell me about what your company is working on?
- What initiatives prompted you to meet with Turing?
- What are your current processes and challenges?
- What challenges are you facing currently?

2 Establish Fit/Partnership

- What
- What does the perfect solution look like?
- What does the perfect solution look like?
- x

What other companies have you met with?

3 Road Map & Timeline Needs

- What is your expected timeline for this project?
- What is your company trying to accomplish?
- What are your project dependencies?
- Can you send over a project roadmap?
- If your business doubles overnight, what fails in your current process?
- What does your Continuous Integration/ Continuous Delivery (CI/CD) pipeline consist of?

4 Buyin with Key Stakeholders

- Where does your data live currently?
- What type of data do you interact with?
- Where do you store your data?
- What method does your application currently have in place to interact with this data?

5 Next Steps

- What questions do you have about next steps?
- What is your interest level in moving forward with Turing?
- What else can I do for you that I have not yet covered?
- x

Sales Call Statements

These statements provide Turing feature benefits, value propositions, and mutual alignment for both Turing and the client.

1 Open the Sale

- We are here to learn more about your company, your requirement, and make sure that Turing is the right solution for you.
- My goal for the call is to tell you about Turing and what we have to offer but first I would like to learn more about you and what you know about Turing so far.
- We ensure that the developer can provide 4h of overlap.

2 Learn & Understand

- Turing allows you to source engineers planet-wide.
- Turing allows you to vet to a Silicon Valley standard.
- Turing allows you to optimize matching via AI.
- Turing allows you to make it easy for managers and developers to securely collaborate.
- Turing allows you to abstract away the complexity of hiring global workers.

3 Turing Solution

- Turing exclusively works with full-time long-term engagements, with a minimum of 3 months.
- This is how we attract the best talent that is typically looking for a longer term engagement.
- With a job description, I can create a link to the Turing portal where you can start looking at potential developers that match your needs.

4 Demonstrate Turing

- Let me show you the Turing portal.
- Given our extensive pre-vetting process, most of our customers only conduct one 30m interview to evaluate culture fit.
- We can find you developer talent with our matching team.
- Our two week trial is like a working interview to make sure they are a good fit.

5 Appreciation & Call to Action

- I am going to send a link to the Turing portal so you can start to look at developer candidates.
- What is your interest level in moving forward with Turing?
- What else can I do for you that I have not yet covered?
- TBD

STAR-AR Feedback

The company DDI came up with this method and uses the same approach when providing feedback. When giving feedback during the scorecard activity, the following fields will be filled out.

Situation
Praise and acknowledge the parts of their approach and delivery that was executed based on the standards referenced in the Sales Scorecard.

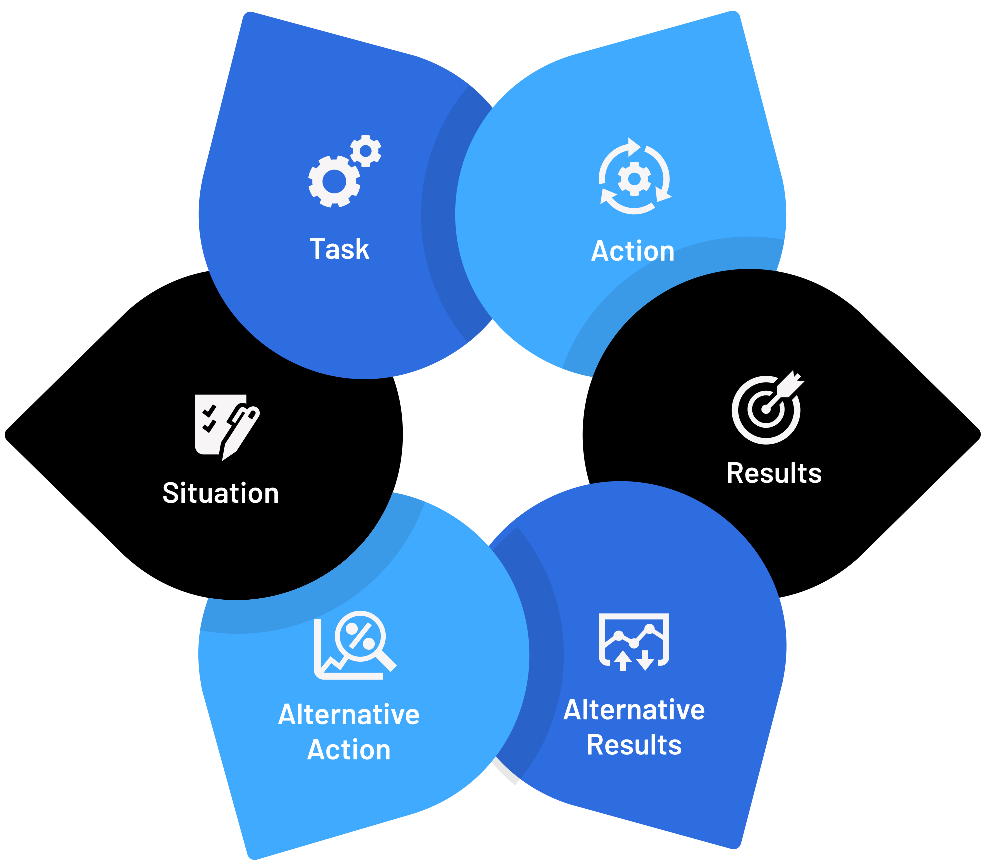
Task
Describe the tactics taken during their approach to the situation.

Action
Provide observed behaviors while approaching the situation.

Results
Explain their approach and how the approach will affect their desired intent.

Alternative Action
Provide a different approach to achieve their desired outcome.

Alternative Results
Share what the different approach would do to help them achieve their desired outcome.



Turing Sales Call: Ownership, Actions, Questions, and Statements

	Ownership	Actions	Questions	Statements
Open the Sale	• Utilize crunchbase, the client's website, and the Prep call/Pre work template on Oliv to guide the conversation with the client. • Formal introduction and Share with the client: your role and the call agenda. • Know how you are going to present Turing's value propositions to the client.	• Prepare to take notes on the client using Scratchpad to help you learn more as you build the conversation. • Confirm that the client can hire external remote developers. • Confirm that the clients requirements match our available inventory. • Redirect if the clients starts to take the conversation off course.	• What prompted you to set up the call? • What do you currently know about Turing? • Which skills are must/good have? • What is the developer building? • What are your geo preferences? • What is the type and length of the engagement?	• We are here to learn more about your company, your requirements, and make sure that Turing is the right solution for you. • My goal for the call is to tell you about Turing and what we have to offer but first I would like to learn more about you and what you know about Turing so far. • We ensure that the developer can provide 4h of overlap.
Learn and Understand	• Validate that the client is a potential fit and disqualify if not. • Keep an ear out for 'red flags' but avoid disqualifying a potential client too quickly. • Go beyond the obvious ask and understand the client's root cause needs that Turing can address.	• Validate that the client meets basic qualifications through open-ended discovery questions. • Use probing questions to uncover specific details about the client. • Gather the developer job requirements to give to the matching team immediately after the call.	• What are your current hiring processes and challenges? • How are you currently sourcing devs? • What does the perfect solution look like? • Which timezone is the team/manager in? • Can you send over a job description? • What pains or challenges are you experiencing?	Turing allows you to: • Source engineers planet-wide. • Vet to a Silicon Valley standard. • Optimize matching via AI. • Make it easy for managers and developers to securely collaborate. • Abstract away the complexity of hiring global workers.
Turing Solution	• Know how you plan to position Turing's features to cater to the client's needs. • Speak to the clients challenges and pain points that drive towards the solutions Turing provides customers. • Walk through slides that pertain to the conversation that you have been having on the client call.	• Confirm that the client can see your presentation when you start to share the sales deck. • Address objections, concerns, and questions appropriately as they are presented in the conversation. • Use Oliv qualifying template	• How long does it currently take to go through the process before making an offer? • What part of your concerns do you feel is still undressed?	• We exclusively work with full-time long-term engagements, with a minimum of 3 months. • This is how we attract the best talent that is typically looking for a longer term engagement. • With a job description, I can create a link to the Turing portal where you can start looking at potential developers that match your needs.
Demonstrate Turing	• Excite & empower the client • Show the self-serve portal. • Walk the client through a developer profile. • Show the coding challenge example • Show education, certificates, and soft skills. • Make sure you understand the clients interview process and setup.	• Making sure to show the type of developer that the client is searching for as an example profile. • Show where they can see the prices of the developers and let them know that it is listing total cost to them. • If the client is a Bronze lead or crypto/blockchain company, we have to have a deposit of the monthly rate.	• What level of seniority/project level ownership do you expect from the dev? • What specific experiences must the developer must have in their past? • What part of your concerns do you feel is still undressed?	• Let me show you the Turing portal. • Given our extensive pre-vetting process, most of our customers only conduct one 30m interview to evaluate culture fit. • We can find you developer talent with our matching team • Our two week trial is like a working interview to make sure they are a good fit.
Appreciation and Call to Action	• Create a call to action and follow-up plan based on the client interaction. • Expectations for the trial proactively.	• For qualified clients, commit to schedule next steps with the client prior to ending the call. • Make sure that the developer the client needs before suggesting the self-serve portal. • If the type of developer needed is more unique, matching team will probably be a better approach for a call to action.	• What else can I do for you that I have not yet covered? • What questions do you have about next steps? • What is your interest level in moving forward with Turing? • What is your interview process? • What do you need to know about the developer to make a decision? • Who needs to be on the interview call? What is their role? • What are your expectations from me (AE) in the interview process?	• I am going to send a link to the Turing portal so you can start to look at developer candidates. • The matching team is available to help you source developers if you are willing to wait 3-5 days.

Turing Sales Call Scorecard

Sales Employee Name:	**Coach / Evaluator Name:**
Client:	**Chorus Link:**
Date:	

	Below Expectations **Score: 1 or 2**	**Meet Expectations** **Score: 3 or 4**	**Above Expectations** **Score: 5**
Open the Sale	• Did not leverage the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Gave the client a delayed or no greeting. • Greeting did not try to establish a person-to-person conversation. • Made little or no attempt to engage the client in a conversation to build rapport.	• Leveraged parts of the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Greeted the client promptly. • Used a greeting to start a person-to-person conversation. • Made an effort to engage the client in conversation to build rapport. • Transitioned to business. • Asked a permission question (explained what, why, and what is in it for them)	• Leveraged the necessary outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Greeted the client promptly. • Broke the ice with a personal greeting that created a person-to-person conversation. • Was an attentive and active listener. • Smoothly transitioned to a business conversation. • Set the pace of the conversation by asking a permission question. • Asked open ended qualifying questions.
Insert Score (1 - 5)			
Feedback or Comments			

	Below Expectations **Score: 1 or 2**	**Meet Expectations** **Score: 3 or 4**	**Above Expectations** **Score: 5**
Learn and Understand	• Did not leverage the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Asked no questions or only closed-ended questions. • Gave choices too soon or went straight to showing the demo. • If questions were asked, failed to respond to clients answers with supportive responses. • Did not encourage a conversation about the customer's wants, needs, and pain points. • Disqualified the sale preemptively.	• Leveraged parts of the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Asked some open-ended questions. • Occasionally responded to the client with question and answer approach. • Encouraged some conversation about the client's wants, needs, and pain points. • Discovered enough information to show a solution.	• Leveraged the necessary outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Asked open-ended questions to get the client to share what they like/dislike about their current environment and why it is important. • Asked the client about their current hiring process and used open ended questions to understand the clients wants, needs, and pain points. • Demonstrated exceptional active listening, showing full engagement in the conversation.
Insert Score (1 - 5)			
Feedback or Comments			

	Below Expectations **Score: 1 or 2**	**Meet Expectations** **Score: 3 or 4**	**Above Expectations** **Score: 5**
Turing Solution	• Did not leverage the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Failed to recommend appropriate solution. • Poor knowledge of the products and solutions. • Did not attempt to uncover the client's concern(s). • Failed to address concern(s). • Failed to pick-up on buying signals.	• Leveraged parts of the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Recommended the appropriate services. • Demonstrated good product knowledge. • Presented product features, actions, and benefits about the solution. • If appropriate, asked what concerns the client had. • Attempted to present a complete solution before asking for the sale. • Picked up on obvious buying signals. • Asked for the sale.	• Leveraged the necessary outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Presented a complete solution that meets the client needs before closing on the product. • Demonstrated outstanding product knowledge and services. • Tied specific features, actions, and benefits of the solution to each of the client's wants, needs, and pain-points. • Address concerns by showing empathy. • Asked for the sales and gave the customer time to respond.
Insert Score (1 - 5)			
Feedback or Comments			

	Below Expectations Score: 1 or 2	Meet Expectations Score: 3 or 4	Above Expectations Score: 5
Demonstrate Turing	• Did not leverage the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Failed to transition to the demo using a statement or a question to get the client excited. • Failed to provide the benefits with actions; discussed only features. • Made no attempt to get the client involved. • Made no attempt to create an experience, have fun, or build excitement.	• Leveraged parts of the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Provide features, actions, and benefits but did not do a good job creating desire. • The product was in the clients view. • Used words to paint the picture in the customer's mind. • Created and experience, showed enthusiasm, and excitement in the demo. • Got the client involved in the solution/demo (try, use it).	• Leveraged the necessary outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Used words to bring the solution to life through multiple features, actions, and benefit statements that enhanced the value of the product. • Employee transferred excitement to the customer while having fun as well. • Painted a picture in the customer's head that led them to experience how the solution will fit into their life.
Insert Score (1 - 5)			
Feedback or Comments			

	Below Expectations Score: 1 or 2	Meet Expectations Score: 3 or 4	Above Expectations Score: 5
Appreciation and Call to Action	• Did not leverage the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Did not thank the client for their time and the business opportunity. • Did not supply any contact information. • Did not talk about the next steps. • Did not start about next steps.	• Leveraged parts of the outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Thanks the client for their time and the business opportunity • Supplied basic contact information. • Talked about the next steps. • Started the next steps of the sales process. • Invited client to provide feedback to help us improve.	• Leveraged the necessary outlined Turing Sales Scenario: Ownership, Actions, Questions, and Statements. • Cement the sale by confirming their decision. • Provided clear next steps to the open opportunity. • Maintained excellent eye contact and body language throughout the call. • Reaffirmed Turing's commitment to be there for them throughout their entire experience.
Insert Score (1 - 5)			
Feedback or Comments			

Complete Sales Interaction	Below Expectations Score: 1 or 2	Meet Expectations Score: 3 or 4	Above Expectations Score: 5
Insert Score (1 - 5)			

Sales Call Scorecard STAR-AR Feedback

Situation	Praise and acknowledge the parts of their approach and delivery that was executed based on the standards referenced in the Sales Scorecard.	
Task	Describe the tactics taken during their approach to the situation.	
Action	Provide observed behaviors while approaching the situation.	
Results	Explain their approach and how the approach will affect their desired intent.	
Alternative Action	Provide a different approach to achieve their desired outcome.	
Alternative Results	Share what the different approach would do to help them achieve their desired outcome.	

Sales Scenario & Scorecard Activity

We have walked through the sales process, have awareness of our competitors, explained the value of partnership, handled sales objections, and now we will practice role-playing sales scenarios.

To prepare for your role play, from the list of clients, research and learn more about your client through crunchbase.

As a group, we will all take turns going through our role plays. All AEs have been assigned and paired to clients. Each AE in the round will have a chance to role play, while the other AE in the round will be in a green room.

As other participants from the other rounds are going through their role play, make a copy and fill out the sales scorecard. Place the filled out scorecard in Sales Scorecard Activity in the folder of the name of the AE that was scored.

At the end of the session, we will announce who scored the highest on the scorecard based on trainer and peer feedback.

Complete the SE Onboarding Activity Survey

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1 **Prep Work**

Learn more about your client to prepare for the call.

2 **Role Play**

Each participant will get a chance to present their sales approach and will be scored.

Turing Sales Call Scenario Activity Rounds

Below a list of the 5 rounds in the activity. The client link is provided so you can start to research your client.

Round	Client & Link	AE	AE	AE
1	Launchpad	Joao	Mariana	
2	Paperclip	Maria	Devass	
3	Stride	Garret	Flavia	
4	Ideon	Alex	Giovanna	
5	Paragon One	Adam	Bri	Gavin

TURING

VC Partnerships

VC Partnerships: Strategy & Tactics

The VC Partnership initiative is a way for Turing to reach out to different VCs. Ideally the VC will share with Turing the different startup ups in their portfolio that Turing can support with our product offerings.

VC Partnership Proposal Deck

Who is Involved:

ABM
Sales AE

Basic Procedures:

VC

Good to Know:

100 developer hours to be billed in their third month of the contract.
Discount applies to all job postings within 6 months of their initial job posting for up to 10 developers.
SOW and MSA
VC Partnership Discount reflected

Some special cases:

VC Partnerships: Salesforce

Create a VC as an account name

1. Insert the account name of the client
2. Insert the parent account, as the VC that the clients will be working with?
3. Referral- VC
4. What is the customer category for a VC? Gold? Enterprise? Who do we ask? Rivers or Abhis or Mahesh.
5. Region
6. Additional information: Type: Partner?

Add a VC contact

1. Add the name of the company under the VC
    a. name
    b. company
    c. title
    d. email
2. Integrate salesforce with front to fill out the known required fields

New Lead: Client

1. Select leads within the existing VC Account
2. Create new lead
3. Name of referral client
4. Existing account will be the VC Account of the client
5. Country picklist
6. Company
7. Lead source: Referral- VC
8. Lead source subcategory: not required
9. Referral name *change to contact name*

Existing Account

1. Parent account, type in the name of the VC
2. Click Save
3. Refresh the page
4. Click on the company name under accounts of the VC.
5. Edit Account Source

VC Partnerships: Deal Example

The main benefit for your startups is 100 developer hours. This means that your startups can come to Turing, and we will provide a customized solution based on their needs. At the end of the 3rd month, we will applied 100 billable hours of work towards their third month's invoice - a saving of $45,000 to $70,000 per startup.

On top of that, we will also provide:
- A pre-pilot startup onboarding session
- A dedicating account executive and matching team
- A personalised land page
- 1-2 in person or virtual events
- Communication and promotional materials
- A pilot report dashboard to track the success of the programme

97%

Engagement Success Rate after two-week trial period

Developer Engagement
Contract model:
Three month minimum,
full-time, 40 hours per week.

Service & Administration
Dedicated Account Executive
White Glove Service
Access to Turing Portal

Payment Terms
Contract model:
Time and materials billed on a rolling basis bi-monthly; 100 hours deducted from 3rd month.

Promotion: 100 Free Hours* TBD
100 developer hours for up to 10 developers per startup.

Contracts
Portfolio companies will sign their own MSA and SOW with Turing.

Marketing
Turing Personalized Landing Page, Events, Communication, and Collateral.

VC Partnerships: PC Startup Cadence

How Turing will be interacting with Startups within our VC partnerships.

Discovery Meeting
The startup schedules time with Turing AE to discuss business needs.

Turing Solution
Provide efficient and scalable solutions to deliver startup business results.

Delivery Structure
Vetted developers through Turing's in house platform Intelligence Talent Cloud.

Shortlist & Interviews
Packets within five days from initial call with the Account Executive. Select preferred developer, finalize MSA and SOW.

Trial and Success
Confirm developer fit within the company during the two week trial.

Paying Customer
100 free hours starts for up to 10 developers per startup.

Periodic Retrospective
Customer Success and Developer Success support.

Accelerated Growth
Startups within the Turing VC Partnership expedite expansion.

VC Partnerships: Turing Evolution of Services

One of the best things about working with Turing is that we're very adaptable to our client's needs. We want to make things as easy as possible for our clients, and one way we do that is by offering several engagement options.

The foundational **Staff Augmentation**- and also the most popular - is our 'Talent Service.' If clients need to add one or ten new members to their team, Turing can work with the client on an individual developer needs basis.

The **Managed Teams** engagement is our team-based approach - this is perfect if clients who are looking to put together an entirely new team. We can provide 'pods' of managed teams who will work on your company's strategic projects.

Cloud Solutions engagement is a more specialized option. These are also managed pods, but they're focused on achieving a particular goal - like data migration, program machine learning, application design, etc.

The key benefit of Managed Teams and Cloud solution options is that it takes the burden off of clients when it comes to scoping projects, hiring staff, and onboarding/offboarding employees. Our goal is always to make client's life simpler and give them the flexibility to choose how they want to work with us based on their current needs.

Solution Delivery

Own and deliver a specific outcome for a customer.

Teams

Provide **managed team 'pods'** working on customer's strategic initiatives.

Talent Services

Provide **technical talent** to work with customer's team.

VC Partnerships: Target lists

Building a target list is one of the most important resources in your prospecting toolkit. Before starting your prospecting efforts, Turing AEs need to understand and identify our Ideal Customer Profile (ICP) and our Buyer Persona.

Ideal Customer Profile (ICP):
A description of the potential client, not the buyer or end user, that is a perfect fit for Turing's solution.

Buyer Persona:
A representation of Turing's ideal customer based on market research and data about our existing customers.

***Who is Involved*:**

AE

Basic Procedures:

Build an effective prospect list by utilizing these steps:

Identify target prospects within your ICP that fil Turing's Buyer Persona.

Find and collect the client's information through LinkedIn.

Utilize Crunchbase and ZoomInfo to gain additional insights on the client.

Create pre-call notes using the template that outline why you are calling this prospect and additional information that may help you on your call.

***Tips & Tricks*:**

Always take notes on why this prospect fits your ICP/persona.

Note taking supports in a more personalized and impactful call.

VC Partnerships: Ideal Customer Profile and Buyer Persona

	Bronze	Silver	Gold
ICP			
Updated Client Size / Funding	Pre-Seed	Seed	Series A B C+(Upto 100Mn funding)
Client Size / Funding	less than $2mil in funding	$2mil-$9.9mil in funding	Series A B C+($10mil-$100mil funding) at least $10mil+ in funding. If Series A+, but less than $10mil in funding it's likely Silver. Ask Rivers to confirm.
Last Funding			
Industry			
Company			
Geographic Location			
Revenue			
Buyer Persona			
Customer Demographics			
Behavior Patterns			
Motivations			
Goals			
Common Pain Points			
Cloud Partnerships	GCP, AWS	GCP, AWS	GCP, AWS
Buying Signals			
Hiring Characteristics	Generally open to contractors; struggle to budget for FTEs	Just landed a lot of funding and need to fast	They want bring hiring in-house as a competency; they start to bring on internal recruiters

VC Partnerships: Sales Call Questions

Before getting started with VC Partnerships, during the initial sales calls, it requires a heavy emphasis on discovery and understanding the customer. What are they are doing? Why are they doing it? What problem(s) are they trying to solve? What is driving the VC PC selection?

Open-ended questions are questions that require more than a short, fixed response versus closed ended questions where you can answer “Yes”or “No”. AEs can leverage open-ended questions to validate that the client meets Turing’s basic qualifications while understanding the client on a deeper level. The more detailed the information you get from a client from the questions you ask, helps you to sense how engaged the client is with your interaction. Open-ended questions provide unbiased, unfiltered answers in the clients own words.

Clarify your prospects answers to open-ended question by repeating a portion of their answer back and asking follow-up questions. This is called active listening and it makes the prospect feel like you have their best interest in mind. Follow up with a probing question based on how the client answered the open ended question if you feel like you want to gain more insight. Use closed-ended questions occasionally, as needed, to validate and confirm client insights.

Open up to the client: Tell me about your VC and your Portfolio Companies.

1 VC Company Portfolio

- Walk me through a high level of your portfolio. What is your VC story?
- What PC stages do you support?
- What would you like to do with your portfolio?
- What is your industry or geo focus (if any)?
- How much funding do you have in your LP?
- What are your current portfolio company challenges?

2 Understand the Org Structure

- How is your VC organized?
- How do you manage your partnership portfolio?
- How involved are you in the PC hiring process?
- X
- X

3 Current Partner Initiatives

- How are you currently partnering with other vendors today?
- How do you make your PC aware of those partnerships?
- What is the adoption rate of the partner initiatives?
- How often do you engage with your PCs?
- X
- X

4 Metrics/ Data

- What type of database does your VC use to share PC perks?
- X
- X
- X

5 Key Stakeholders

- Who will be a key stakeholder for this project?
- What level of ownership of the project/team are you wanting?
- X
- What part of your concerns do you feel is still undressed?
- What is your interest level in moving forward with Turing?
- What else can I do for you that I have not yet covered?
- What does success with Turing look like to you?

VC Partnerships: PC Pre-Call Prep Template

Basic information

Established:
Location:
Industry:
Employees:
Funding:

What does the company do?

What does the POCs day to day look like?

What metrics is the POC in charge of?

What does their VC team structure look like?

What drives their revenue and growth?

Triggers (milestone announcements, industry / market related news / insights)

Discovery Questions
(Can you tell me, explain, describe, help me understand etc.)
Qualify first if there are red flags (remote contract hires, geo pref, duration, overlap etc.)

Key initiatives (short / long term business impact)

Key obstacles (short / long term business impact)

Current solution (what is it, what works / doesn't work)

Solutions explored (likes / dislikes)

Onboarding (when, stakeholders, and process?)

Why (open-ended, tailored questions based on client response)

Pain points summary

Value proposition summary

Next Steps
Opportunity Details

Job Title:
    Interested resumes: n/a
Tech stack / yrs (must-have):
Tech stack / yrs (nice-to-have):
Project Impact:
Description:
Duration:
Time zone:
Budget:

Software Stack Breakdown and Developer Roles

Software Stack Breakdown

- API
    - Structure how data is exchanged between a database and any software accessing it.
    - Ultimately, the API makes brands and assets more valuable as companies make portions of their database available for consumption. Open APIs vs Closed APIs.
- Database
    - Relational: Database table that organizes structured data fields into defined columns.
    - Non-Relational: Database that does not incorporate the traditional table model. Instead, data can be stored in a single document file.
- Servers
    - Server-side scripts: Process requests and pull what they need from the database
    - Virtualization
    - Containerization
- Middleware
    - Software on the server that connects an application's front-end to its back-end. Middleware is plumbing allowing isolated systems or functionalities to interact, ex: hooking up your web app to a payment system.
- Mobile
    - Flutter: iOS, Android, and Web Applications at the same time. C, C++, Dart
    - React Native: iOS and Android cross platform and JavaScript
    - Xamarin: C#
    - Ionic: JavaScript
    - Native: Swift for iOS. Java for Android, Kotlin
- Low Code
    - Prebuilt functions
    - Caspio
    - Bubble

Full Stack Developer

Full-stack development requires a broad skillset. The best candidates will demonstrate substantial experience within each of the several areas outlined below.

There are various differences between a web developer and a full-stack developer. A web developer tends to be specialized in either front-end or back-end development. A full-stack engineer instead will be proficient across the board, including any associated areas such as database design/management and DevOps.

The key to exceptional front-end engineering is a thorough understanding of user experience, and in turn, user interface implementation. The latter requires a comprehensive understanding of various front-end technologies, the core being HTML, CSS, and JavaScript. It is also beneficial for the engineer to be familiar with various frameworks and libraries, but the specific ones are down to personal preference. It’s a bonus to have an appreciation/understanding of product strategy.

Back-end engineering does not require an understanding of user experience, per se. However, it does demand extensive knowledge of API principles. This does not necessarily have to be REST, but in most cases, this is the preferred paradigm. In addition to this, the candidate must excel in at least one back-end technology as well as database design and implementation. It is also important that the candidate holds more than just a basic understanding of managing relevant infrastructure.

Typically stronger in either front-end or back-end.

Developers will learn to be full-stack early on out of necessity.

Front-End Developer

Front-End

Everything you see is written in HTML, CSS, and JS (Javascript)

Client-side scripts

Run in the browser and process requests without call-backs to the server

Request

When a call to the database is required, JavaScript and AJAX send requests to the back-end.

Frameworks

React ++
Angular
Vue
HTML/CSS/JS/jQuery

A front-end web developer is responsible for implementing visual and interactive elements that users engage with through their web browser when using a web application. They are usually supported by back-end web developers, who are responsible for server-side application logic and integration of the work front-end developers do.

Back-End Developer

Back-End

- Frameworks
  - Libraries of server-side programming languages that construct the back-end structure of the site.
- Languages
  - Node (Javascript) ++
  - Python ++
  - PHP --
  - Go (Golang) ++
  - .Net --
  - Ruby on Rails --
  - Java –

A back-end web developer is responsible for server-side web application logic and integration of the work front-end developers do. Back-end developers are usually writing the web services and APIs used by front-end developers and mobile application developers.

Mobile App Developer

A mobile app developer uses programming languages and development skills to create, test, and develop applications on mobile devices. They work in popular operating system environments like iOS and Android and often take into account UI and UX principles when creating applications.

A mobile app developer is able to create software for phones and tablets and is familiar with the newest technologies in the mobile world. Mobile development requires staying in the mobile headspace, meaning that it's even more important than with other hardware contexts to optimize performance, battery, network, and memory management. A developer must be also aware of how to deal with device fragmentation, often working closely with a designer to achieve the best user experience (UX) results.

"Mobile app developer" is a very wide term, because it's not limited to developers who write native code for platforms like Android and iOS. It can also include hybrid app developers working with frameworks such as Cordova or Ionic, and JavaScript and C# developers, who are using React Native and Xamarin to write mobile apps. These are distinct specializations, so it's crucial to either specify what technology you intend to use in the app or make it clear that you are open to technology propositions.

DevOps Developer

A DevOps engineer and architect works with software engineering to optimize and improve the performance and implementation of the development process. Often DevOps engineers streamline and automate processes while troubleshooting existing development procedures.

Data Analyst

A data analyst is someone whose goal is to extract value from data by uncovering useful information and enabling data-driven business decision-making. Often the link between business stakeholders and data, a data analyst is expected to have great analytical and communication skills.

Frequently confused with data scientists, data analysts do share many of their responsibilities. But data scientists focus on creating and enhancing data-driven products and processes. Data analysts instead focus on generating business insights. Therefore domain expertise and communication skills are more relevant than a deep understanding of machine learning and artificial intelligence.

A data analyst tasks include identifying valuable problems to solve, gathering data from various sources, and cleansing and preparing data for analysis. They then explore the collected data, perform statistical analyses, and communicate the findings effectively.

Data Engineer

A Data Engineer is a person who creates and manages a company's Data infrastructure and tools and is someone that knows how to get results from vast amounts of data quickly.

The actual definition of this role varies and often mixes with the Data Scientist role. Here, we will assume that it is a role focused on engineering, without statistics and strong machine learning skills required.

Data Scientist

A data scientist is someone who makes value out of data. Such a person proactively fetches information from various sources and analyzes it for a better understanding of how the business performs, and to build AI tools that automate certain processes within the company.

There are many definitions of this job, and it is sometimes mixed with the Data engineer occupation. A data scientist or engineer may be X% scientist, Y% software engineer, and Z% hacker, which is why the definition of the job becomes convoluted. The actual ratios vary depending on the skills required and type of job. Usually, it’s considered normal to bring people with different sets of skills into the data science team.

Data scientist duties typically include creating various machine learning-based tools or processes within the company, such as recommendation engines or automated lead scoring systems. People within this role should also be able to perform statistical analysis.

ML Engineer

A machine learning (ML) developer is an expert on using data for training models. The models are then used to automate processes like image classification, speech recognition, and market forecasting.

Definitions of machine learning roles can vary. Often there's some conceptual overlap or even conflation with the roles of a data scientist or artificial intelligence (AI) engineer. Machine learning is actually a subfield of AI that focuses on analyzing data to find relations between the input and the desired output.

A machine learning developer produces a tailor-made solution for each problem. The only way to achieve optimal results is to carefully process the data and select the best algorithm for the given context.

TURING

Frequently Asked Questions (FAQ)

General FAQ

Where is Turing based?
Turing is based in Palo Alto, California -- the heart of Silicon Valley.

Who are Turing's clients:
We have a variety of clients, ranging from startups with amazing potential building initial MVPs to established, household name enterprises employing 1000's of people. This diversity of clientele allows us to provide opportunities as diverse as the engineers we work with, whether they are looking to work in an innovative startup environment or to contribute to long-term efforts within an established organization. What is most important, Turing is always looking to provide longer-term engagements and create an environment of stability for our engineers.

What rates does Turing offer?
Every engineer is allowed to set their rate. However, Turing will recommend a salary at which we know we can find a fruitful and long-term opportunity for you. Our recommendations are based on our assessment of market conditions and the demand that we see from our customers.
In the vast majority of cases, we recommend salaries for our developers that far exceed what they would make in their local economies. Turing's goal is to provide engineers with stable, fruitful work and long term learning opportunities, rather than have engineers frequently hop from one small project to another.

From what I understand, we can run background checks on candidates if the clients ask for it, but does anyone know the extent of the background check (i.e. is it a basic criminal background check or another type)?
This is especially good information when a client is worried about background checks on candidates. We simply shared this info provided by Deel and it was sufficient.
Deel:

PEP and Sanctions Lists Checked

Sample Check Report

All Turing candidates are given KYC check by default when signing a contract (Know Your Customer).

Deel can provide Criminal check (this is completed within 1-2 hours after documentation is provided by candidate - this was done for our candidate).

This check is a search of 200,000+ global databases for the candidate's name. The check searches public media sources, sex offender registries, courts, fraud, sanction and watchlists for adverse media for risk-relevant information such as: criminal history, fraud, affiliations with negative groups, global sanctions, public safety issues, public profile information, etc.

PEP and Sanctions List Check (Deel can run this if requested - was not requested by our client)

How do I notify a Holiday observation?
A: Block calendar entirely. We will work who is going to cover for you.

What is the buyout process?
A: Buyout fee is $30,000 minus 15% of your total spending after working with us for 3 months. If you don't want to buyout after 3 months, it reduces over time. At $200,000 you can buy them out for free.

General FAQ

How is the Turing process to match a developer to a client? Who interviews them?
Matching is the process of shortlisting developers based on the job requirements. The developers who are shortlisted must meet the client's requirements for skills and experience with the technologies listed in the job description. You can find the matching flow here.

Why are developer interviews recorded?
For internal training and evaluation purposes. We want to ensure that our Vetting processes are excellent in quality, and having access to training data like our recorded technical interviews is instrumental in helping us to maintain a high bar.

What times would developers work, given time zone differences?
Most of our clients are based in the USA and work from 9 am-5 pm Pacific Standard Time (PST), and for successful collaboration, they request that developers allow for a 4-6 hour overlap within this timezone.

If the client wants to incentivize the developers w/bi-annual raises, how can they do that so the devs keep 100% of it?
Clients can always offer a raise to the devs as long as they do it through Turing.

Overall process:

- Dev reaches out to dev success for raise. (If dev reaches out to AE for raise, AE directs dev to dev success.)
- If dev has been at company for a year, dev success speaks to dev about raise. If dev has been at company for less than 1 year, dev success sends dev away to return at 1 year mark.
- Dev success notifies AE that dev is looking for raise.
- AE reaches out to client to get performance feedback, and let client know dev reached out for raise since been with company for 1 year. AE talks to client to see if they can do a raise, typically ask for 10-15%.
- After specific raise amount defined from client, AE lets dev success know of amount.
- Dev success reaches out to dev to confirm raise amount.
- AE sends new SOW to client with updated dev rate.
- Mahesh sends new dev contract with updated dev rate.

Can the developers use client's internal system for onboarding? (Slack, Trello, etc.)
We are actually expecting the dev to be part of all of their systems. That's one of the topics we cover with them during the onboarding call, to make sure the dev has their credentials and accesses.

What do full-time (fixed), part-time (fixed), part-time (hourly) & hourly mean?

- Full-time: The developer works 8 hours a day
- Part-time (fixed)- The developer works 4 hours a day (maximum)
- Part-time (hourly)- The developer works less than 8 hours but has no fixed number of hours
- Hourly- The developer works on an hourly basis. No cap on the hours worked in a day i.e. can exceed 8 hours a day

What if a developer fails a trial?
If a developer fails a Trial these steps need to be followed:

- If the trial fails, AEs must confirm with the client if they would like to interview more candidates.
- Failed trial period developers that are not moved to paying customers do not count towards AE sales quotas.
- When the customer confirms that they do not consider moving forward with the developer, CSS informs the developer via email or WhatsApp. Then posts the case on the #Offborading-developers channel, gives feedback from the client side, and from CSS itself. They can recommend for a re-match or not depending on the situation. CSS also tags Finance team and Developer Success team on this post.

General FAQ

What happens if the client wants to change the developer?
CSS will inform the AE + Developer Success + #offboarding developers.

The client will inform CS which is ideally followed by a reason

If the client has a requirement for the vacant position, we will work internally to find a replacement.

If CS feels that it is not the developer's fault, we can send him for a quick rematch or move him/her to the matching pool.

If the reason seems valid and depending on the severity of the situation we could take the developer out from our platform.

Is there any case where there is more than 1 developer per client/project?
Yes, there is. Some clients/ projects are big enough and they hire more than one developer for a single project. They can be onboarded at the same date or different, depending on the client's needs and developer availability. We also have Teams, where the client can hire a team of talented developers for their organization.

Are the developers hired only full-time?
Turing's focus is to hire full-time developers for long projects. However, it's possible to see some part-time negotiations - it will depend on the sales team. When a developer is not available full-time due to migration between jobs, we can have the developer start part-time initially and then move them to full-time. There are also some developers at Turing that only work part-time.

What are the differences among the client's types: Bronze, Silver, Gold?
The clients supported by the Customer Success Team are classified as Bronze, Silver, and Gold and it's organized by the size of the client (size/income). Bronze & Silver clients (at times) have a deposit for their engagement which is mentioned in the SOW. The deposit amount is the same as the client's monthly rate.

What is '100-hour credit'?
It's a discount rarely provided by the Account Executive depending on the relationship that the client has with Turing.

How are the engagements distributed through the Customer Success Specialists?
Tannu Singh, the Customer Success Team Manager, distributes the cases by following a sequence/pattern that is followed in terms to have an equal distribution among the team and avoiding any conflicts or preferential treatment.
However, If it's an existing client, the CS Specialist that has previously worked with that client will take over the engagement.

What is a SOW?
Statement Of Work.
It's a document that the client signs every time they have a different engagement with Turing.
The client has to sign an SOW each time they hire a developer from Turing. This document contains the specifications for that specific engagement: developer name + job title + rate.

General FAQ

What is MSA?
Master Service Agreement.
It's a document signed between the client and Turing on the first deal closed. It happens only once. It will place the commercial and negotiated rules from both parties.

What is an NDA?
Non Disclosure Agreement.
It's a document signed at the beginning of the conversation with the client (and AE). It's a confidentiality term.

How can we assure that the client will not close the deal directly with the dev, after the first engagement?
First, there's a rule on the MSA signed by the client that if they want the developer they need to buy them out (pay a certain amount to have them). If the client does it without informing Turing and it's discovered, legal action can be taken.
And second, we try to show them the benefit of having Turing as the middleman by creating a smooth experience for them and establishing a good relationship.

Which tools do CS Specialists use? Most of the work is carried out on Slack, Email, Zoom & Matcher. Apart from that Google sheets, docs and calendar is used to track the progress of the engagements.

What is the CS Workflow model: Workflow model

How are the clients charged?
Billing frequency is every 15 days for all FSS clients. Payment terms are 1-Month Deposit and Net 10 for Bronze clients, Net 10-15 for Silver clients and Net 10-30 for Gold clients.

What is FSS?
FSS means Fast Scaling Startups. They are divided into three categories: Bronze, Silver, and Gold. They are classified according to their size and funding. Bronze clients are those who are in pre-seed stage and below 2 mil. in funding. Silver clients are in the seed stage and between 2 mil and 9.9 mil in funding. Gold clients are in Series A, B and C+ funding stage, and 10 mil + in funding.

What are the Enterprises?
Enterprise Client means a large business or company considered as a customer, especially with regard to enterprise level technology that is centrally managed for their IT infrastructure.

What is the Cloud Team at Turing? What do they do?
The cloud team works on identifying cloud customers, understanding their business needs, and presenting Turing as a solution.

Matching FAQ

How do developers get matched for jobs at Turing?
Turing uses a combination of human-vetting and our AI systems to match qualified engineers with Turing clients. We evaluate your expertise, experience, performance on our coding challenges, interviews, availability, and location to help identify the best positions for each candidate.

Will developers still be required to complete a client interview, even though I have completed the vetting process?
Some of our clients may require an additional culture fit, and an additional technical interview. We will share everything we know about the client, the team, the tech stack, and the project. You'll be prepared before any interactions with our clients.

Can developers decline opportunities?
Yes, since we will give you all the information we have about the client and project before you meet them. However, it takes anywhere between 4-6 weeks to find a suitable match for a developer on average, so you might have to wait longer to start working.

How long does it take to find work for a developer?
It depends, sometimes we have a job opportunity immediately. However, in some cases, it may take between 4-6 weeks for us to find a project for you.

Will developers have to take more technical tests when interviewing with the client?
In most cases, no. Most additional client interviews are purely focused on culture fit and getting to know you as a person. However, we do have clients looking for very specialized knowledge and require some experience checks. However, we will inform you in advance of such cases.

What if a client asks a developer to use a tech stack they are not familiar with?
Ideally, developers will not over promise and under deliver. Honesty with the client about developer skill set and how long it would take them to learn something new that they're not familiar with will set both the developer and the client up for success.

How is the trial period no risk?
You will be paid for all the work you perform, even if the trial fails.

Developer Related FAQ

How long is the Trial period?
By default, it's 2 weeks. However, there are some specific cases where it can be longer or less or inexistent depending on the commercial negotiation.

What is the Developer Orientation Call about?
The Orientation Call is conducted by the Developer Success Team for the developer(ideally before the Onboarding Session). The team provides a demo on how to use Turing Workspace (email IDs, submit Stand-ups) and all the support that the developer requires - HR-related.

What is the Client/Developer Onboarding Session?
A 30-minute call is scheduled by the CS team with the developer and client to kick off the trial period. The most important things discussed on this call are overlapping hours+daily meets, trial expectations, meetings and standups, and credential+next steps within the client. An Onboarding document is shared with the client and the developer.

How are the developers paid?
Developers are paid through the www.letsdeel.com platform. All payments come from Turing's end. The payment is usually credited to the deel account on the last day of the month. The developer can expect the salary to be credited in the first week of the following month (depending on the mode of withdrawal)

If a developer faces a problem with their login credentials or any IT-related issue, what should they do?
They should reach out to the Developer Success Team at devsuccess@turing.com

If the developer missed the Orientation Session, what should they do?
They should reach out to the Developer Success Team at devsuccess@turing.com sharing the reason (as it's mandatory) and propose some options.

Developer Related FAQ

If the developer forgets to submit their standup, what should they do?

They should reach out to the Dev Success Team at devsuccess@turing.com sharing the reason (as it's mandatory) and listing the date/time that was skipped in the Turing Workspace.

Are there PTO/Holidays for developers?

There are no during the Trial Period.

However, post the trial period:

Turing Developers under a fixed billing contract who have completed three successful months of the active contract are entitled to our Paid Time Off policy of 1.25 per month. I.e., 15 leaves in a full year. Leaves of all natures will be included in the total amount of leaves (i.e. sick leave). No leave encashment will be granted. Developers must request approval from their direct reporting manager at Vistar in a timely manner and, once approval has been given, they must inform Turing at devsuccess@turing.com of the exact dates they'll be OOO so billing is adjusted accordingly.

Turing doesn't have any observed Holidays. We're flexible and allow developers to take their own local public Holidays as paid leaves under the PTO policy previously stated. If Vistar has observed Holidays, we'd suggest these go as additional paid leaves from Vistar's end.

Will the developer receive his/her payment even if the trial fails?

Yes, they will receive a payment for the hours/ 2 weeks that they have worked.

Does a developer need to time-track?

If the developer is part-time then the developer will have to time track. However, at times the client would want the developer to time track irrespective if he/she is part-time or full-time. The developer will use the Turing workspace to track the time or if the client has their own software.

NDA, PIIA & IP Agreements

The developer will only sign any of the above agreements once the document has been vetted by the legal team. On confirmation, the same can be forwarded to the developer for signature.

Laptop-related issues?

Unfortunately, our policy for working assets/machines support was put on hold for review indefinitely. We will let you know as soon as we have a new policy in place. Let us know if you have any other questions!

Developer Vetting Process FAQ

How many steps are in the vetting process?
There are four steps in the vetting process:

1. *The Technical Tests (Multiple Choice Quizzes and algorithm challenges)*
2. *Technical Interview*
3. *Onboarding Call*
4. *Turing profile update*

How will developers know if they have passed the vetting process?
We will let developers know if you passed the Technical Interview within 24 hours of the interview. The outcome of all four steps in the vetting process will be communicated to the developer at the end of the Onboarding Call (step 3). Developers will become matchable following your satisfactory completion of step 4.

How long does the vetting process take?
It depends, however, most developers can complete the whole process within 10-15 hours at maximum. This includes all the online tests and video interviews.

If developers fail, can they start over again?
A: If the developer retakes the test within 6-months, they do not need to start over again, developers will only be required to repeat the last step that was failed. However, if 6-months have elapsed since developers took the test, they will be required to re-start the vetting process.

Do developers need to prepare for the vetting process? How can developers prepare for the vetting process?
A: Turing is interested in testing your current knowledge and skills, however, if developers would like to brush up on a few areas, we recommend the following resources:
Algorithms and Data Structures / Programming Skills

- *Cracking the Coding Interview - Gayle Laakman*
- *TopCoder https://www.topcoder.com/*
- *Coursera (Algorithmics with Princeton) https://www.coursera.org/learn/algorithmic-thinking-1*
- *Codility https://app.codility.com/demo/take-sample-test/*
- *Khan Acadamy https://www.khanacademy.org/computing/computer-science/algorithms*
- *Data structures and algorithms - https://leetcode.com*
- *System Design - https://github.com/donnemartin/system-design-primer*
- *OOP and Design Patterns - https://www.youtube.com/playlist?list=PLF206E906175C7E07*
- *Git - https://git-scm.com/book/en/v2*

Are the tests timed?
Yes, all of the online tests are timed, so manage your time carefully.

Can developers pause and resume the test after some time?
Yes, you can pause the test.

Can developers return to the questions that I have skipped?
No, unfortunately, it is not possible to return to a question that you have already skipped.

What should developers do if I lose my internet connection while taking the test?
Please refresh your page or connect from a different browser and continue the tests where you left off. If you are unable to continue the tests, please contact support@turing.com and someone will reach out to assist.

Developer Vetting Process FAQ

How many times can developers take the tests?
You can take each test in the vetting process once only.

Why do developers have to take this many tests?
We have been monitoring data on successful engineers and found that clients are more likely to hire engineers who have solved additional MCQs, and thus demonstrated a deeper and broader base of proficiency with technical stacks and skills commonly used in the industry today. Our clients really trust our industry-standard Vetting Process.

Why do developers have to take more MCQs?
Turing wants to maximize your chances of success with our clients and offer you more opportunities.

Do developers get compensated for taking the tests?
We can compare this to on-site position recruitment. Developers go through a series of unpaid interviews that may or may not pan through and are often not specialized for the actual needs of the company. You could waste far more hours doing this than we ask for our vetting process.
We designed our Vetting Process so that you would only have to do it once in order to be eligible for many opportunities. We maximize the value of the tests that you take by using them to present you as a Match to every Client company that we think that you would make a good fit for. Interested clients will typically only want to pursue a single culture fit interview if they're interested in hiring you.

Packet Integration on Customer Portal FAQ

What is Packet Integration feature on Customer Portal?
Customers would be able see and confirm matching packets directly via Customer Portal (a.k.a. Self-serve). They would be able to see when a packet was received, who sent it and when was it reviewed by them (customers)

What is Customer Portal?
Its new name for the online portal that our customers use to search, review and request interview. Internally, it is also known as Self-serve. We are adding more capabilities and features to help our customers in their hiring journey with Turing. Please reach-out if you have any feedback or suggestions.

What is a packet?
When a customer expresses intent to hire a developer(s) via Turing, our matching-ops team selects most appropriate developers based on requirements and sends the list to customer via email. This list of developers is called a packet. Customer can click on a link provided in email to review developer's profile and request an interview.

Do customers need to do anything to access this feature?
No, the features would be rolled out to all customers by mid of July. They wont have to do anything special. If you feel your customers needs early access, please reach out.

Why did we build this feature?
There were a couple of motivators for us:

1. We see a very low click rate on emails/packets sent to customers ~ 60%

    We heard from customers that they like the quality of developers they receive in packets, but since the packets are only sent via email, they often lose those packets in their mailboxes or to spam folders.

    We wanted to improve customers' experience by providing them with a 'single pane of glass' view for all information related to hiring with Turing. Everything they need would be available on Customer Portal.

    We want to give our customers, more reasons to visit Customer Portal.

What metrics are we expecting to improve through this launch?
Through improve visibility to Packets, we expect to improve the following metrics:
Open rate of packets: 65% -> 85%
MS-7 PVP (profile view percentage) : 35% -> 45%
MS- DC14 (Dev chosen percentage): 11.5%->12.5%

DSMN8 FAQ

What is a share?
DSMN8 defines a share as a user in the platform sharing an item of content from DSMN8 to an alternate social network such as LinkedIn, Twitter, Facebook or others.

What is a click?
Once you have shared an article out onto social media, DSMN8 will define a click when a third party user (IE a twitter follower) clicks on your article, and lands on the page for the article. DSMN8 can track these clicks, and then attribute them to ...

How do I generate points?
To receive points in the platform, all you need to do is share and have your audience engage with your posts by clicking to read the article.

Can I Click My Own Links?
We take our click data very seriously. Due to this we have proprietary technology which validates the legitimacy of clicks generated via DSMN8.
Receiving Rewards

How do receive my rewards?
Rewards are managed by your company, if you are having trouble with receiving your reward we would suggest contacting your program leader about this.

Why Can't I Connect Twitter?
You don't need to be able to connect your Twitter account to be able to share.

Why Can't I connect My Instagram?
Connecting Instagram You don't need to be able to connect your Instagram account to be able to share. Simply hit the share button on any image post you would like to share to, and you will have the option to do so, along with sharing to...

Why Can't I Connect My Facebook?
You don't need to be able to connect your Facebook account to be able to share.

Teams Offering FAQ

I have an opportunity that might be perfect for Teams. How do we internally follow through? What are the next steps?
In Salesforce, mark the field for Teams, the Team size, and the Team name. Surface the same to Rivers Evanswith Dinesh Balasubramaniyanin CC immediately.

What's the average pricing for Teams?
With a minimum of three developers, one Team Lead, and partially (if not fully) billed Project Manager, we're looking at a minimum of $30000-35000 / mo to classify as Teams, with a realistic engagement minimum of 6 months. On average, though, it's a wide range that encompasses a customer's unique needs and budget. Pricing shouldn't be the starting point of the conversation — instead, we should focus on the business problem we can help solve.

How do we approach clients who want to convert their several developers to a Teams model?
It's certainly possible we can add in a Team Lead to a client with several developers (and allocate a PM's time) — we'll look at it on a case-by-case basis. From an incentive perspective, though, the existing developers shifted from a staff-aug to a teams model won't count count towards the 2x incentive.

Can a client hire just a Team Lead or a Project Manager?
Ideally, no. We want to use the bench capacity of Project Managers to scale Teams as business instead of an asset in and of themselves.

How can I leverage internal expertise?
Join our Slack channel. We want to give you our experience selling teams, further guidance, and future training sessions.

Is there a reason we are not extending two-week trial to Team Leads and Individual Contributors?
This is not a hard and fast rule. Not having a two week trial helps with Team Economics. Also, this is based on the assumption that there is a significant amount of effort put in by either the TL or PM in interviewing / shortlisting developers. If it helps makes a sale, I would say we can still offer it.

What is the extend of the customer's engineering team interacting with Turing's Managed Team? For example, would customer engineering manager have any day-to-day interaction with Turing ICs?
Operationally, we understand that the customer's engineering team will need to interact with developers and PM on a regular basis. We are not restricting the communication. We are only facilitating where needed to ease their bandwidth. They are free to have conversation with developers.

What happens if the customer directly requests us to remove a developer?
Customers are free to remove a developer if they wish to. Before we remove the developer from the engagement we (delivery team) will take feedback, understand the reason and if there was a way to fix an issue we will take steps to fix that. Even after that if the customer insists we try and find a replacement for the customer.

Team Projects FAQ

Do the different Teams positions need to be filled in a specific order?
Ideally, we want to start with a Project Manager/Delivery Manager followed by Team Lead/ Developers. On a case-by-case basis, we would be open to having the developers/team leads starting first as long as there is a clear purchase order for the Project Manager/Delivery Manager.

Are there examples of successful FSS Teams models to learn from?
A: We have case models of our competitors doing something similar for FSS. We have successful examples for enterprise with Zuellig Pharma (scaled to a team of ~20), OpenAI (scaled to a team of ~40) and most recently Volvo (just kick-started). More examples/case studies will follow in the months to come.

How do we target our messaging to keep customers engaged and demonstrate that we're competitive?
We've got a V1 of marketing collateral to help guide conversations, and a V2 is arriving in the coming weeks.

What's the flexibility in margins?
We're dealing with it on a case-by-case basis. On the FSS side, we're not yet experiencing major traction, so until then guidance will be the same as usual. If a case arises where margins may be smaller, we can discuss and decide as it comes.

How do we respond to clients who don't know what skills they need?
Turing understands their business needs. Bring in a delivery manager like Dinesh Balasubramaniyan to the conversation and then craft the kind of team that the client would need to successfully meet their business goals.

How do we promote a T&M model without promising set deliverables? How can we provide certainty?
Rivers to provide the enablement to manage these conversations. In essence, our pod structure is itself a structured approach to solving the problem. When we bring in a management layer, we're ensuring that we'll stick to a schedule and high-quality output. If the client is unhappy with how things are working, we provide a governance layer that gives the client assurance and gives us opportunities to remedy.

Customer Success (CS) General FAQ

About Customer Success: Anticipating customer challenges or questions and proactively providing solutions and answers. We help boost customer retention and aim at increasing revenue and customer loyalty.

How does CSS know the total length of the project? How long does the client expect to have the developer?
The minimum engagement that a developer has with a client is for 3 months. However, most of our clients look for long-term engagement. At times clients mention such information to the respective account executive.

What is the timeframe that CSS follows?
The customer success team takes over once the developer has been selected for the trial. Customer Success then assists the developer and the client for the 2 weeks of the trial period. Once the trial is successful the developer is then managed by the Developer Success Team. However, follow-ups with the client are done by the CS Team & the account executive.

Does the trial period reset for every new engagement of a developer?
Yes, the trial period of 2 weeks is for each specific match.

Where does CS find information about the dev and the client?
Information like the developer rate, client rate, job profile, dev's timezone, contact information for the developer and the client, job description, etc can be found on the developer matching profile

What if there is a change in the developer's rate?
Do the calculation and if the hourly rate does not add up to the monthly rate then contact the Vetting ops specialist on the dev's profile or Raahul Bhosle

What if there is a deposit amount and 100-hour credit?
Deposit amount for Bronze clients and a few Silver clients. Information about deposit amount and 100-hour credit will be provided by AE, if any.

How is the overlap arranged between a client and developer? Is it for the whole project or only for the trial period?
The overlapping hours are firstly discussed on the Pre-Dev call between the CS personnel and the developer. Overlapping hours: Work hours that the developer aligns with the client's timezone. The developer is asked about his/her preferred hours of overlap using the **World Time Buddy** in order to avoid any confusion. The developer is expected to give a minimum of 4-hours of overlap. However, based on the client's requirements the developer might ve to give more hours at times.

What is the time zone that we have to follow?
By default, we follow the Pacific Time Zone as Turing operates in PST. However, it's highly recommended to check and follow the client's timezone.

Customer Success (CS) General FAQ

What are standups?
Basically, standups are attendance and tasks that a developer inputs using the Turing workspace. It is a 2-hour window that can be set up as per the developer's preference within working hours. The standups need to be set according to the client's time zone. Standups are mandatory for the trial period.

How to check if the Developer's Deel Profile is verified?
The method currently used is by checking/asking the developer. We ask the developer to share a screenshot of the deel verification. The deel verification can be found under Account Settings >Verification

How can one integrate Zoom + Google?
Install: **Zoom + Google**

If a client doesn't need the Turing standups for a developer, what should we do?
The CS Team will inform the Dev Success team to disable it. This can be done via the Slack Channel #customersuccess-devsuccess.

The client is asking about billing/invoice:
The best practice here is to ask the Account Executive to respond to the client. The client can send an email to billing@turing.com. CS could let the finance team know about the situation. CS-reach out to Deep Chawda

The client is not happy with the developer's performance, but they want to give them a try:

Customer Success analyzes the situation.

CS personnel reaches out to the developer and tries and understands the situation from the developer's perspective.CS personnel then reaches out to the client over a Zoom call to try and understand the situation.

Understands the client's grievance/requirement and tries to resolve/provide a solution.

The client's feedback is relayed to the developer and a follow-up is made in the next few days with the developer and the client to check on the progress.

Feedback from Client
Thanks for sharing this detailed feedback with us, we really appreciate it! Glad to hear you were able to talk with him about this.
We always try to do everything we can to make each relationship as successful as possible, so we will connect with **Developer Name** on these topics and share some strategies he can implement to improve. We'll be checking in again a mid-next week to gather updated feedback on his progress.

How do we calculate the developer's monthly rate?
The rate is calculated based on the developer/client's hourly rate multiplied by 173 (average of the total days of the year). Eg Dev's hourly rate is $18/hr. Therefore, 18*173 = $3,114/month. Note: At times the rate is calculated based on 160 days on average. Check with CS Manager and the Vetting ops team for the same.

TURING

Additional Resources

Additional Resources Links

All bullet point titles are clickable links to other resources.

Turing Resources

- Turing Zoom Backgrounds
- Turing Brand Assets
- Turing Metrics, Product, and Ops Glossary
- Turing Blog
- Turing Community

Matching Resources

- Reverse Matching for High Quality developers
- Auto Dev recommendation for Matching

IT Resources

- MacBook Support
- Make it easier to see your mouse and clicks during demos
- Google Drive: Creating a Folder
- Zoom: Integrating your Google Calendar

HR Resources

- Turing Portal
- Taking Time Off
- Global Holidays

Developer Resources

Resources that explain a little more of different IT roles, language frameworks, and general software developers landscape. Use these resources when exactly which kind of language or framework or role the client is looking for!

- Programming Languages & Framework Mind Map
- IT Roles Mind Map
- Software Development Landscape
- Breaking down the software stack

Developer Vetting Process

- High Level Overview of Turing Vetting Process

Tech Related Resources

All bullet point titles are clickable links to other resources.

General Knowledge

- Software 101: A Complete Guide to Different Types of Software
- What is SaaS (Software as a Service)?
- What is the Software Development Life Cycle (SDLC)?
- What are the Key Development Team Roles, Responsibilities, and Concerns Within the SLDC?
- What is Agile? What is Scrum?
- Frontend vs. Backend Development
- Front-end, Back-end, DevOps vs Full-stack: A Developer's' Guide for Founders and CEOs
- The Difference Between a Framework and a Library

Software Architecture

- Everything about software architecture

Frontend Technologies

- What are Frontend Technologies
- State of Frontend

Backend Technologies

- The Beginner's Guide to Backend Development

Mobile applications

- Top Programming Languages for Mobile App Development

Databases

- Types of Databases
- What is MySQL?
- How PostgreSQL is used
- What is NoSQL?

Cloud

- What is Cloud Computing?
- What is a Cloud Service?
- AWS vs. Azure vs. Google Cloud Comparison

DevOps

- What is DevOps?
- Common DevOps tools & technologies

Data Science

- What is Data Science?

Additional

- Key Strategies for Technical Sales
- Most popular Javascript Libraries (these come up during calls)

Cloud Sales Training **Links**

Google Cloud
Register for Google Cloud Partner Program to get access to free cloud training:

Get certified by August **30! You will receive a $99 voucher for Google Swags**

1. Register using your Turing.com email here
2. Admin will approve you(Jackie Maldonado)
3. You will receive an email once approved
4. Login to the portal here
5. Click the Sales Training link here
    a. Recommended:
        i. Sales Credentials - 90min
        ii. Google Cloud Sales Fundamentals - 3 hours
        iii. Cloud Digital Leader (Sales) (see next slide)

AWS

1. Register using your Turing.com email here
2. Login to AWS APN PartnerCentral
3. Click here for the AWS Skill Builder
    a. Recommended:
        i. AWS Partner Accreditation (Business) 3.5 hours
        ii. AWS Partner Accreditation (Technical) 3 hours
        iii. AWS Partner Cloud Economics Accreditation 3.5 hours

Microsoft

1. Reach out to Don Hiebert to have a Microsoft account created
2. Login to Microsoft Learn with your Microsoft account and create an account. Make sure you enter your turing.com email address as the email for notifications.
3. Recommended:
    a. Microsoft Azure Fundamentals: Describe core Azure concepts - 1.30 hours
    b. Microsoft Azure Fundamentals: Describe core Azure services - 2.40 hours

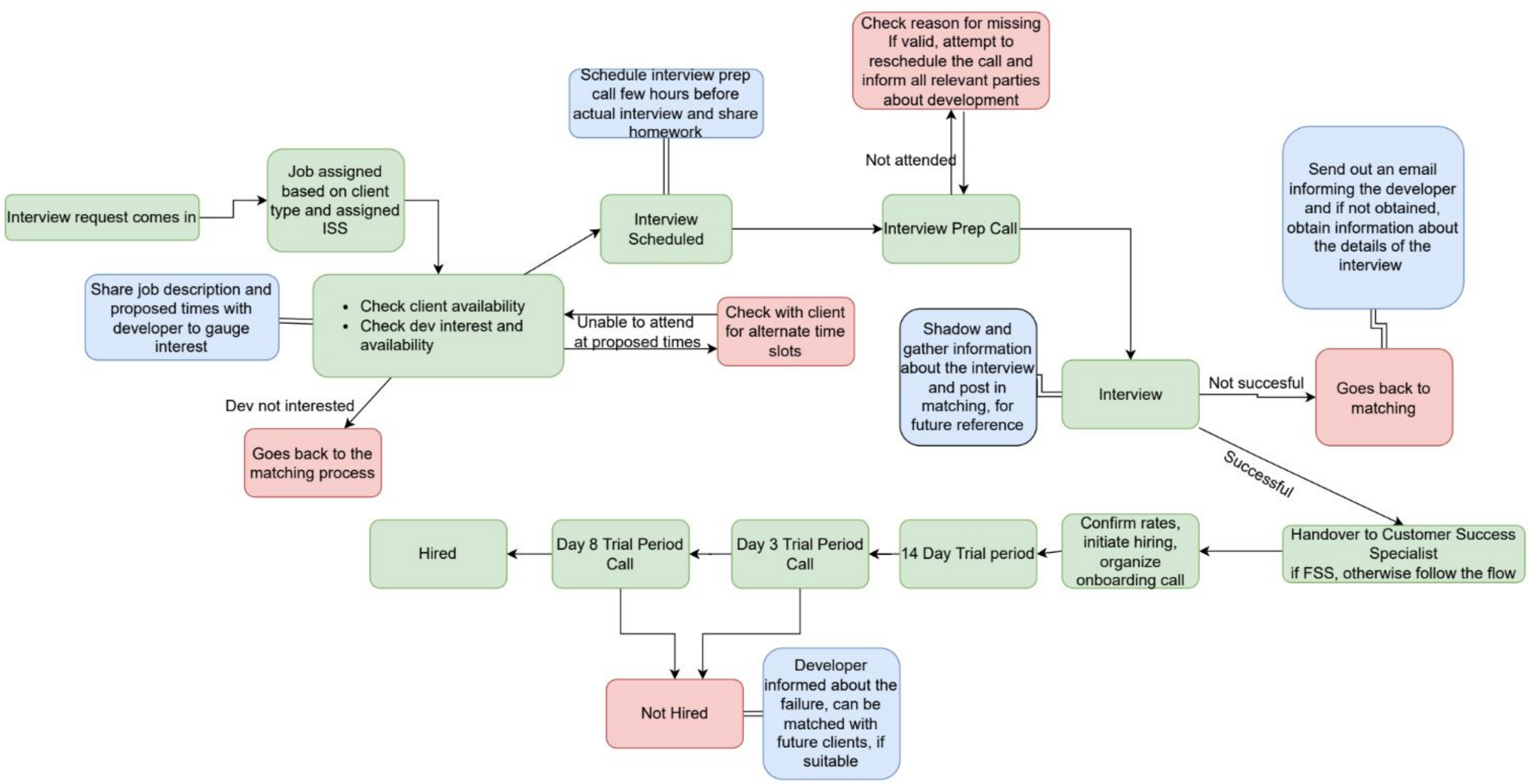
Skills to ignore

SQL
HTML
CSS
JavaScript
REST/RESTful APIs
JSON
API Design
Cloud
XML
GitLab
GitHub
Git
Third Party APIs
Web API
Fullstack Development
Linux
TCP/IP
Algorithms and Data Structures
Computer Science Fundamentals
AWS Operations
AWS Administration
Web Development
OAuth APIs
API Integrations
Software Development
OOP
Sass
Less
JavaScript ES6
RDBMS
Thrift
API Documentation
Agile
JavaScript Frameworks

TURING

Thank you

ISS


Interview request comes in
Job assigned based on client type and assigned ISS
Share job description and proposed times with developer to gauge interest
Check client availability
Check dev interest and availability
Dev not interested
Goes back to the matching process
Unable to attend at proposed times
Check with client for alternate time slots
Schedule interview prep call few hours before actual interview and share homework
Interview Scheduled
Check reason for missing If valid, attempt to reschedule the call and inform all relevant parties about development
Not attended
Interview Prep Call
Shadow and gather information about the interview and post in matching, for future reference
Interview
Not succesful
Goes back to matching
Send out an email informing the developer and if not obtained, obtain information about the details of the interview
Successful
Handover to Customer Success Specialist if FSS, otherwise follow the flow
Confirm rates, initiate hiring, organize onboarding call
14 Day Trial period
Day 3 Trial Period Call
Day 8 Trial Period Call
Hired
Not Hired
Developer informed about the failure, can be matched with future clients, if suitable