

Multicultural Innovation Lab

Morgan Stanley

Kevin Petry Sales Overview/Best Practices

Morgan Stanley

[INVESTOR RELATIONS](#)

[MEDIA RELATIONS](#)

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Multicultural Innovation Lab

Our in-house startup accelerator promotes financial inclusion and provides access to capital for early stage technology and technology-enabled companies led by women and multicultural entrepreneurs.

Multicultural Innovation Lab

Morgan Stanley

What We'll Cover Today

- About Me, KP
- About You!
- Overview Sales Approach
 “Start With The End In Mind”!
- Sales Modules
- Next Steps

Multicultural Innovation Lab

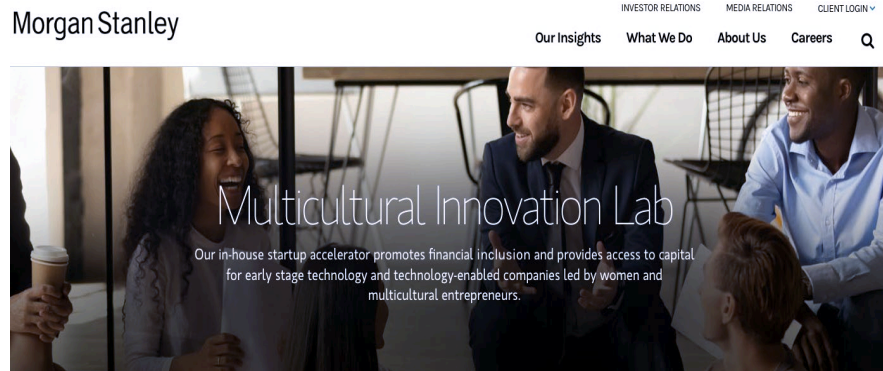
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My Journey, so far...

- Teacher/Coach
- Sports Express
- Entertainment Publications (Carlyle, IAC)
- Simply Candid
- Groupon
- Booker Software (MindBody)
- Newark Venture Partners
- MCIL
- Consulting
- Yotpo – Reviews
- Swift Shift – Home Care
- Reelio – Influencer
- Stensul – Email
- GoParrot – Digital Ordering
- Tolstoy – Interactive Video

Lab Experience



Working With...

- 80+ Companies Through Labs Programs
- 20 Direct Investments

Areas Covered

- Discovery/Assessment
- Product/Market Fit
- Development
- Implementation
- Execution

Value?

Overall, cold calling approach:
how is best done?

- **How and when to transition from solely founder led sales to having your first salesperson and how to best work with this person?**

- Finding the right person to talk to. The roles and responsibilities are always different at large companies. Hard to really pinpoint who the best person to talk to would be. We have a strong idea but would love to learn any best practices in discovering who that could be.

- Defeating the typical long decision cycle times that we experience in insurance sector - any relevant insights from other sectors on "breaking the norm"...

- **PRICING – IS SUBSCRIPTIONS THE BEST SAAS MODEL OR ARE THERE OTHER CREATIVE PRICING MODELS FOR EARLY VERSIONS OF THE APPLICATION?**

- What are some strategies to use to get early adopter enterprise clients to try the product? Freemium for a few months, pilots, pay for results??

- **Multiplying myself effectively.**

- **Shortening the sales process**

- Conferences – is this a good approach/strategy?

- **Tracking – what are some good tools for startups to use that are not expensive but will help us track, monitor and automate our sales process?**

Proton
10/2/19

Value Tuesday
Sales Process
Sales Pipeline
Reduce Sales Cycle

Time
Sales 60%
Fundraise 20%
Products 10%
Mktg 5%
Other/ Customer Support 15%

Google - how I build Alexa skills/bots

Content mgmt systems for chat bots
Testing chat bots

Web traffic - 3k to 4k per month
organic
direct

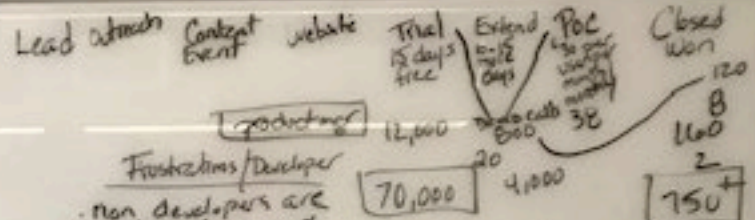
What - Conversation design
Prototyping + Collaboration

build conversational AI for Alexa. The google docs for conversational design
Why - saw gap in how experiences were being built. Unable to track, measure, and know what is being built

Core differentiators

- design focus
- quickly prototype
- work w/ your team collaboration
- Developer handover workflow mgmt

	per hour	per month	per year	monthly	weekly
BM	✓	✓	✓	✓	⊗
Bot Society	✓	✓	⊗	✓	⊗
Adapt	✓	⊗	⊗	⊗	⊗



Frustrations/Developer

- non developers are using their tools and making things up.
- no clarity on what needs to be developed
- requirements docs are all over the place.
- designs being dev. are being rejected by product team

Like Best

- visualize conversation flow
- collaboration/editing designers
- can test & get feedback in one place
- developer handover

Nothing/Status

- customer ✓
- employees ✓
- competition ✓
- Compliance/Royalty ✓
- pocketbook ✓

Customer
 160 paid \$100 monthly
 ACV - \$1,000 Annual
 Avg Sales Cycle 60
 \$17,500 MRR

Trust 46%
 Doing 30%
 Close 10% Jan 2021

100 K MRR

Sounder

Value

- * Access to LPs
- * Access to LP Mentors
- * Helping w/future investments
- * helping w/ sales funnel
- * coordination w/CRM
- * Customer segmentation
- * Customer Outreach/Prospecting
- * Expedite & Accelerate/Adoption
- * Best way to use data/adoption
- * Coaching/Best Practices
- * better organize goals/metrics

Time

Kal/Dan

- 60% - customer acquisition/publishers
- 30% - investment
- 10% - Other

Tim

- * 60% - sales prospecting
- * 20% - sales meetings
- * 20% - followups

Google -

- * podcast hosting
- * podcast transcription
- * free podcast hosting
- * free RSS hosting
- * what is best way to edit my podcast

What - a podcast management and end to end podcast monetization platform.

Why - To help solve the discoverability and shareability that the podcast ecosystem is experiencing.

Frustrations (Creators/Publishers)

- * Discoverability of their content
- * Sharing
- * Getting content in front of more people
- * Cant make good decision due to lack of data
- * Cant effectively monetize their product

Customers Like Best

- * technology/pin point audio search & share
- * makes their content discoverable
- * creates intimacy with their brand/voice
- * can better share with the eco system/like minded individuals

	1	2	3	4	5
Sounder	yes	yes	yes	yes	yes
Art19	no	no			
Megaphone	no	no			
Acast	no	no			
Omni	no	no			
Blubrry	no	no			
Libsyn	no	no			
Anchor	no	no			
Snackable	yes	Y	yes		
Sprker	no	no			
Simplecast	no	Y	yes		

Closed Won

- Open Account/Move Their Current Podcasts
- Meeting
- Engagement
- Outreach
- Touch (evaluating)
- Creators Sales Stages

Where By When

- * 30k in rev Q2
- * 15 integrations w/customers (torso/heads)
- * 5.8M stream
- * end of 2020 1.2M in total rev
- * total podcasts on platform 26,000 by 12/31/20
- * 35m monthly streams
- * publishers TBD
- * 20 search relationships in current model

Core Differentiators

- 1) proprietary audio search & discovery technology
- 2) unique data sets
- 3) advance sharing
- 4) free transcription
- 5) free audio player/landing page (to be better said)

Competitive Disadvantages

- * time in market
- * monetization
- * learning curve

CRM - Pipedrive

Publishers

- 20-30 conversations
- Creators
- 50 conversatio
- 10/15 converted (Tim)

Current

- * 10,000 creators on the platform
- * largely self service
- * no contracts
- * no revenue to date
- * grow streams/downloads
- * 2 premium publishers customers
- * The Players

Tribune

- Buyer - Head Of Audio
- * The Dispatch
- Buyer - Producer

Future Revenue

- Inventory
- 1) Ad Monetization
- 2) Licensing SaaS Model
- 3) Marketplace



Overview of Sales Approach

Assessment

- Step 1 - Company Past, Present, & Future
- Step 2 - Questions, Objections, & Challenges
- Step 3 - Ideal Customer Profile, Buyer/Persona, Prospect Journey, & End User
- Step 4 - Current Sales Process, Sales Stages (lead, opportunity, account), Pilots/POC, Cookbook, Objection Responses
- Step 5 – Role Play / Recorded Presentation

Valuable Signals Prospects Provide!

Question

- * When did you start your company
- * how long in business
- * how many clients
- * how can you help us solve our problems
- * what can you do for me
- * who else have you done this with
- * why did you start this business
- * how do you know each other
- * what solutions do you actually offer
- * why are you targeting community banks/wealth managers
- * why are you going after this market
- * how configurable is your product
- * how expensive
- * how fast can you implement/time to market
- * do you offer SaaS solution or on premise as well
- * who do you compete with

Objections

- * your too young to got through the rigors of vendor management
- * we already have an automation tool
- * we use someone else
- * we don't have the budget
- * you're too small/not safe choice
- * we tried it with someone else before
- * we're in the middle of a core banking conversion and can't allocate resources to new projects
- * our IT team says they can build it themselves
- * how can you integrate when no one else can
- * we just hired a consulting firm to review all of internal processes
- * my team won't change

Challenges

- * buyer fears making a bad decision
- * prior negative experience
- * team don't want to change
- * IT doesn't want to bring in outside vendors
- * they dont respond
- * we're not their top priority
- * we get taken to the black hole
- * they really seemed interested than darkness
- * banks move slow with their budgets
- * too many approvals
- * too many need to be on board before decision is made
- *

Ideal Customer Profile & Buyer Persona!

ICP/Company

Creator

- * certain amount of episodes (25+) - the list already in place (excel spreadsheet (4,700 total))
- * rating of 50 or above (Apple podcast review rating - part of the list)
- * 5 specific categories (IAB) make up 70% of all podcast revenue - part of the list
- * politics/news, business, entertainment, comedy, sports - part of the list
- * mid market above
- * production company or agency

Publisher/Platform

- * enterprise/top platforms in the world
- * over 3M monthly streams
- * platform - google podcasts, apple podcasts, spotify, medium twitter, facebook
- * US based ytraffic today
- * US language (english)
- * do they produce audio content
- *

Personas/Titles

Torso

- * producer
- * marketing manager
- * on air talent
- * owner

Publisher/Platform

- * VP Marketing
- * Business Dev VP
- * CRO
- * CTO
- * Head of Programing
- * Head of Analytics

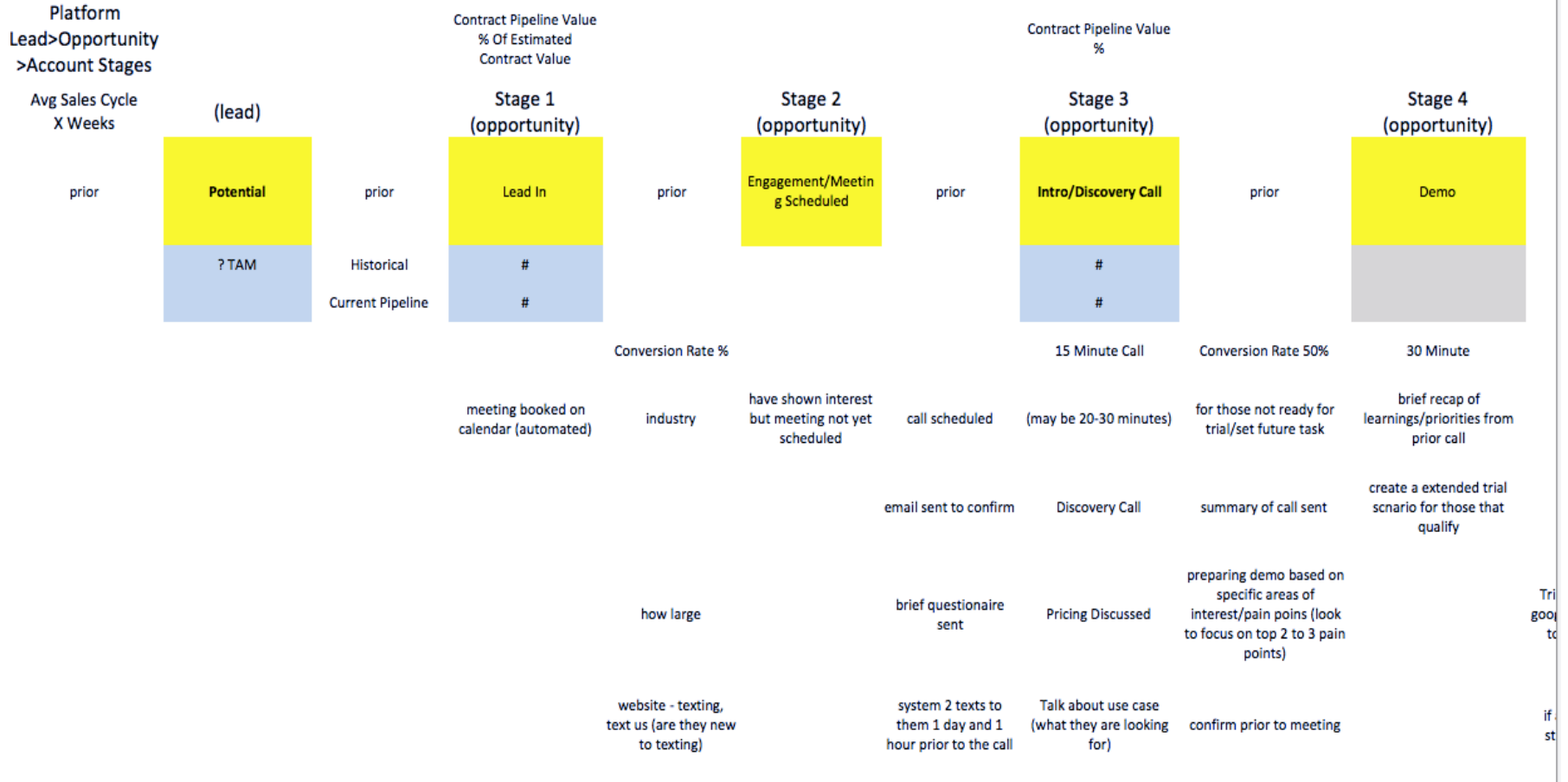
Competitive Landscape!

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S			
BaseCap Competitive Landscape																					
BaseCap Core Differentiators																		Buyers	Diffe		
1) Collaboration/Pricing Model																		COO1	(high		
2) Cloud Native																		COO2	(mec		
3) Root Cause Analysis																		COO3	(low.		
4) Better Accuracy																					
5) Agnostic/Broad Based/Anyone Can Understand																					
6) Priced by data source, not seats																					
7) Self service																					
Competitors Differentiators																					
8) Outlier detection																					
9) Data cleansing																					
10) Master Data Management Solution																					
11) Known Brand																					
Competitive Landscape (yes indicates company provides differentiator/no means it does not)	1	2	3	4	5	6	7	8	9	10	11			Paid Ad Spend	Est Monthly Web Traffic		Reviews	Funding	Social		
BaseCap	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No									Twitt	
Informatica	No	No	No	No	No	No	No	No	Yes	Yes	Yes			\$38K	500K	Free Trial				https://www.gartner.com/reviews/market/data-integration-tools/vendor/informatica	https://www.informatica.com
Oracle	No	No	No	No	No	No	No	No	Yes	Yes	Yes			\$115K	20M						
Owl Analytics	No	Yes	No	Yes	Maybe	No	Yes	Yes	Yes	Yes	No			\$0	2	Use Cases	No	\$2.5M			
Alteryx	No	Maybe	Maybe	Maybe	Yes	No	No	No	No	Yes	Yes			\$38K	150K	14 Day Free Trial					
Soda.IO	Yes	Yes	Maybe	Maybe	Maybe	No	No	No	Yes	Yes	No			\$0	20						
SAP	No	No	No	No	No	No	No	No	Yes	Yes	Yes										
Datactics	No	Maybe	No	No	No	No	Yes	No	No	No	No			\$0	50	Press Releases					

Buyer Persona/Where We Win!

		Core responsibilities	Whats most important to them. May tie to how their performance is measured, how they're incented/compensated. Company (seller) alignment to prospects priorities improves urgency. Where priorities also align with overall company priorities, also assists prospect to sell internally, and increased likelihood of budget	Discovery should focus on pain areas to qualify/disqualify more quickly	Key value props/core differentiators that provide value to prospect	Focus discovery and demo on pain areas and less on everything else	Make it easy for prospect to understand/educate how you can help them	Understand the options prospect has available	Higher probability scenarios to win the business. Core differentiators create position of strength	Winable scenarios that may require longer sales cycles, price negotiation, & other concessions. Competitor(s) offer comparable benefits & value	Other options to prospect are better fit/solution for prospect	An existing customer (persona) with similar pain, story-driven demos are more effective than feature-driven demos	Document example similar use
Agilis Chemicals		What They Do	Priorities	Pain	How We Win	Pain/Feature	in/Feature/Content	Pain/Feature/Competitive Options	Where We Win	Where We Compete	Where We Lose	P/F/Customer Success	Case Study
Persona													
Producers/ Business Manager		responsible for P&L for the business.	meet the profitability goals for the business	growing sales/missing sales numbers	new sales leads that we provide	leads engine and digital marketing	deck	Knowde (1)	satisfying a burning business need i.e. budget, need digital enablement, performance metrics		when they are cost sensitive	Solvay	Not formal together yet
		setting up		can't get away from the day to day business to		putting customers on a digital sales channel will give them more time to manage			when companies				

Sales Stages



Presentation Feedback!



Science-backed Framework

Leading behavioral science thought leaders have stated that the best way to change behavior or create true stickiness (i.e. habits) is to have the reward be: a) **Experimental & Aspirational**; AND b) **Reflect Desired Behavior!**

Return On Investment

SOHOOKD

Incentive Type

Drive Healthy Habits

Consumer Stickiness

1. Leslie Iltis, Harvard Business School Professor & Leading Behavioral Scientist
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Alt Text Format Background

How would you describe this object and its context to someone who is blind?
(1-2 sentences recommended)

Mark as decorative

Create #7 (Slot) --

Psychology of wellness – differentiator for Sohookd in how we think about things – psychology must be right vs. delivery of wellness

Talk about

Overview of Sales Approach

Product/Market Fit

- Step 1 – Ideal Customer Profile
- Step 2 – Education/Meetings/Feedback
- Step 3 – Learnings/Insights
- Step 4 – Resume Assessment

Overview Of Key Sales Elements

Development

- Step 1 - Sales Psychology, Discovery, & Qualify/Disqualify
- Step 2 - Intro Call Template & Role Play
- Step 3 - Discovery Call Template & Role Play
- Step 4 - Value Creation, ROI, Pricing, Negotiation
- Step 5 – Lead Sourcing
- Step 6 - Inbound/Outbound Revised Sales Process & Demo
- Step 7 – Closed Won & Onboarding
- Step 8 - CRM/Stages Review
- Step 9 – Live Call Shadow & Feedback

Transition To Execution

Implementation

CRM Use

Pipeline Review

Call Recording Review

Sales Structure, Commission Plans, Goal Setting

Execution

Role Play Call

Recording Review

Pipeline Review

Weekly Sales Call

Candidate Sourcing/Interviewing & Selection

Psychology Of Sales

40% Trust

30% Discovery

20% Solution

10% Closing

Sales Cycle Slow Down

Getting Them Over The Wall

Current/Stat
us Quo



Future/
Your
Company

What they may be thinking?

- Too many choiceshow do you stand out / differentiate
- In need of confirmation Like what you have but need more evidence
- Fear of making a bad decision that impacts them or entire company
- Beyond the check cost to implement/gets worse before it gets better

Your biggest competition Prospect does nothing!

Sales funnel



Cookbook

BaseCap Analytics

Lead Conversion Calculator - Summarized

Last Updated: June 4, 2020

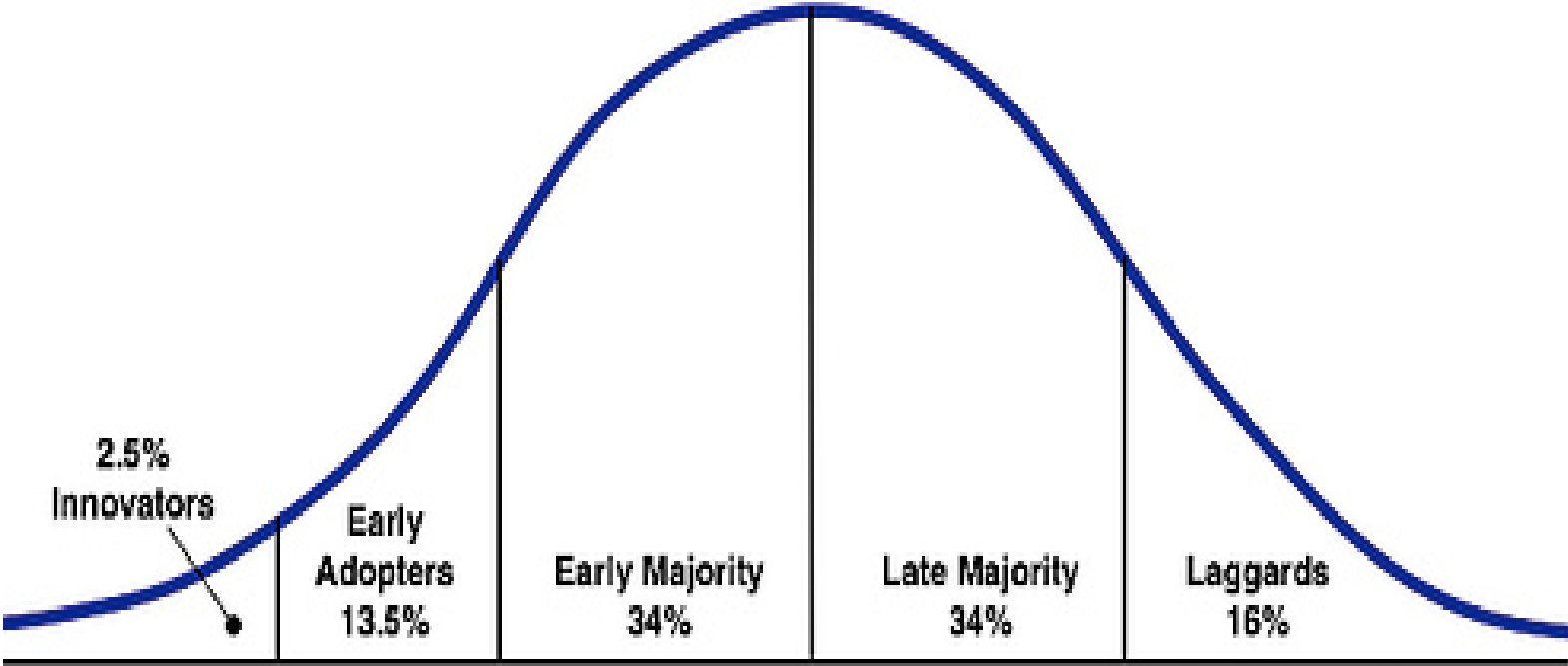
Stage Description	Conversion	Leads
Closed Won		1
Negotiating		0
Proposal	0%	0
Meeting Scheduled	23%	7
Qualification	▶	31
	▶	
	▶	
	▶	
	▶	
	▶	

1 Closed Won per 31 Qualification

	Monthly View	Annualized
Current MRR:		\$ 100,000
Add'l Contib. from Current:		\$ -
Existing Pipeline MRR:		\$ 400,000
Total Existing + Pipeline		\$ 500,000
MRR Goal:		\$ 300,000
New MRR Required:		\$ 200,000
Months to Hit Goal	6.0	
Avg. Monthly Sales Goal:	▶ \$ -	
Weekly Sales Goal	\$ -	
Avg. Weekly Deals to Clos	0.50	
Proposal Sents	-	per week
Demo Sessions	-	per week
Discovery Sessions	-	per week

Total Calls	Talk Time	Unique Leads Touched	Total Outreach Activities	Outreach Calls	Outreach Emails	Exploratory Call	Demos Created	Demos Completed	Opportunities Created	Deals Closed	ACV Closed
1104	74:55:32	1173	2413	986	1427	73	51	41	45	4	\$31,036.00
1344	63:31:06	1160	2618	1231	1387	74	42	38	33	9	\$51,873.00
955	80:18:24	991	2139	849	1290	68	55	37	41	7	\$48,057.00
962	84:51:24	807	1894	866	1028	46	58	47	64	16	\$96,433.00
4365	303:36:26	2406	9064	3932	5132	261	206	163	183	36	\$227,399.00
Total Calls	Talk Time	Unique Leads Touched	Total Outreach Activities	Outreach Calls	Outreach Emails	Exploratory Call	Demos Created	Demos Completed	Opportunities Created	Deals Closed	ACV Closed
426	20:32:17	183	777	377	400	30	22	16	15	2	\$12,582.00
220	21:53:50	190	618	200	418	13	14	6	11	3	\$22,648.00
89	15:02:18	149	412	76	336	6	11	7	7	4	\$26,966.00
325	39:25:14	214	810	290	520	27	25	7	22	5	\$28,032.00
698	30:13:21	237	1034	651	383	24	20	20	18	2	\$19,404.00
362	23:43:21	301	783	326	457	29	11	7	8	1	\$8,388.00
104	11:55:09	137	347	97	250	2	4	5	8	0	\$0.00
629	31:32:05	234	903	567	336	36	26	25	21	3	\$17,368.00
600	43:17:05	331	1384	547	837	33	21	21	22	6	\$44,356.00
348	21:14:16	204	743	299	444	28	21	21	22	5	\$21,305.00
564	44:47:30	226	1253	502	751	33	31	28	29	5	\$26,350.00

Technology Adoption Curve



Ideal Customer Profile

First Things First, Researching Them?

LinkedIn Navigator

Bankers Assoc

Relpro (subscription)

Bank Reviews

Articles/Press

Hoovers

nCino Clients

Indeed/Job
Descriptions

Vikar

Great

- * personal connection
 - * someone we know has connection
 - * change in leadership
 - * larger bank execs moving to regional banks
 - * articles published about fintech
 - * fintech friendly
 - * has problem in area we solve for
 - * long loan lifecycle challenge (as an example)
 - * they own the budget
 - * titles
 - * Chief Info Officer
 - * Chief Compliance Officer
 - * Head of Digital Strategy
 - * Head of Operations
 - * Head of Front Office/Regional Leader
 - * Northeast USA
 - * (\$B - 15B) - 50Billion in assets under management
 - * Modern APIs (integration)
 - * Don't have modern APIs
 - * Digital Transformation
 - * Doesn't have robust IT team
 - * Clients that have recently become customers of nCino & Salesforce
- LinkedIn Navigator
- & N3 Bankers Assoc, Events
- Relpro (subscription) (you can search on company & alerts) Free newsletters
- FinExtra, Banking Dive, ABA, N3 Bankers, (all newsletters)
- articles, press releases,
- word of mouth,
- Indeed/job descriptions
- Nancy has link
- Hoovers/or someone like that shows backend systems
- website, more advanced, modern user face, interactive,



Step 1 - Business name review search.

In the Google Search Bar - Search the name of the business.

Do not hit enter or actually search.

See what populates.

Is their business name and reviews a suggested search?

If it doesn't show up try it as one word and/or add .com at the end

Purpose:

If it shows up, it means consumers are googling their name and reviews. Google search tries to display relevancy so if google has seen that a lot it will populate.

This means consumers who are considering making a purchase are doing their due diligence because they aren't sold on making a purchase and need to see feedback before making a purchasing decision.

Action:

If it shows up, take a screen shot for later use.

How to use this information on a call.

Intro: I was reaching out because I noticed a lot of consumers are googling your name and reviews in search of more information.
(Then tie in the information marked under purpose)

Dealing with Objections: Oh, you aren't interested in reviews? Well potential consumers certainly are interested. Because when doing a google search, reviews is one of the first suggested posts. That means potential consumers are seeking out more information before making a purchase decision. Yotpo was built to help convert consumers who are on the fence and have them spend more time on your site.

Email:

Same logic, and send the screen shot. We will help you convert more sales by having real reviews on site. In addition, instead of potential sales being directed to other sites, we will keep them on site, looking at more products.

What About You?

Reviews

Background

Experience

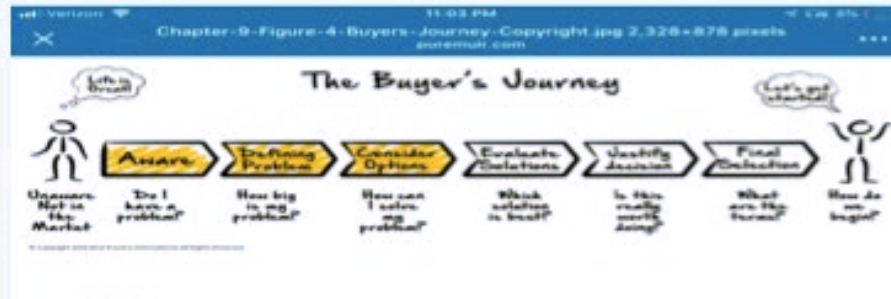
Website

Competitors

Content

Common Connections

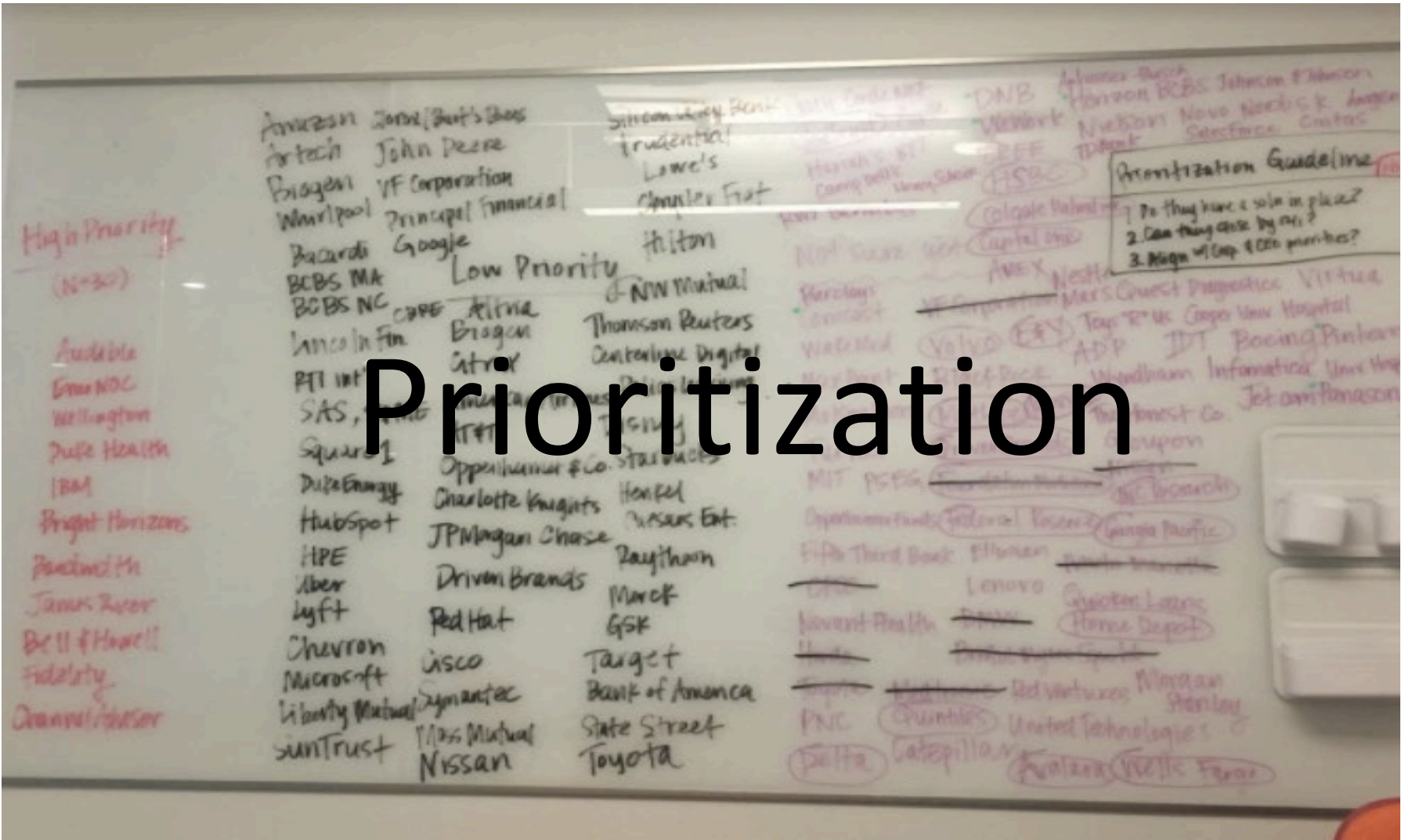
Social



Sample Asset: Intro Call Script Creation

Company X Initial Call Script	
Pre-call planning process	E.g., When was company founded?
Opening statement	“Hi ____, my name is ____ with ____, I received information that you may be interested in learning more about our customer engagement platform?”
Establish trust	“Great – First, did I catch you at a bad time?”
If “Yes” (Psychology is to allow them an out, with the likelihood they will just ask “what’s it about?”)	“Excellent, I just take a minute to tell you why I called, and then you can decide if it makes sense to keep talking, is that okay?”
If “No” (Asking for only a minute shows respect for their time and allows them to be in control. “No Pressure” approach.)	“Ok, no problem. When would be a good time to call you back? <u>I’ll just need a minute (or 5 minutes of acknowledges interest.)</u> ”
Anchor Statement (In less than one minute, get the prospect’s attention. Give them a reason to stay on the phone. Goal: set appointment NOW...or the future as a second choice)	“As I said I’m with a company called ____ which is a ____ platform that ____ to <u>grow your business organically</u> . I did a little homework before making the call and saw ____, ____ and ____ “

GoParrot Sales Road Map (Discovery Conversation) (Start With The End In Mind – Getting To Yes Or No)			
TUIT/Up Front Contract			
Step	Objective		
T - Thanks For Time/Still Good "x" Minutes?	Re-qualify for time and undivided attention. Establish trust. <u>Allows</u> you to protect your time should you disqualify prospect.		
U - You'll have questions	Encourage open dialogue.		
I - I have questions to better understand what would be of value to you	Permission to ask the questions you need to better understand what is important to them.		
T - Typically One Of Two Things Will Happen 1) may not be a fit(that's ok or 2) possible fit, next steps would be demo, which is "x" minutes, determine after initial conversation.	No pressure, not selling. Providing an overview of what the process will be. Very important step to establish open, honest conversation.		
Transition To Needs Assessment			
Remember we are looking to identify the value we can provide to address current challenges/pain the business faces and the impact on their business. This is all about them, not us so use your time wisely as you only have "x" minutes! Time For Questions/Not Answers. Will result in qualifying or disqualifying prior to demo.			
<p align="center">Anticipate Objections/Challenges That Will Prevent The Sale</p> <p>1) Non savvy 2) Urgency 3) ROI/Cost 4) Specific functionality 5) Early adoption (who else are you working with) <u>In Advance Of Call</u></p> <p>1) POS 2) Website/Spyfu/doing online delivery/catering/3rd party vendors 3) Services Provided/yelp/wayback 4) Branding 5) Customer Experience/Reviews 6) Tech used 7) Promotions/Loyalty/Discounting 8) Competition 9) Social Voice 10) LinkedIn 11) Google/news</p>			
<p>Effective Follow Up/Probing/Qualifying Questions To Identify Pain and Urgency</p> <p>Surface Exploration (to allow the prospect to provide more detail) *Tell Me More About That? * That sounds important, what else should I know? * Can you give me an example?</p> <p>Underlying Reasons (what if anything have they done to correct) *How long has that been a problem? * What have you done/tried to fix? * Did that work?</p> <p>Personal Impact (how does the issue impact them personally and are they ready to address) *How much did that cost you? * Are you ready to make a change? * What would you hope I could do to help?</p>			
Prospect Questions/Then Follow Up Qs based on their response	Reason For Asking? What are you listening for?	Does it tie to ... *GP differentiator? * Value/ROI? * Cost of doing nothing? * anticipated ?s, objections, challenges?	Key Learnings/Pain/\$\$\$ Impact (You need to uncover what is important to them/fit/urgency)



	Content to deliver	Frequency	Delivery mechanism
<p>High Priority</p> <ul style="list-style-type: none"> - can closer before 12/1 - has no soln in place - aligns with CEO priorities 	<ul style="list-style-type: none"> - Blogs & Invested content - General informative content - Invested updates (features, testimonials) - Invested/Isa Media features - Sales offers - Invitations to events/conferences 	Every 3-4 weeks	via Isa personally
<p>Mid Priority (CB)</p> <ul style="list-style-type: none"> - CyberGrants client 	<ul style="list-style-type: none"> - Blog & Invested content - General informative content - Meaningful Invested>CB updates - Invested/Isa Media features 	Every 3-4 weeks	via Isa personally
<p>Low Priority</p> <ul style="list-style-type: none"> - cannot close before 12/1 - has a soln in place - does not align well with CEO priorities 	<ul style="list-style-type: none"> - Blogs & Invested content - General informative content - Invested updates (features, testimonials) - Invested/Isa Media features 	Every month on Sunday before second Monday	via SendGrid
<p>Unsure yet</p>	<ul style="list-style-type: none"> - Invested pitch & materials - Any useful blog & Invested content - Invested/Isa Media features 	Move 10 names off list into definitive buckets each week	via Isa personally

Multicultural Innovation Lab


Morgan Stanley

Kevin Petry Sales Overview/Best Practices

Morgan Stanley

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Multicultural Innovation Lab

Our in-house startup accelerator promotes financial inclusion and provides access to capital for early stage technology and technology-enabled companies led by women and multicultural entrepreneurs.