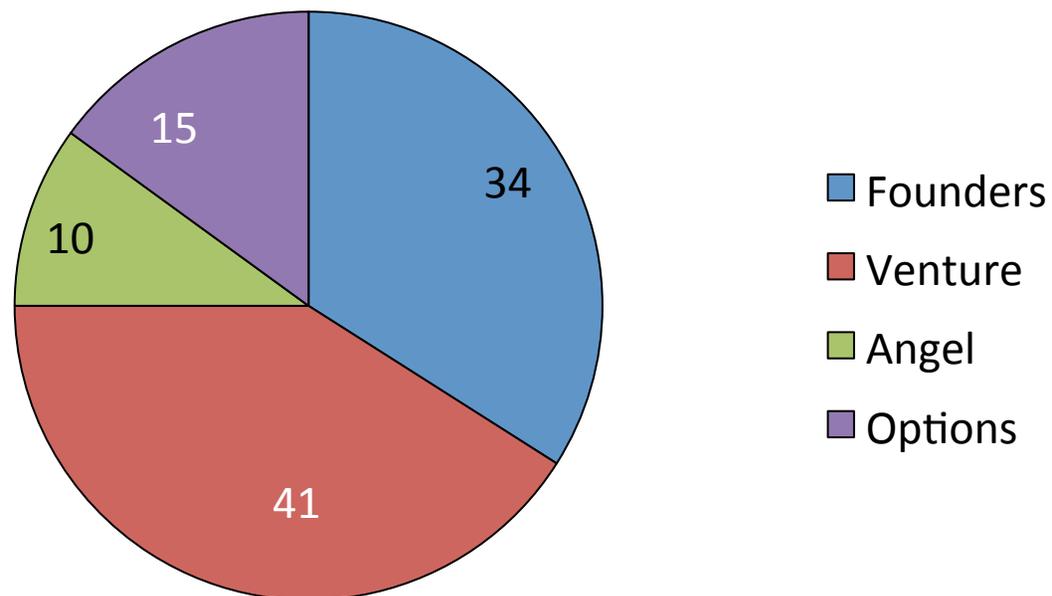


# Follow up to Edge Analytics

# A-round (raising \$3MM)

- Raise \$3MM with a pre-money value of \$2MM, post value \$5M
- Ownership: Venture fund, 2 Founders, angels, stock options

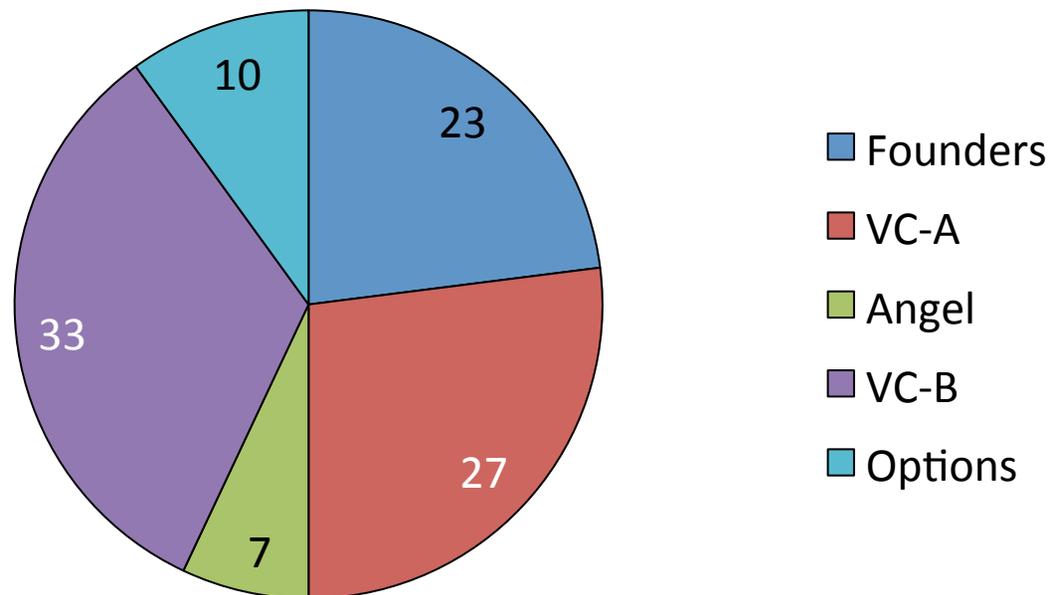
## Ownership



# B-round (Raise \$6MM)

- Raise \$6MM with a pre-money value of \$12MM, post value \$18M
- Ownership: VC-A, VC-B, Founders, angels, stock options

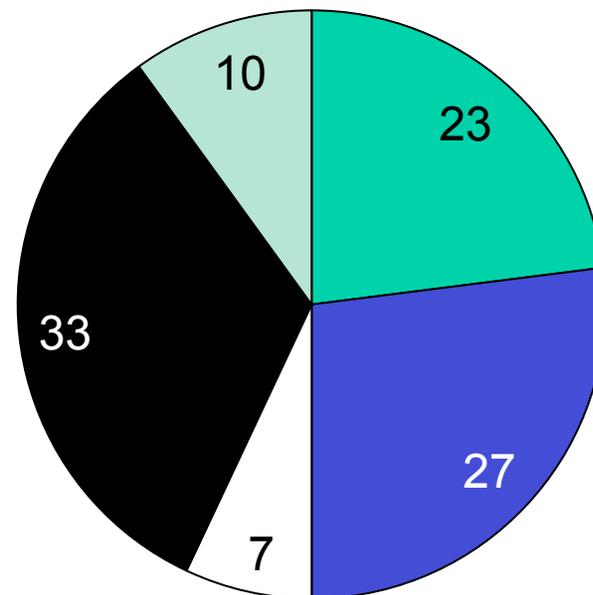
Ownership



# Sell Company for \$100M

- Founders make \$23M

## Ownership



- Founders
- VC-A
- Angel
- VC-B
- Options

# Evolution of a Sales Model



4/30/15

# You are Wilson

- Accountable to CEO
- Accountable to team
- Accountable to investors/board



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# You are Wilson

- You have for formalize Jive's sales function.
- What core Building Blocks do you need?

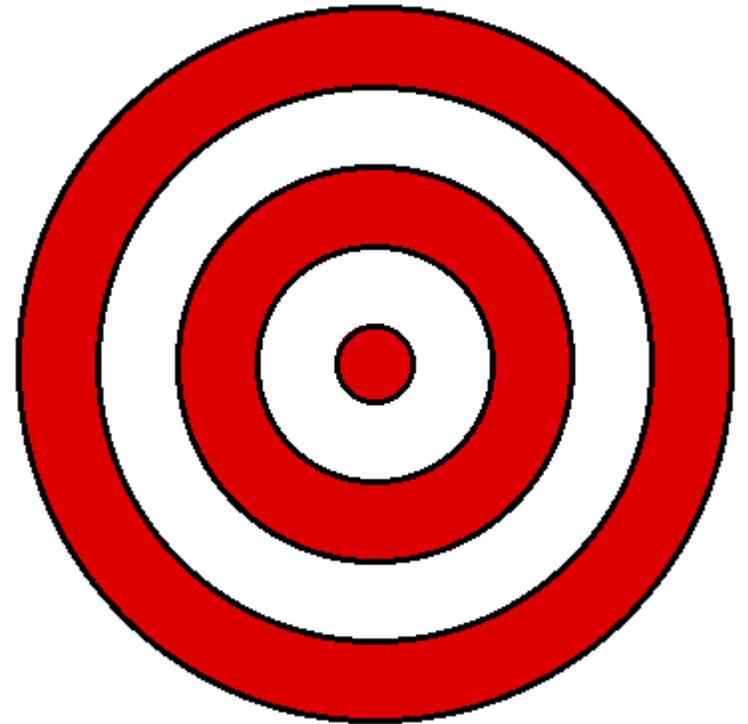
1.

2.

3.

# Questions

1. What are you selling?
2. Who is your target?
3. Direct? Indirect?  
Hybrid?
4. What is your sales  
process?



# Make a Decision: team quotas vs. individual coverage model.

- Strengths of each?
- Weaknesses of each?

+’s    -’s...

- Smart sales teams make smart decisions...
- Performing teams create peer pressure
- Team members are self policing...

**But:**

- Who is the quarterback? Who decides which teammate covers what? Is the inside rep the servant of the field?

Uneven teams?

# Two models: Make a decision

- Fixed territories with variable quotas - territories are fixed over time and sales team quotas are variables depending on pipeline and territory track record
- OR...fixed quotas with variable territories- all quotas are the same for each territory and Territories are aligned periodically to give everyone the same potential



# Models

- Fixed territories/variable
- Quotas...
- +'s sales teams OWN
- Customer relationship
- Sales teams have  
accountability



- 'S....

- Sales team spread too thin?
- Sales team not equally deployed
- Quota setting is too subjective
- Comparative sales teams are
- Apples/oranges...
- Who is #1? Performance as a % of quota?
- Total revenue?

# Fixed quotas/variable quotas

- All quotas are the same for each team...
- Territories are aligned periodically to give
- Everyone the same “potential”:



+ 's

- True meritocracy
- All have equal opp.

- 's?

- Sales reps do not
- Feel they get payback
- For their efforts



Courtesy of [Matthew Quarisa](#) on Flickr. License: CC BY-NC.

# Could you...

- Segment by rigid deal size?... Inside gets deals below the bar? Outside above?
- Segment by prospect side...? Inside gets SMB/Mid Market?... Field gets Enterprise?



# Too Short?

- Demotivated by changing targets?
- Not enough time to develop and execute a sales plan
- Penalized by success with a higher quota
- Not enough time to over achieve/earn big \$

# Too Long?

- Macro market factors .. Can make
- quotas disconnected with business
- reality....
  
- Company could miss...product release..  
Then company would have to reduce  
quotas...

# Enterprise sales learning curve



# What's different about selling to enterprise?

# Who do you call at Fidelity?

[Edit](#) [Delete](#) [Sharing](#) [Hoover's Account Tools](#)

**Contacts** [New Contact](#) [Merge Contacts](#) [Contacts Help](#)

Action	Contact Name	Title	Phone	Email	Created Date	Last Dial Date	Role	Contact Status	Reports To	Lead Source
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Angelo Ayala</a>	Senior Manager		<a href="mailto:angelo.ayala@fmr.com">angelo.ayala@fmr.com</a>	6/7/2010			Actively prospecting		RFL: Referral
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Barbara Tressler</a>		(972) 584-5505	<a href="mailto:barbara.tressler@fmr.com">barbara.tressler@fmr.com</a>	7/13/2012			Actively prospecting		
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Brian Lempel</a>	Research Analyst	+1.603.791.8142	<a href="mailto:brian.lempel@fmr.com">brian.lempel@fmr.com</a>	3/5/2012	1/19/2011		Actively prospecting		CCL: Telemarketing
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Christopher Mellgren</a>	Principal Capacity Planning Analyst	(617) 563-6729	<a href="mailto:christopher.mellgren@fmr.com">christopher.mellgren@fmr.com</a>	6/27/2012			Actively prospecting		CCL: Telemarketing
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">David O'Dwyer</a>	Platform Product Manager		<a href="mailto:david.o'dwyer@fmr.com">david.o'dwyer@fmr.com</a>	6/7/2010			Actively prospecting		
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Ed Karjala</a>	Director Platform Engineering - Tools, Automation, and Data	(617) 563-7000	<a href="mailto:ed.karjala@fmr.com">ed.karjala@fmr.com</a>	5/3/2011			Actively prospecting		RFL: Referral
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">George Brady</a>	EVP, Distributed Hosting Services		<a href="mailto:george.brady@fmr.com">george.brady@fmr.com</a>	6/7/2010	11/17/2009		Actively prospecting		RFL: Referral
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Joe Mckenna</a>	VP of Distributed Hosting Architecture & Engineering	+1 (919) 458-3548	<a href="mailto:joe.mckenna@fmr.com">joe.mckenna@fmr.com</a>	5/3/2011	6/20/2011		Actively prospecting		
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Keith Shinn</a>	VP - Data Center Strategy	(214) 224-8355	<a href="mailto:keith.shinn@fmr.com">keith.shinn@fmr.com</a>	3/9/2010	6/8/2010		Actively prospecting		Bain
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Kevin Cunningham</a>	Director		<a href="mailto:kevin.m.cunningham@fmr.com">kevin.m.cunningham@fmr.com</a>	6/7/2010			Actively prospecting		RFL: Referral

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**Leads** [New Lead](#) [Leads Help](#)

Action	Name	Title	Phone	Email	Created By Alias	Created Date	Last Dial Date	Lead Status	Reports To	Lead Source
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Paul Masterson</a>	Director of Desktop Engineering	(617) 563-7000	<a href="mailto:pmaster@charter.net">pmaster@charter.net</a>	<a href="#">Andrea</a>	6/29/2010	8/3/2011	Not a stakeholder		CCL: LinkedIn
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">Eric Carco</a>	Infrastructure Capacity Planning Analyst	(617) 563-7000	<a href="mailto:eric.carco@fmr.com">eric.carco@fmr.com</a>	<a href="#">Yotam</a>	7/21/2010	3/28/2011	Not a stakeholder		CCL: LinkedIn
<a href="#">Edit</a>   <a href="#">Del</a>	<a href="#">William Bulling</a>	Director, Technology Risk	(603) 791-8697	<a href="mailto:bill.bulling@fmr.com">bill.bulling@fmr.com</a>	<a href="#">Andrea</a>	8/23/2010		No Interest		CCL: Telemarketing



# How about at Attachmate?

 **Contacts (11)**

Action	Name	Title, account	Phone	Email	Lead Source	Contact Owner Alias	Created Date	Last Dial Date	Major Account
<a href="#">Edit</a>	<a href="#">Don Price</a>	Labs Manager, Attachmate	360.752.6706	<a href="mailto:don.price@attachmate.com">don.price@attachmate.com</a>	RFL: Referral	<a href="#">aluci</a>	8/18/2011	11/20/2012	No
<a href="#">Edit</a>	<a href="#">Wouleta Ayele</a>	Director MIS, Attachmate	(206) 217-7100	<a href="mailto:wouleta.ayele@attachmate.com">wouleta.ayele@attachmate.com</a>	CCL: Prospecting	<a href="#">aluci</a>	11/1/2011	6/24/2011	No
<a href="#">Edit</a>	<a href="#">Tim Callahan</a>	Senior Director Technology Services, Attachmate	(206) 217-7100	<a href="mailto:tim.callahan@attachmate.com">tim.callahan@attachmate.com</a>	CCL: Prospecting	<a href="#">aluci</a>	6/27/2012	6/27/2011	No
<a href="#">Edit</a>	<a href="#">Alan Haff</a>	Technical Writer, Attachmate	(206) 217-7100	<a href="mailto:alan.haff@attachmate.com">alan.haff@attachmate.com</a>	RFL: Referral	<a href="#">aluci</a>	8/18/2011		No
<a href="#">Edit</a>	<a href="#">Darnell Holder</a>	Technical Support Engineer, Attachmate	(206) 217-7237	<a href="mailto:darnell.holder@attachmate.com">darnell.holder@attachmate.com</a>	CCL: DiscoverOrg	<a href="#">aluci</a>	6/27/2012		No

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# You are Dave Hershe.. You have missed two straight quarters..

- And you are going to miss the year.. Explain yourself to your investors....
- 1.
- 2.
- 3.

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