CustomerGauge

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First, a follow up on Qualtrics

- Measure, measure, measure
- Numbers comparison of inside vs field
Measure - basics

- Calls
- Connect rate
- Talk time
- Emails sent
- Meetings sent
- Sales opportunities created
Measure - advanced

- Outbound efforts
  - Connect rate by time of day
- Opportunity trend
  - By persona
  - By marketing campaign
Focus on opportunity creation
## Scaling Inside Team

### Inside Sales Bookings

<table>
<thead>
<tr>
<th></th>
<th># of Deals</th>
<th>ASP</th>
</tr>
</thead>
<tbody>
<tr>
<td>deals per month per rep @25k</td>
<td>2</td>
<td>$25,000 $50,000</td>
</tr>
<tr>
<td>number of selling reps</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>lead gen reps</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>inside SE</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>bookings per month</td>
<td></td>
<td>$200,000</td>
</tr>
<tr>
<td>annualized bookings</td>
<td></td>
<td>$2,400,000</td>
</tr>
</tbody>
</table>

### Bus Cost

<table>
<thead>
<tr>
<th></th>
<th>OTE</th>
<th>#</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>rep cost</td>
<td>$120,000</td>
<td>4</td>
<td>$480,000</td>
</tr>
<tr>
<td>BDR</td>
<td>$75,000</td>
<td>1</td>
<td>$75,000</td>
</tr>
<tr>
<td>inside SE</td>
<td>$75,000</td>
<td>1</td>
<td>$75,000</td>
</tr>
<tr>
<td>Annualized cost</td>
<td></td>
<td></td>
<td>$630,000</td>
</tr>
</tbody>
</table>

### Bus Profit

- $1,770,000
- 74%

### # of Deals per year

- 96
# Field Team

## Field Rep & SE Model

<table>
<thead>
<tr>
<th># of Reps</th>
<th>Quota</th>
<th>Quota</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
</tr>
</tbody>
</table>

## Field cost

<table>
<thead>
<tr>
<th>OTE</th>
<th>#</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>rep</td>
<td>1</td>
<td>$275,000</td>
</tr>
<tr>
<td>SE</td>
<td>1</td>
<td>$210,000</td>
</tr>
</tbody>
</table>

annualized cost $485,000

Field Rep Profit $715,000

60%

# of Deals per year 12
The Facts of the Case

- Growing, profitable company
- Strong in Europe, struggling in US
- Growth market for customer loyalty
- Founder led company
- SAAS business model
- Struggling with sales model
- Needs money!
What is NPS?

- Why does it matter?
- Who uses it?
- How important is customer retention?
Which sales model is best?

- Which sales model to use
- Where to focus resources
- Where to raise money
- Should Adam relocate to US
competition
Founder led companies

Steve Jobs (Apple). Courtesy of Matthew Yohe. License: CC BY. Source: [Wikimedia Commons](https://commons.wikimedia.org/).

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Michael Dell (Dell). Courtesy of mikeandryan. License: CC BY. Source: [Wikimedia Commons](https://commons.wikimedia.org/).
Founders who were fired

Noah Glass (Twitter). Image removed due to copyright restrictions.

Andrew Mason (Groupon). Image removed due to copyright restrictions.

George Zimmer (Men's Wearhouse). Image removed due to copyright restrictions.
What issues are unique to founders?

- “their company”
- They know what to do
- Don’t hire around their weaknesses
- Too central to the company’s success
Building a team
Entering the US market

- Why does this matter?
- Where do you start?
- Can you cover from Europe?

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Order of priority?

- Hire sales reps
- Close on term sheet
- Move to US
- Double down on freemium
Understanding your customer

CustomerGauge
1. CRM Scoring: Company "Political Map"
Land and Expand

CustomerGauge:
Land-and-Expand 2.0

Set Goals up front: Dates/Expectations
- Set the criteria for Customer Success of a pilot (what does success look like? => "If we succeed, this means we go to full roll-out"
- Start out with a low cost installation to prove case, service it,
  - Make the political map in CRM
- You survey your map with NPS @ 30, 60, 90 days (tell client up front)
  - Use b2b scorecard
- Prove case - work together with client to close it
15.387 Entrepreneurial Sales
Spring 2015

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