



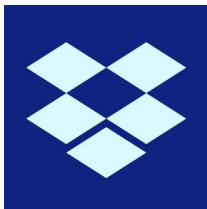
Enterprise GTM

(For Infra / SaaS Companies)

Adam Gross

About Me

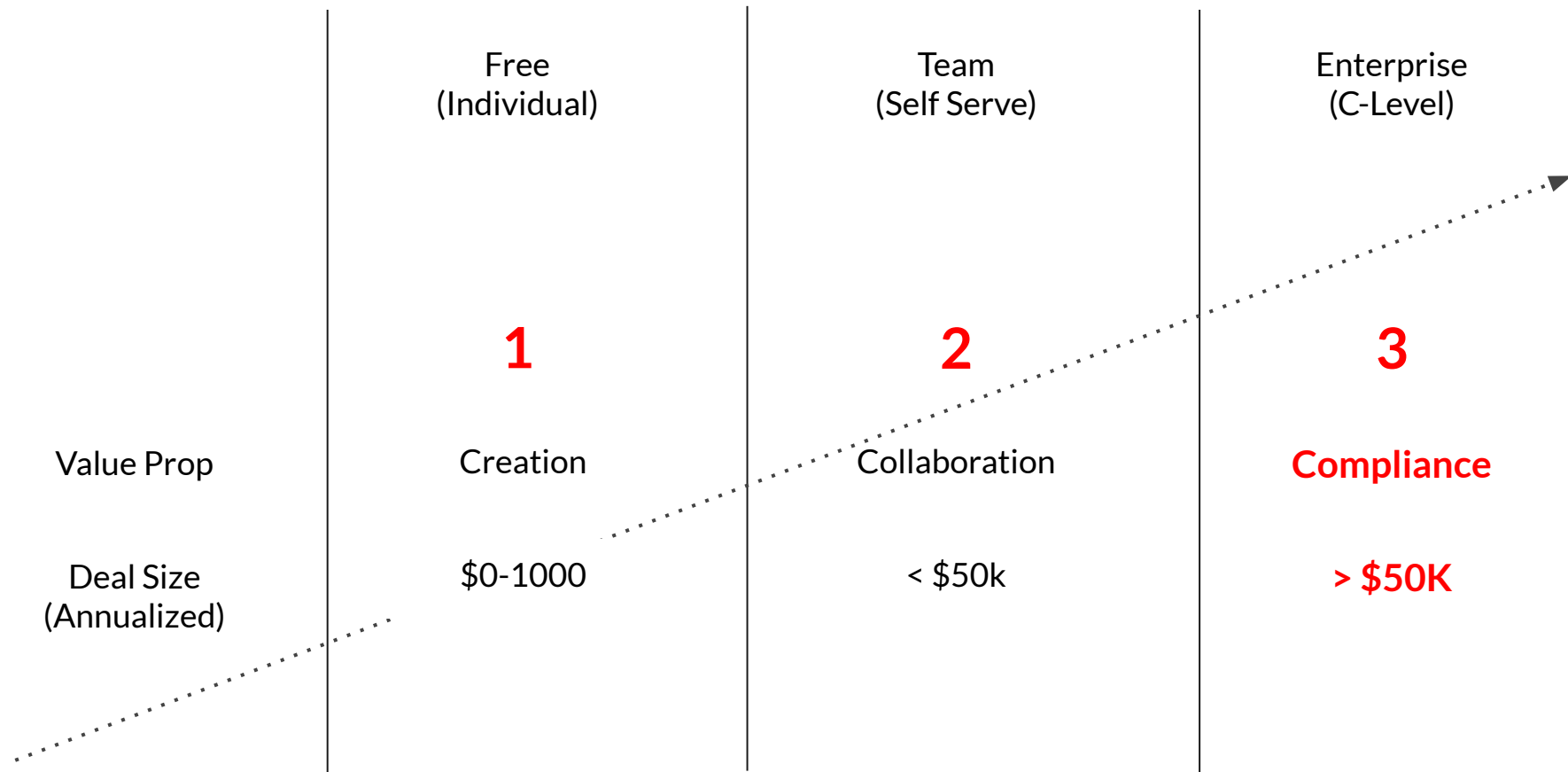
- Co-Founder @ Personify (web analytics)
- VP Platform & Developer Marketing @ Salesforce
- SVP Marketing & Sales @ Dropbox
- Co-Founder @ CloudConnect
- CEO @ Heroku
- Investor & Advisor (Cypress.io, Rudderstack, dbt, 35++)
- Board Member: Vimeo, Democracy Works



- Most common question in talking to 30+ startups
- How do you frame this question? With your team? With your investors?
- What does it really mean to go enterprise?

Deal Size and Value Proposition

Deal Size: The 1-2-3 Framework



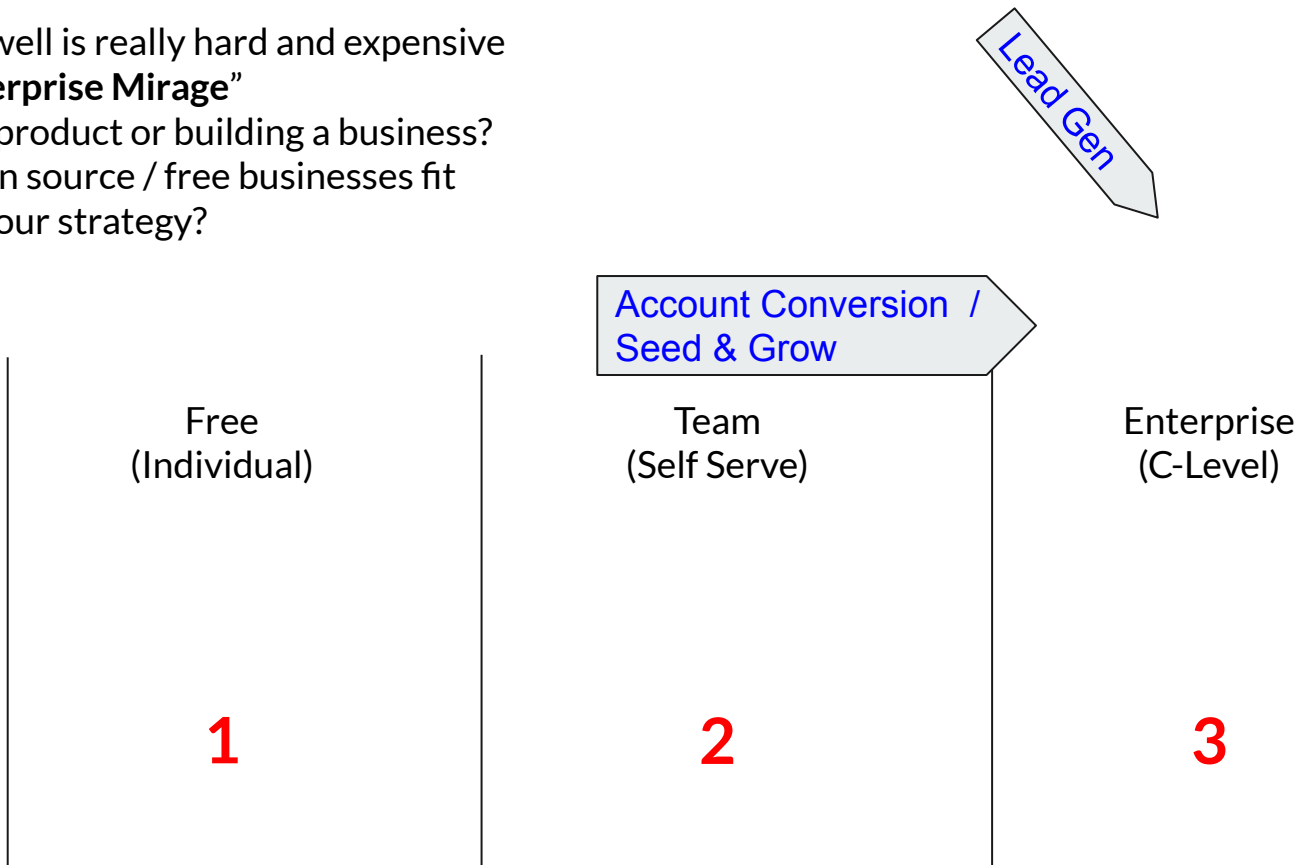
What Makes Enterprise Different?

	Demand Gen	Sales	Implementation	Renewal
Free / Individual	Community / Content	Self	Customer	n/a
Team	Community / Content	Self / Sales Assist	Customer	n/a?
Enterprise	ABM OR Lead Gen	Field Sales	Company	Sales / CSM

...this isn't about just hiring a few sales reps -- its about creating a meaningfully different company

The Key Question: Where Do Your Customers Come From?

- Doing Lead Gen well is really hard and expensive
- Beware the “**Enterprise Mirage**”
- Are you building product or building a business?
- How do your open source / free businesses fit with the rest of your strategy?



Deal Sizes for Public SaaS Leaders

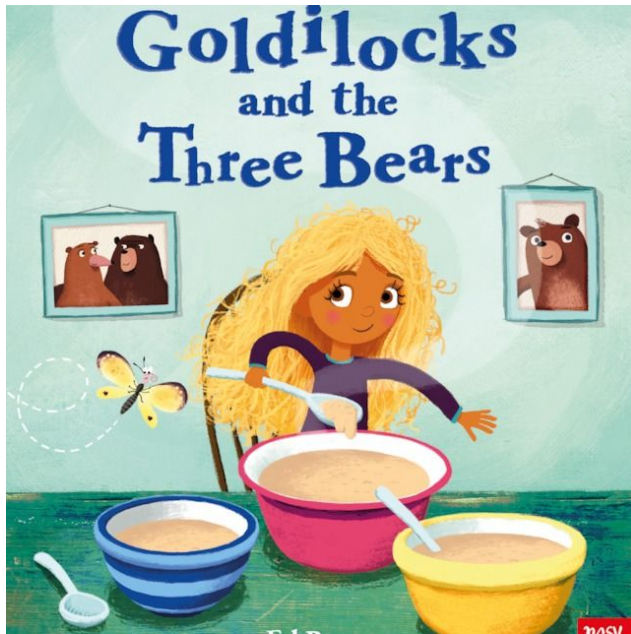
- You acquire lots of small customers so you can turn some of them into big ones
- Having a large number of small customers is not incompatible with having a thriving enterprise business, or driving big ARR
- Going enterprise first and building down to self-serve / team is possible, but culturally very challenging
- * If you don't do enterprise eventually, you will probably fail (drop below 20% y/y growth) or die
- C3.ai has 89 customers w/avg deal size (contract value) of \$7.2m

<u>Company</u>	<u>Customers</u>	<u>ARR</u>	<u>ACV</u>
Monday.com	128,000	\$240,000,000	\$1,875
HubSpot	114,000	\$1,100,000,000	\$9,649
Bill.com	109,000	\$220,000,000	\$2,018
Cloudflare	100,000	\$550,000,000	\$5,500
Asana	89,000	\$250,000,000	\$2,809
Smartsheet	83,000	\$400,000,000	\$4,819
BigCommerce	60,000	\$180,000,000	\$3,000
Freshworks	52,500	\$400,000,000	\$7,619
SproutSocial	28,000	\$180,000,000	\$6,429
MongoDB	25,000	\$700,000,000	\$28,000
Avalara	15,580	\$600,000,000	\$38,511
Elastic	15,000	\$700,000,000	\$46,667
PagerDuty	14,000	\$250,000,000	\$17,857
Datadog	13,100	\$700,000,000	\$53,435
Qualtrics	12,000	\$800,000,000	\$66,667
Procore	10,200	\$500,000,000	\$49,020
Okta	9,400	\$1,000,000,000	\$106,383
UiPath	8,000	\$600,000,000	\$75,000
Snowflake	4,500	\$850,000,000	\$188,889
Blackline	3,600	\$400,000,000	\$111,111
Vimeo	3,300	\$330,000,000	\$22,000
Coupa	2,000	\$700,000,000	\$350,000
Five9	2,000	\$550,000,000	\$275,000
WalkMe	2,000	\$200,000,000	\$100,000
Olo	835	\$130,000,000	\$155,689

Source - SaaStr: The Average Public SaaS Company has 35,000 Customers

Putting it Together: When do you go Enterprise?

- “Enterprise Fomo”
 - What if my competitors are already there?
- “Enterprise Phobia”
 - Are you waiting too long?
- **Enterprise Goldilocks**
 - Being able to create meaningful demand gen from your Team / Self Serve customers
 - Rarely see it < \$5m revenue, rarely absent > \$25m



What about Value Proposition & Product?





...I have these customers that will pay \$1m if I just deploy on prem!

..Our prospect doesn't trust our cloud!

..I heard K8 solves these problems! (?)

Compliance is a Feature, and Thy Name is Tenancy

Enterprise = Compliance = Single (Meta) Tenancy

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Complete SQL data warehouse Secure Data Sharing across regions /	Standard +	Enterprise +	Business Critical +

Free The quickest and easiest way to try Slack	Pro More power for small teams who want better collaboration	Business+ Scale your business, increase productivity, and keep your teams connected	Enterprise Grid Slack for the most demanding enterprises —all the flexibility to meet your regulatory requirements and all the power to match your growth
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Starter	Standard	Enterprise	Business Critical
\$1 per credit	\$1.50 per credit	\$2 per credit	Contact us for pricing.
Start free trial	Start free trial	Start free trial	Contact us

Tenancy isn't a Deployment Option, it is Destiny

	Single Tenant	Multi-Tenant	Meta-Tenant (aka Cloud Prem, VPC Deployment)
Example	Oracle, Exchange Server, etc	Salesforce	RDS, Heroku Private Spaces
Deployment, Operations (Who owns the page)	Customer	Vendor	Vendor
Network Isolation (Security & compliance features)	Full	None / Limited	Data: Full, Control Plane: None / Limited
Development Model (How fast can you move)	Packaged	Continuous	Continuous
Dependency Control (What technologies you can use)	Limited	Full	Full
Minimum Deal Size (Minimum COGs & Implementation Cost)	High	Low	Medium

Summary

- Going Enterprise is a decision about your GTM (deal size and marketing/sales/CS organization) and product (tenancy and product/eng organization); *if you don't do it eventually, you will likely fail*
- You can sell bigger deals that don't stress either of those levers, but if you don't have a Teams conversion motion you will be in Demand Gen hell (unless that's your idea of a good time)
- The most important decision you will make next year is how to think about allocating your resources been 1, 2 and 3 -- **it is better to be intentional than to be right.**



About Me

- @adam_g
- adam@adamcgross.com
- Heavybit LP & Advisor
- Always open to chat!



Temporal

