



B2B Marketing & Sales Day

by Project A

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The task for any startup seems to be the same



Run Forrest, Run!

And yes here is where you should be running towards`

T2D3: Triple X 2, Double X3

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
ARR EoY (M\$)	1	3	9	18	36	72
Growth		X3	X3	X2	X2	X2

We can do this



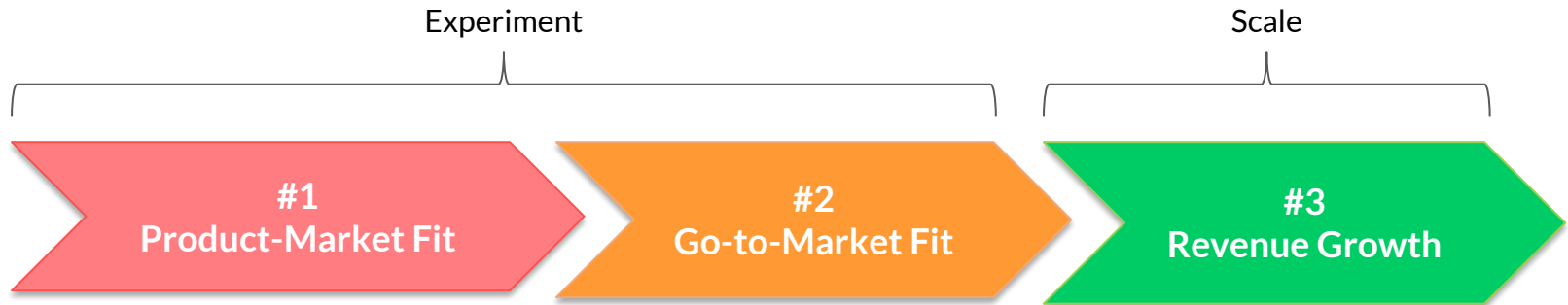
And half way through there is



So...

Here is what we ended up doing

High-level growth framework



Growth Framework: What does this mean concretely

	Product Market Fit	Go to Market Fit	Scale
Goal of Phase	Customer Success	Unit Economics	Growth & moat
Target Market	Early adopters	Early majority	Late majority
Go to Market Process	Customer Discovery Focused	Codify	Codify into Systems
Demand Generation	Personal Network + Referrals	Test for Positive Unit Economics	Test for Scale
Pricing	Solve for Customer Commitment	Solve for Unit Economics	Assess Disruption Risk
Partners	Avoid	Experiment	Leverage
Sales Hiring	Innovator. PM + AE	Executor. Coachable.	Role Specialist
Sales Compensation	Based On Customer Value Creation	Customer Success + Unit Economics	Add Promotion Path

Example: Klara

When growing our business, we proceed in the following way. This applies to the entire business, but is applied to every business segment (e.g. SMB, MM, Enterprise etc.):

1. **Phase 1: Proof for Customer Success**

We first find proof that our customers are successful on Klara by looking on the % of teams that are meeting leading indicators for success.

E.g. 90% of a given cohort have met these indicators after 60 days.

2. **Phase 2: Proof of Acquisition Unit Economics**

After we have proof that customers are successful our goal is to acquire customers efficiently. Efficiently for us means as a first step having a CAC/ASP ratio of 1 for SMB and 2 for MM. Second step will be achieving a gross margin CAC payback time of less than 12 months for SMB and less than 18 months for MM.

3. **Phase 3: Scale Healthy**

Once we have completed phase 1 & 2 we will scale healthy, meaning that we will increase acquisition power iteratively (e.g. increasing SDRs, marketing spend, AEs, etc.) while still monitoring how Customer Success & Unit Economics react to the increase in scale. An example for this would be that we would increase Marketing Spend by 10% or add 1 AE month over month and see if both Customer Success and Unit Economics are still positive. If that is the case, then we would increase acquisition power to e.g. Marketing spend of 20% or add 2 AEs month over month. Once one of the 2 indicators turns negative we would keep acquisition power at the same pace and fix the issue.

Start with Customer Success

To succeed in your mission your customers need to be successful

Our Mission 🚀

Revolutionize
communication for everyone
in a patient's journey

Product Promise 🙏

Make communication more
efficient, increase patient
retention, differentiate &
grow your practice

Measure of Success 📈

Our customers see this value
fast, keep using Klara, renew
or even pay more.

To succeed in your mission your customers need to be successful

Unsuccessful Customers 🤨

Leaking revenue needs to be compensated with even more new revenue

Unsuccessful customers will talk badly about Klara and make Sales even harder



Successful Customers 😄

Renew contracts w/o acquiring new customers; account expansion

Will be Klara evangelists and refer new customers



How can you measure Customer Success as early as possible?



- Churn is a lagging indicator. Once customers churn, it's already too late.
- We want to learn fast by seeing early signs in the first 60 or even 30 days
- We call this the Leading Indicator for Customer Success

Defining Leading Indicator to Customer Success

The definition and measurement of customer success differs from company to company but typically follows these guidelines:

- Accurately measure automatically or at least easily
- Observable in weeks or months not quarters or years
- Ideally correlated to the product CVP
- Repeat purchase, referral, setup, usage, ROI are all common. Revenue is usually a mistake.
- OK to use multiple metrics

Examples for Leading indicators

The Facebook logo, consisting of the word "facebook" in white lowercase letters on a dark blue rectangular background.

7 friends in 10 days

The Slack logo, featuring a colorful icon of three interlocking shapes (green, orange, and red) followed by the word "slack" in lowercase black letters.

2,000 team messages sent

The Dropbox logo, featuring a blue icon of three interlocking shapes followed by the word "Dropbox" in black uppercase letters.

1 file added to 1 folder on 1 device

The HubSpot logo, featuring the word "HubSpot" in black lowercase letters, with the "Spot" part in orange and a small orange robot head icon.

Active usage of 5 of the 25 platform features

The Klarna logo, consisting of the letters "K L A R A" in a large, black, sans-serif font.

50% of staff have sent a message on at least 5 of the last 30 days

Look at customer cohorts for LICS

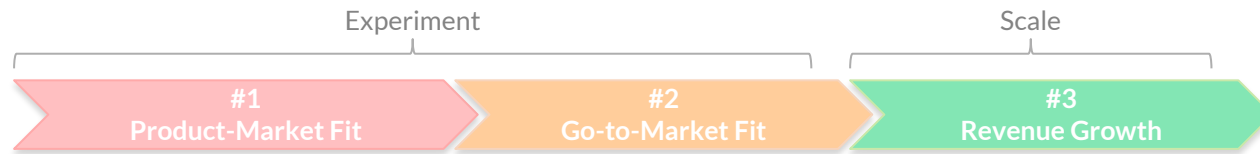
% of customers that achieve customer value by month of tenure

[illegible]

Next Steps: Start today

- Define customer success measurement
- Define acceptable percentage of customers reaching value [product-market fit]
- Begin tracking cohorts (we need to see improvements month over month) 🕒
- Define clear quantitative goals 🎯
- No matter what: **take actions starting TODAY!** 🧑‍🎓 🏃 🚴 🛶
 - Sit with your team to create ideas. Everyone can contribute.
 - **Have your teams present THEIR first actions**
- **PS: Align this with your Board**

Questions?



K L A R A

s.lorenz@klara.com

[@simonlorenz](https://www.instagram.com/simonlorenz)

