



"...the risk with startups has shifted over the last 10 years from a technology execution risk to primarily a go-to-market risk"

- Mark Leslie, former CEO of Veritas
Lecturer at Stanford University's Graduate School of Business

Maximizing Opportunities for Success for the Start-Up and Early-Stage Vendor

Bridge Technology Group

- Adopts and executes proven go-to-market sales strategies in key markets, verticals, market segments
- Expedites "early-adopter" identification and capture
- Leverages proven prospecting, qualification, and capture methodologies
- Vets marketing, sales, and product strategy with target markets
- Develops and executes channel strategy
- Drastically reduces burn rates and cost of sales

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Hard Cost Breakdown for Direct Field Sales

- **Base Salary (major market \$115K - 125K)**
 - **Recruiting - Interviews, travel, Recruiter's Fee (20%+) = \$25K - 30K minimally**
 - **Non-Recoverable Ramp Draw (\$25K - 35K minimally)**
 - **Benefits (35%) = \$40K - 45K**
- \$210K - \$230K first year-
\$145K capital outlay in the first six months**

Soft costs are additional 10-12%
Sales Commissions not included

Proven, Start-up and Early-stage Veteran Representation

Bridge Technology Group (BTG), based in New York City - the heart of the critical northeast corridor - partners with start-up and early-stage software and information technology companies.

Direct hire turnover approaches 60%+ in sales and business development within the first two years of launch when resources are hired on too early in your organization's product development, market positioning and overall growth curves. Base hard costs of a key market sales rep. or director are \$230K-300K in the first year before any deals are closed and revenue generated; - commissions are additional. (see [hard cost breakdown at left](#))

BTG provides professional business development, sales, and field marketing capabilities to your emerging company at a fraction of the cost of headcount expansion alternatives. We fully-immense proven veteran resources in your organization and perform as direct employees, transparently to the market, in retained roles from busi-

ness development to direct sales and management to channel management in fixed term engagements; reducing risks and costs while maintaining efficiency, accelerating momentum, and maximizing early opportunities for success.

"...This would allow the company to fine-tune the product or service (feature set, ease of use, integration needs, etc.), to hone its sales and marketing processes and to learn from customers about positioning, promotion and pricing, all before deploying a large and expensive sales force..."

Mark Leslie, former Chairman & CEO, Veritas
(from "The Sales Learning Curve")

Mitigate Risks of Early Headcount and Poor Field Execution

Attracting top talent is often difficult for the start-up or early-stage company as the inherent risks often prove too high to attract top field personnel with heavy commission based incentive income. Ramp time to market for start-up companies is lengthy, making your investments in direct field personnel typically a pure cost center the first year or longer as they serve more business development roles than actual revenue attainment. Many start-up companies simply scale and hire direct field resources too early. Eager to capitalize on initial indicators and please investors, companies forecast opportunities to the board based on too few data points and often hire far ahead of revenues. This acceleration of your burn rate and failure to move with or adapt to the market based on larger data sets and more qualified indicators often results in early false-start scenarios.

appropriate markets results in lower capture rates, field attrition, non-performance, and failure to meet revenue commitments to the board. Re-start scenarios can set your organization back a year or more in terms of rebuilding market credibility and worse - potentially lose your competitive first-to-market or second-mover advantages. Ultimately, these scenarios put your growth timeline, financing, and entire strategy at risk.

"...A clear kiss of death that I have seen more often than not is hiring a VP of Sales too early... ..rather, first I would encourage you to focus on generating leads and hiring a sales rep or two to follow up on them. This way you can take a smaller step to refine your sales model and product before going big."

Ed Sim
VC investor, multi-Board Member

Scaling on initial indicators not fully vetted with the