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## Part VI: Understanding HR Requirements of SaaS Companies

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[\*Kampyle's SaaS Lectures: 10 Laws of Building a SaaS Company in Israel\*](#)

## Agenda

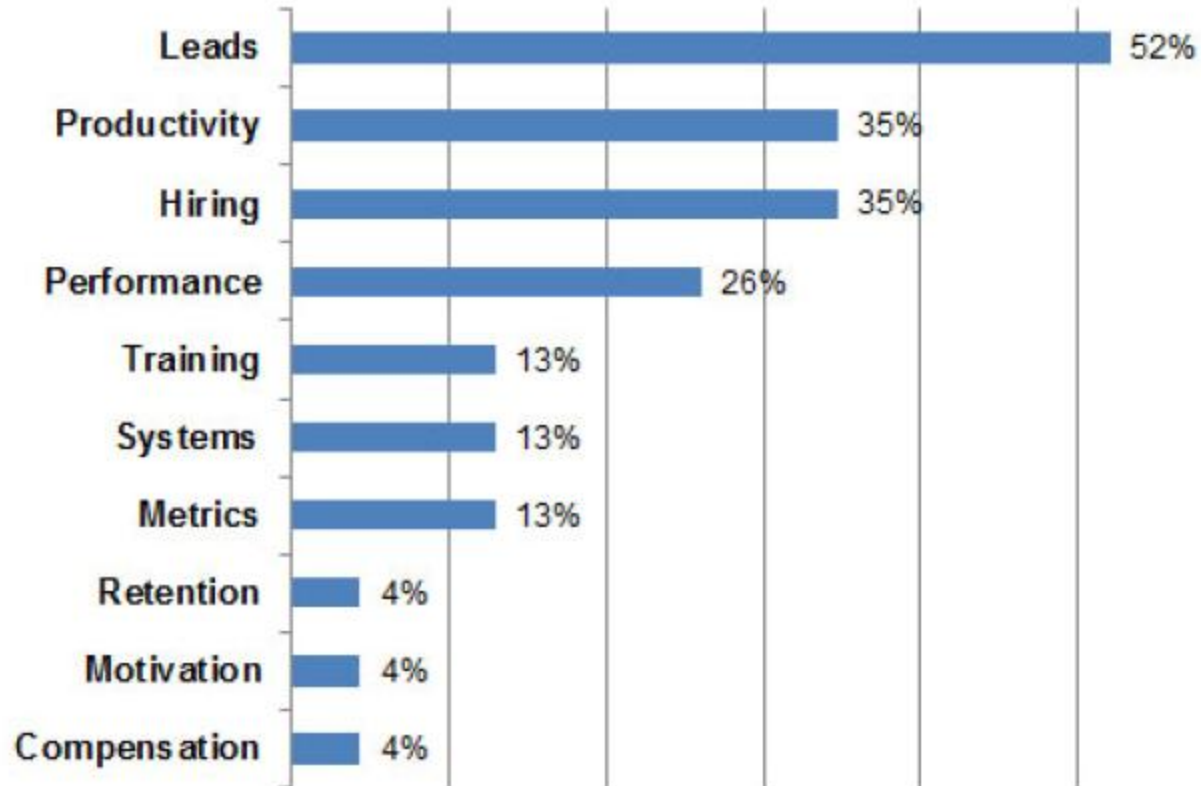
- Why HR is Vital?
- SaaS B2B Company Life Cycle
- What Are The Departments?
- What Are The Positions And The Qualification SaaS Companies Are Looking For?



## Why is HR Vital?

## SaaS Challenges in the US

What are your top 2 challenges?

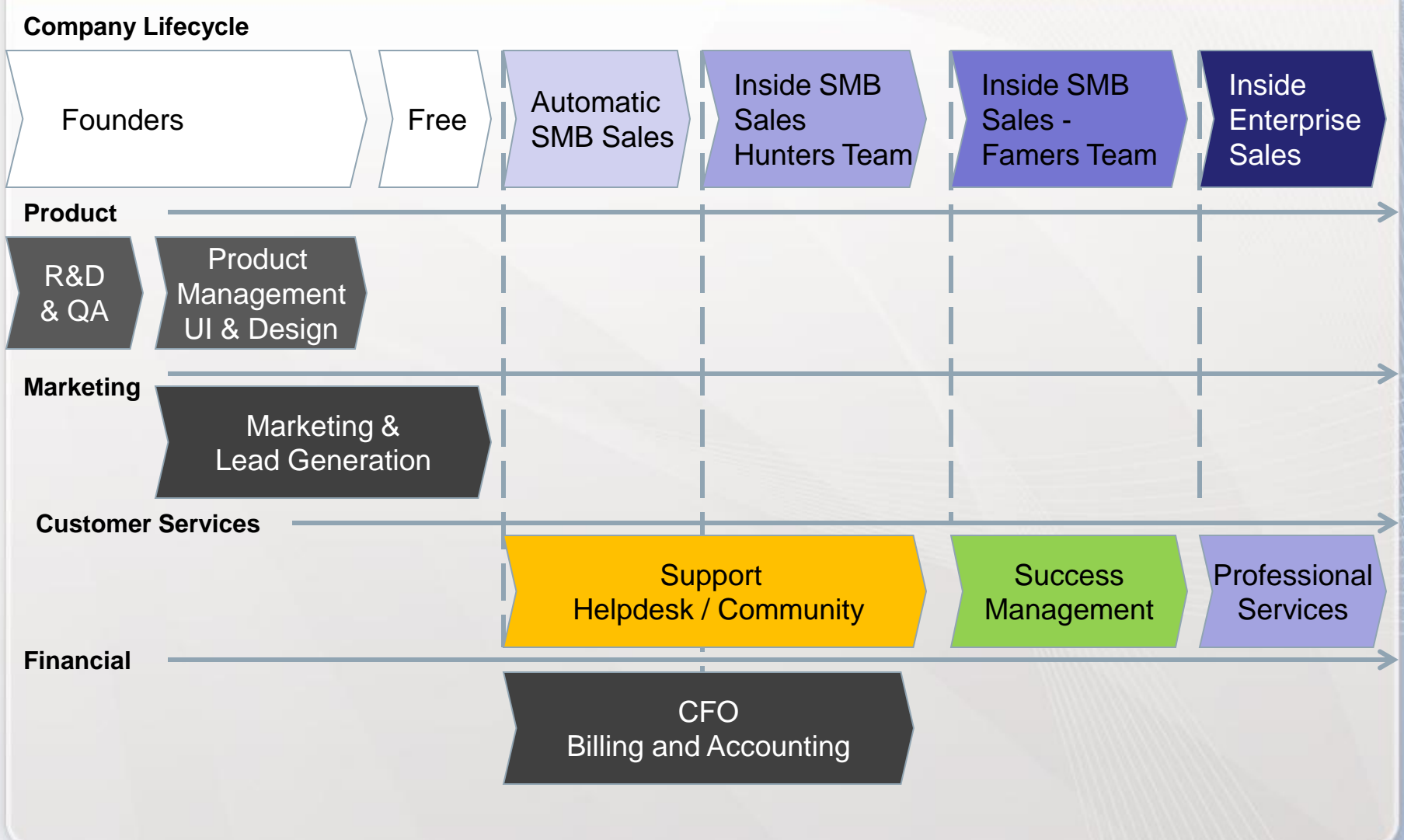




# SaaS B2B Company Life Cycle

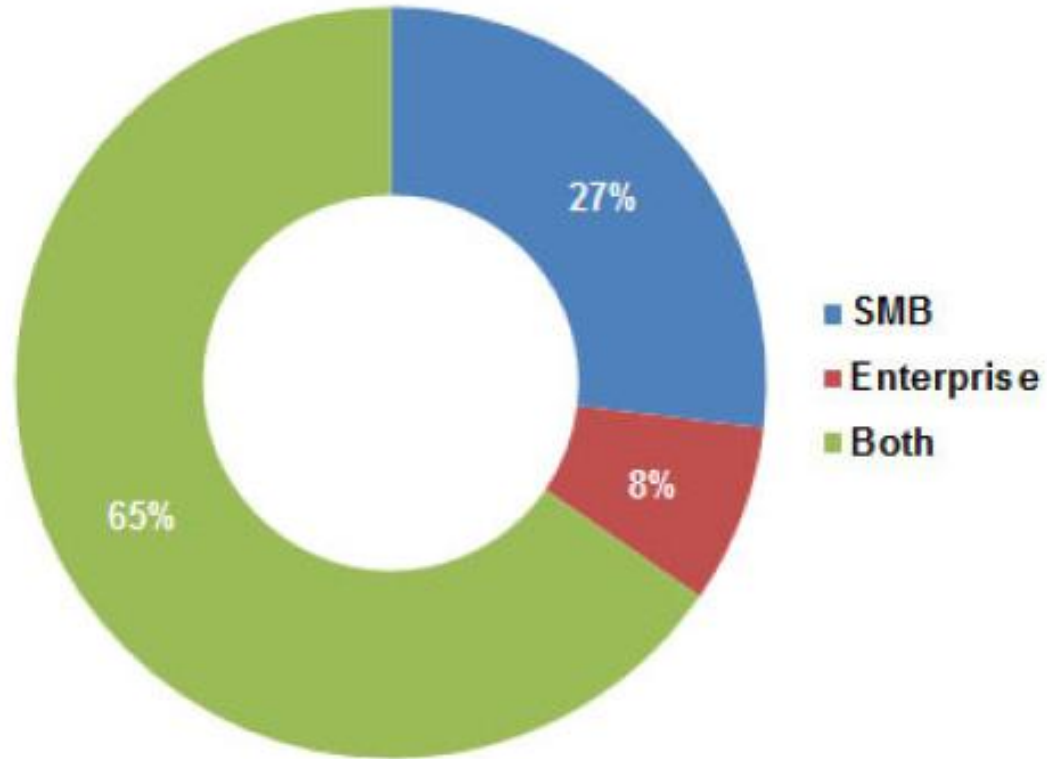
*Kampyle's SaaS Lectures: 10 Laws of Building a SaaS Company in Israel*

# B2B SaaS Company Lifecycle



## B2B SaaS Company Lifecycle

What market space do you target?



## Lead Generation & Nurturing Funnel





# The Departments in a SaaS Company

## The Departments in a SaaS Company

- “Founders”
- R&D / QA
- Product Management
- Inbound Marketing
- Financial & Billing / Accounting
- Support / Account Manager / Professional Services
- Inside Sales:
  - SMB
    - Hunters
    - Farmers
  - Enterprise
    - Hunters
    - Farmers
    - Outbound

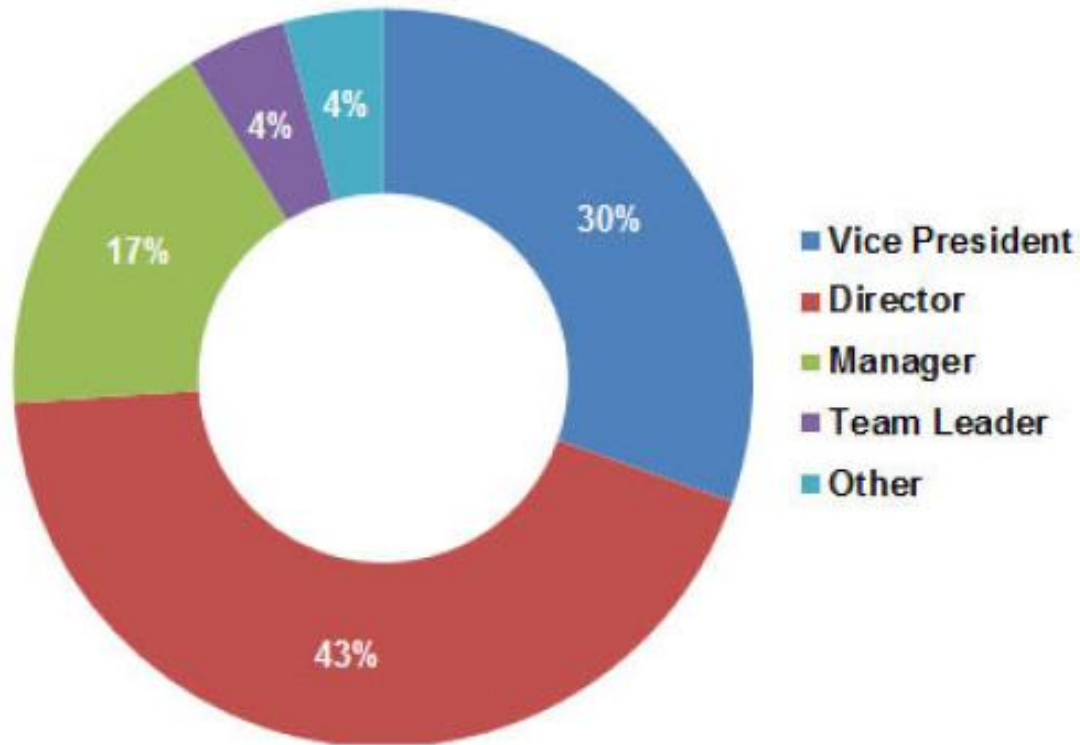


**What are the positions / qualification we are looking for?**



## Inside Sales

### What is the title of the group's direct manager?

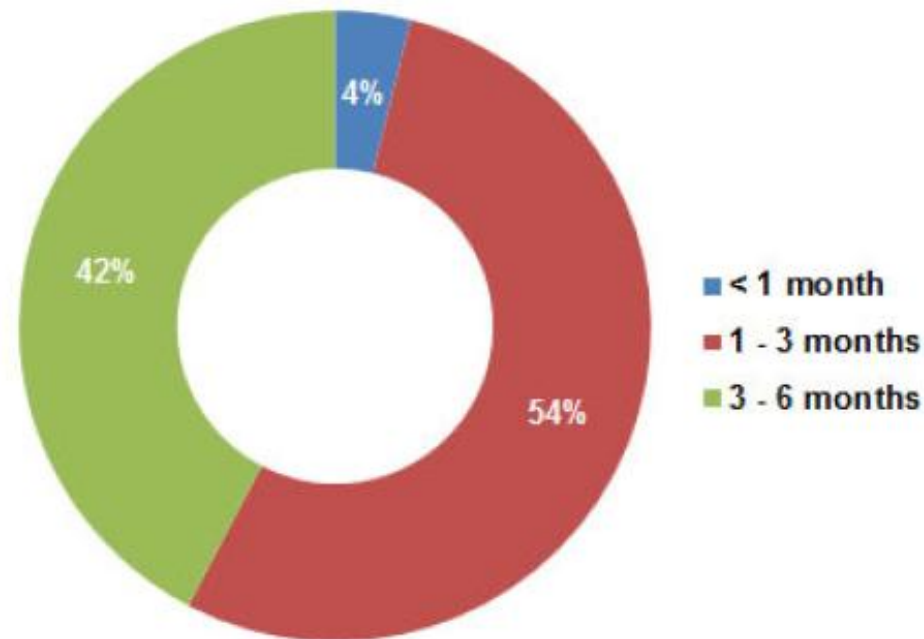


## How long does it take for a new Rep to be fully productive?

**Average Ramp Time**

**90 days**

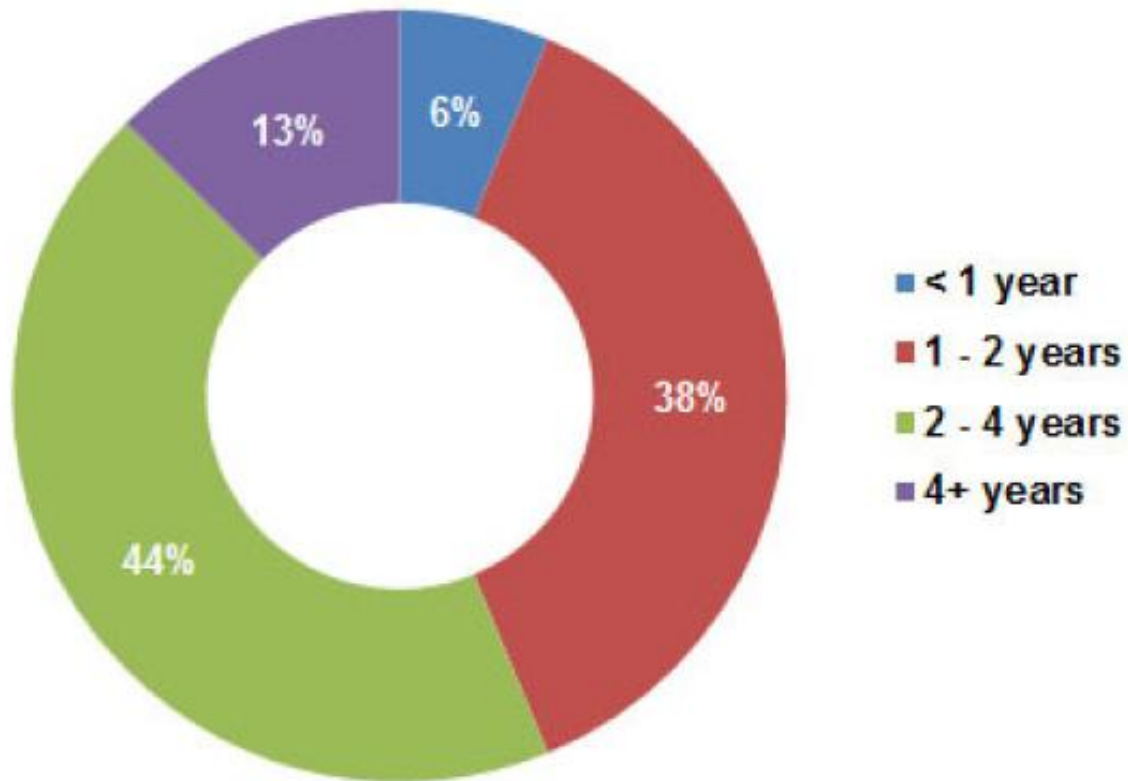
The average ramp times for Inside Sales Reps in a SaaS environment **are also lower** (approximately 30% lower) than for a license Inside Sales role (90 v. 135 days).



## What is the average tenure of a Rep?

**Average Rep Tenure**

**2.5 years**



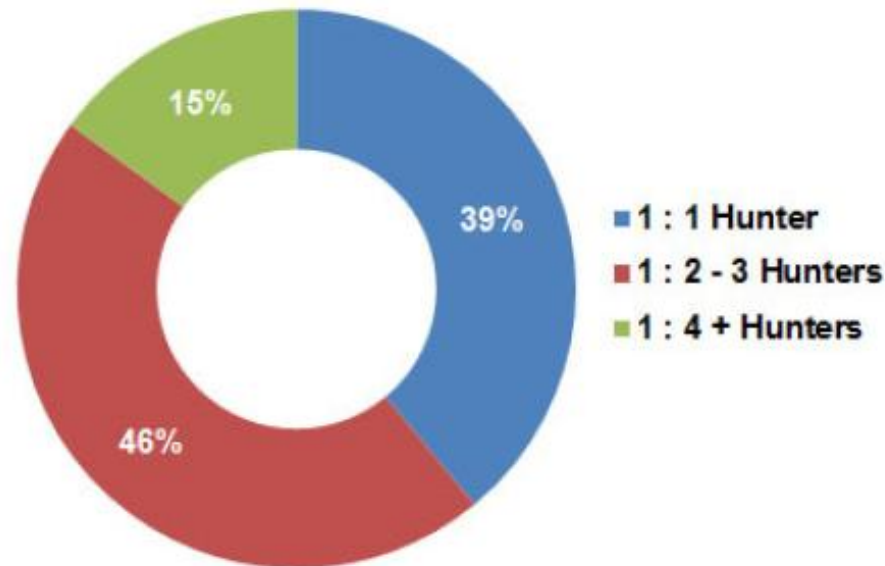
## What percentage of the group are Hunters?

**Percentage of Hunters**

**63%**

The segmentation strategy (of hunters & farmers) is present in 50% of responding companies.

Within the Sales organizations that do segment, on average 63% of Inside Sales Reps are focused on hunting. That is roughly a ratio of 1 Farmer : 2 Hunters.



## Inside SMB Sales

- **Hiring good Inside Sales agents in Israel is a challenge!**
- What to look for:
  - American English. Writing and communications skills are critical.
  - Experience
  - Personality
  - Independence
  - Appearance and demeanor
  - Timeliness
  - References
- Clarify timeframe and expectations:
  - Month 1 – Training
  - Month 2 – 30% of quota
  - Month 3 – 70% of quota
  - Month 4 – full quota

## Sales Team

Role / Salary	Task	Requirement
<p><b>Inside Sales Hunter</b></p>	<ul style="list-style-type: none"> <li>✓ Pre-sales and sales assistance, explanations, and demos.</li> <li>✓ The agent will be qualifying and closing the sale.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fluent phone and email skills - in English</li> <li>✓ International sales experience</li> <li>✓ Experience in e-business or e-commerce sales</li> <li>✓ Strong communication and negotiation skills</li> <li>✓ Ability to work into the evening (international clientele)</li> <li>✓ BA or BS required</li> <li>✓ Ability to juggle multiple leads at once and identify the potential.</li> <li>✓ Strong interpersonal skills – a communicator.</li> </ul>
<p><b>Inside Sales Farmer</b></p> <p>Commission bases, e.g. – based on renewals</p>	<ul style="list-style-type: none"> <li>✓ Renewals - Monthly and Yearly</li> <li>✓ Move accounts Monthly to Yearly</li> <li>✓ Upgrades and additional penetration</li> <li>✓ Training of customers</li> <li>✓ Success – will be determined by close working relationships with Success Managers</li> <li>✓ Reduce churn</li> </ul>	<p>Skills – a different set of skills is needed different training for a different role</p> <ul style="list-style-type: none"> <li>✓ Ability to recognize high potential opportunities</li> <li>✓ Patience and vision</li> </ul>

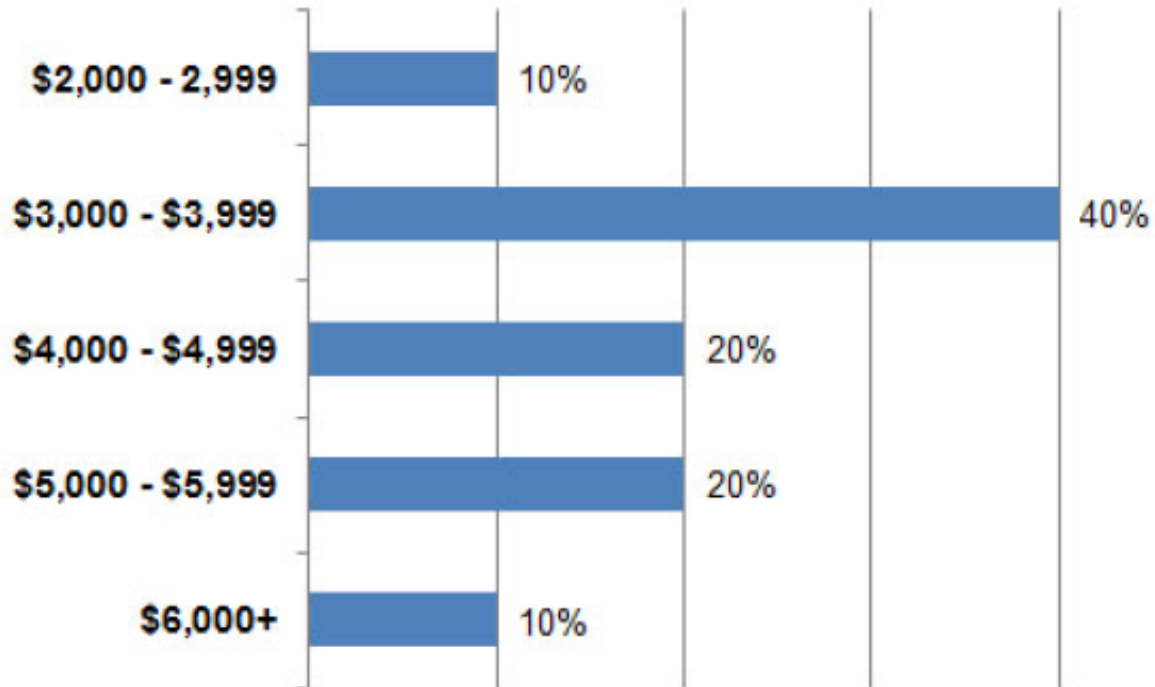
## Sales Team

Role / Salary	Task	Requirement
<b>Inside Enterprise Sales Rep</b>	<ul style="list-style-type: none"> <li>✓ Qualification and follow up for inbound leads</li> <li>✓ Pre-sales presentations and the actual closing of the sale</li> <li>✓ The position requires individuals with experience in international digital/web sale</li> </ul>	<ul style="list-style-type: none"> <li>✓ Experience working with Enterprise level prospects</li> <li>✓ 2-3 years experience in ENT sales</li> <li>✓ Organization</li> <li>✓ Maturity and reliability</li> <li>✓ Perseverance to surpass quota</li> <li>✓ Team work</li> <li>✓ Leadership for the “big picture”</li> </ul>

## What is the MRR quota per Rep?

**Average MRR Quota**

**\$4,460**



## Inside SMB Sales Salary

- Base 7-10NIS
- Quota \$5,000 MRR
- Commission – 50% of MRR Quota - \$2,500
- Total: 16NIS-19NIS

## Inside ENT Sales Salary

- Israel Base 10-15NIS
- Quota \$10,000 MRR = \$1,440,000
  
- US Base Salary: \$80,000 - \$120,000
- Commission plan: \$100K-\$130K



## Customer Service

## Customer Service Objectives

	Success Manager	Professional Services
Reduce Churn	V	V
Implementations	V	X
POC	X	V
Monthly Renewals	V	X
Yearly Renewals	V	V
On going support on different levels	V	V
Identify Up sale Opportunities	V	V
Identify PS projects and PS hours	X	V
Identify Additional Penetration	V	V
Assist Marketing with Valuable info from loyal customers	V	V
Assist Product with Customer suggestions / requests	V	V

## Customer Services

Role / Salary	Task	Requirement
<b>Support</b>	<ul style="list-style-type: none"> <li>✓ Reactive / On-Demand</li> <li>✓ Answers clients inquiries</li> <li>✓ Provides solutions</li> </ul> <p>Salary: Hourly / by shift. Optional incentive by close rate/time.</p>	<ul style="list-style-type: none"> <li>✓ Mother tongue English - a must!</li> <li>✓ Exceptionally service-oriented</li> <li>✓ Excellent communication skills</li> <li>✓ Technical understanding</li> <li>✓ Shift-work where required</li> </ul>
<b>Success Management</b>	<ul style="list-style-type: none"> <li>✓ Proactive / Scheduled</li> <li>✓ Ongoing client contact via phone, email and chat</li> <li>✓ Ensuring optimal implementation</li> <li>✓ Demonstrating business value</li> <li>✓ Understanding client needs and providing solutions in real time</li> <li>✓ Clients training, best practices</li> <li>✓ Representing client needs inside the company</li> <li>✓ Retraining clients and preventing attrition through exceptional customer service</li> </ul> <p>Salary: Global. Optional incentive by overall client retention / renewal rate.</p>	<ul style="list-style-type: none"> <li>✓ Mother tongue English - a must!</li> <li>✓ Exceptionally service-oriented</li> <li>✓ Internet and computer-savvy</li> <li>✓ High level of initiative and able to work well in a team environment</li> <li>✓ Excellent written and oral communication skills</li> <li>✓ Handles stressful situations and deadline pressures</li> <li>✓ Plans and carries out responsibilities with minimal direction</li> <li>✓ Flexibility to work evening hours and Fridays to meet client availability</li> </ul>

## Customer Services (cont.)

Role / Salary	Task	Requirement
<p><b>Professional Services</b></p>	<ul style="list-style-type: none"> <li>✓ Proactive / Scheduled</li> <li>✓ Provide Enterprise-level business, technical and product consultancy</li> <li>✓ Coordinated deployment support and project management</li> <li>✓ Ongoing monitoring of product and service delivery standards</li> <li>✓ Act as single-point of contact and liaison</li> <li>✓ Ensure delivery of clients training, best practices and support services</li> <li>✓ Ability to identify, promote and facilitate up-sell and penetration opportunities</li> </ul> <p>Salary: Global. Optional incentives by client renewal rate, or qualified penetration opportunities.</p>	<ul style="list-style-type: none"> <li>✓ Mother tongue English - a must!</li> <li>✓ Exceptionally service-oriented and personable</li> <li>✓ Excellent communication, coordination and time management skills</li> <li>✓ Strong technical and business understanding</li> <li>✓ Located in-country or ability to travel abroad when required</li> </ul>



# Inbound Marketing

## Marketing

Role / Salary	Task	Requirement
<p>Marketing &amp; Lead Generation</p>	<ul style="list-style-type: none"> <li>✓ Lead Generation</li> <li>✓ Quality Content</li> <li>✓ Market Thought Leaders</li> <li>✓ SEO</li> <li>✓ SEM</li> <li>✓ Viral Marketing</li> <li>✓ Email Marketing</li> <li>✓ Events / Exhibitions</li> <li>✓ Social Media</li> <li>✓ Newsletters Etc</li> <li>✓ PR</li> </ul> <p><b>Note – in SMB automatic sales:</b> Communication with the customer is via Marketing</p>	<ul style="list-style-type: none"> <li>✓ English Mother tongue</li> <li>✓ Familiarity with Inbound and Online Marketing, Social Media</li> <li>✓ Is made accountable for lead generation</li> <li>✓ Includes also Marketing Communication</li> </ul>



# Product Management

## Product Department

Role/ Salary	Task	Requirement
<b>Product Manager</b>	<ul style="list-style-type: none"> <li>✓Managing the product release cycle</li> <li>✓Definition and documentation of detailed requirements and product specifications</li> <li>✓Supporting marketing and sales activities</li> <li>✓Supporting the PS team</li> <li>✓Manage a strong Design &amp; UI team</li> </ul>	<ul style="list-style-type: none"> <li>✓Understanding of both product building and funnel building.</li> <li>✓Sales and Marketing oriented</li> </ul>



## CFO and Financial Department

## Financial Team

Role	Task	Requirement
<b>CFO</b>	<ul style="list-style-type: none"> <li>✓ Optimize for CMRR</li> <li>✓ Monitor Churn KPIs - Understand and control Churn</li> <li>✓ Understand, calculate and act on:               <ul style="list-style-type: none"> <li>✓ CLV – Customer Lifetime Value</li> <li>✓ CAC – Customer Acquisition Cost</li> </ul> </li> <li>✓ connection between financial system, CRM &amp; BI systems</li> <li>✓ renewal and maintenance payments</li> <li>✓ Deliver accurate and timely reporting to the management team</li> </ul>	<ul style="list-style-type: none"> <li>✓ SaaS experience and knowledge – a great advantage</li> </ul>
<b>Billing &amp; Accounting</b>	Quickly convert revenue to cash	<ul style="list-style-type: none"> <li>✓ Mother tongue English - a must!</li> <li>✓ High level of initiative and able to work well in a team environment</li> <li>✓ Excellent written and oral communication skills</li> </ul>



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Thank You for Your Attention

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