



"Ray Solnik of Buena Vista came in when we were just getting started and was key to us achieving our first \$100,000 in monthly bookings. He's helped with the entire process: identifying potential customers, pushing them to a signed contract and executing on the commitment. He has a lot of experience and can think strategically but he's not afraid to get his hands dirty. I've learned a lot from Ray and would recommend him to any early stage, b2b startup like us."

- Lukas Biewald, CEO

The Problem:

CrowdFlower, a venture capital backed crowdsourcing company, was preparing to scale the business. The company had acquired 20 customers, however had not identified what markets to penetrate for the next phase of growth.

The CEO and board wanted to know what markets would result in the greatest growth opportunities. The Company's CEO also wanted to immediately grow sales to maximize the next round of venture funding.

Key Results

- 250% of engagement target sales
- 4 signed contracts
- 3 new customers
- 3 identifiable markets
- Large funnel of multiple qualified opportunities

The Solution:

Buena Vista booked over 250% of the engagement target sales goal. We signed 4 sales contracts with 2 major Fortune 500 enterprises and with a tech company backed by Institutional Venture Partners and Sutter Hill Ventures.

In addition to the quantitative results, Buena Vista delivered a number of structural systems and tools (see side bar).

Finally, we identified 3 primary market segments that were gaining momentum and showed promise: (1) local business directory listing validation and acquisition, (2) search optimization for e-commerce and other search applications, and (3) image content moderation, tagging, and categorization.

The Approach:

Buena Vista initially interviewed company leadership. Based on these interviews and preliminary market research, we developed a business development and market research proposal. Collaborating with the CEO, we ultimately designed a program that focused on business development work and an agreement to scan the market for patterns, for market opportunities.

We developed a model to segment opportunities by application, industry, geography, and enterprise function (e.g., marketing, engineering, operations). We agreed on objectives for customer development and sales. The engagement process involved coaching CrowdFlower staff, leading specific deals and processes, and driving various quantitative analyses.

Industries: Cloud Computing, Crowdsourcing, Software as a Service (SaaS)

Engagement Type: Business Development, Customer Development, Marketing

Sponsors: CEO, Board Member

Program Term: 5 months

Company Background:

CrowdFlower, previously known as Dolores Labs, Inc., is a leader in paid crowdsourcing for business applications.

The company enables enterprises to process high volumes of short tasks that are difficult to automate. CrowdFlower provides high degrees of measurable accuracy, fast speed, and very low cost.

The company had raised \$1 million of pre-Series A financing prior to engaging Buena Vista and raised a \$5 million Series A from Bessemer Venture Partners and Trinity Ventures during this engagement.

Deliverables:

Buena Vista developed the following systems and tools for this engagement.

- Pricing tool
- Sales proposal template, presentations, funnel, review process, key metrics
- Salesforce.com configuration
- Customer scoping tool
- Enterprise account engagement model
- 100% money back guarantee program and contract
- Feature and functionality specifications for vertical market applications