**AEYE Questions:**

LTV/CAC ratio? Is this something relevant to measure the business?

Seems like the management is targeting MRR as an important metric to monitor, which makes sense as the business shifts to vertical partner resell model. So MRR growth is pretty important. Sell-side is modeling some huge decline in growth rate in 2022. What is the reason behind it?

**Business model**

* What is the rationale behind shifting to resellers?
  + It’s harder to upsell end customers, I assume. Also I think now it’s critical to grab market shares to establish the brand as the industry standard.
* Customer mix?
  + Who are their end customers? I assume smaller website owners don’t really need to worry about the compliance?
    - Seems like they have some industrials client. And the newer cohorts should have lower dollar value because of the revenue share.
* ~~How does the reseller model help?~~ 
  + ~~Many CMS providers have smaller clients who might not have the need to be ADA compliant~~
  + ~~Page views per customers is a metric here, so if a customer grows its page views, they will have to upgrade to a higher pricing plan, right?~~
* What is your go-to-market strategy? How do you acquire customers?
  + Look for sales strategies: inbound, outbound. Understand the impact on margin.
  + How long does it take to recoup the CAC per customer? How can this be improved?
* Why is it better than in-house solutions?
  + Because IT does not have the expertise in legal terms while the legal team doesn’t have the IT capability. For the two to work together is a lot of time and money. So, better just spend a few hundred bucks to get rid of the headache
* ~~What are the reasons that customers churn out? Excluding COVID related issues.~~

I think customers might not be that willing to switch to another accessibility providers because this is related to legal area where lawsuits might happen. I think the companies are looking for proven and trusted brands and at this pricing point, they are not very price sensitive.

So I believe the CEO’s strategy makes sense because it will allow the company to grab market share quicker; and by refusing to white label their solution, they will soon become the standard of the industry where the icon will be synonymous to ADA compliance.

So, the major variable here is the legal environment.

\*\*Speak with customers and legal experts to see where this is going\*\*

\*\*why not speak with employees? Why do you want to work at here rather than some competitors? What makes the firm special? What is your opinion on the senior management team? The reason behind the previous CEO’s leave? What do you wish could be better?\*\*

What is the biggest hurdle to land a new customer? What’s their concern?

**Competitive Environment**

* TAM?
* What other applications or values you can add by pivoting your existing platform?
  + Why is the compliance important to customer success? How to think about the ROI your customers generate by using your system?
* accessiBe competitor—they have AI platform and claims more benefits than your offerings. What’s being misinterpreted here?
  + Ok seems like they are not that good. Kinda misleading and they want to white label
* How do you view competitive landscape in this space? There are many alternatives and the ADA compliance seems to be optional for many businesses.
  + Seems like the technology is not that hard. The hardest part should be knowledge about ADA compliance. I think if the company can somehow help website owners to fix errors automatically, that can be a great selling point. Right now just giving off alerts and the tech has to fix themselves. Perhaps there are higher level of complexity involved for larger clients and they’d rather pay for the outsourcing solution to get things right.
* Do you only operate in the US? Feels like the EU regulatory environment is more pushy on things like this.
  + They do have stuff in EU.

**Growth**

* What is the runway like?

**What would blow up this investment? And what’s my risk?**

It will blow up when the legal environment changes or the lawsuits drop. Right now people are adopting it because of more legal cases and businesses are losing money from these cases. I think the service is only valuable to consumer facing businesses, which there are many of them. But most of them are too small to need the ADA compliance. No one really cares. So, the company is pursuing the right strategy by partnering with vertical partners whose clients are of decent size and of niche markets like banks and auto.

Not good. The company is launching a lawsuit against accessiBe. And seems like someone on Reddit is not happy with what they offer. I guess they have to glorify what they do. They are selling into people’s fear. But if their products can actually enable screen readers to access websites, that can be a very attractive value proposition. Apparently they are hiring, but seems like those positions are geared towards customer services even though marketed as software engineers.

So yea, it seems that they will be successful as long as clients are lazy to do the research and the work themselves. This is like selling last-minute solution. They make money off people’s fear and ignorance. Not really something I want to be in. And I don’t really know how effective their solutions are. They might invite law suits if their stuff doesn’t really work. So they are basically an outsourced IT team who does all the dirty work to fix the websites. That kinda invites the question of how they can scale this thing. I think they just want to do it on a massive scale to have more DIY customers. so as long as fear and ignorance persist, they will land businesses. Now seems like they are hitting the accelerator to expand the business to Canada.

Just keep this position small. See how it goes.