

FounderVision market research & analysis

1. Executive Summary

Early-stage founders often set ambitious revenue targets but struggle to translate those targets into concrete, prioritized execution. This gap between strategy and daily operations leads to misaligned teams, wasted resources, premature hiring, and slow or stalled growth.

This market analysis explores the opportunity for a **guided growth execution platform**: a software solution that acts as a *virtual sales and marketing manager* for companies in their first growth phase. The product combines CRM data, execution metrics, and task management to guide founders and teams on *what to focus on, when, and why*.

The target market consists of B2B companies—primarily SaaS and service-based businesses—generating approximately €500,000 to €2,000,000 in annual revenue, where founders are still closely involved in commercial decision-making but lack structured revenue operations.

1.1 Hypothesis

Founders setting revenue targets often can't translate them into actionable work or understand *which metrics and tasks truly matter*. Most companies doing €500K – €2M ARR (approx) — exactly the early growth phase where revenue targets exist but execution frameworks are immature.

When do small businesses try to hire a Head/VP Sales or Head/VP Commercial?

2. Market Context

2.1 Growth Stage Characteristics

Companies in the €500K–€2M revenue range typically share the following characteristics:

- Revenue targets are defined, but execution plans are vague or fragmented
- CRM tools are implemented, but data is underutilized for decision-making
- Founders still drive strategy, sales, and hiring decisions
- Limited or no dedicated RevOps, Sales Ops, or Marketing Ops function
- Pressure to “scale fast” often leads to premature senior hires

This stage is particularly fragile: decisions made here have an outsized impact on long-term efficiency and burn rate.

2.2 The Strategy–Execution Gap

Founders commonly face three interconnected problems:

1. Translation Problem

Revenue targets are not broken down into funnel requirements, capacity planning, or weekly priorities.

2. Steering Problem

Teams track many metrics but lack clarity on which signals actually matter at each stage of growth.

3. Execution Problem

Insights from CRM or analytics tools are not systematically translated into tasks, priorities, or ownership.

Existing tools provide *data* but not *direction*.

3. Target Customer Profile

3.1 Primary Target Segment

- Founders and co-founders of B2B companies
- Revenue range: €500,000 – €2,000,000 annually
- Team size: 5–25 employees
- Industries: SaaS, tech-enabled services, B2B platforms
- Tech: Pipedrive & Hubspot
- Geography: Europe (initial focus), with global scalability

3.2 Buyer Persona

- Founder-led decision making
 - Comfortable with tools like HubSpot, Pipedrive, Notion, Asana, ClickUp
 - Feels accountable for growth but lacks structured guidance
 - Hesitant to hire expensive senior sales or marketing leaders too early
 - Values clarity, focus, and capital efficiency
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4. Market Size & Opportunity

4.1 Macro SaaS & B2B Software Market

- The global SaaS market is valued at hundreds of billions of euros and continues to grow at high double-digit rates.
- CRM and revenue-related software represent one of the largest SaaS sub-segments.
- Thousands of new B2B startups enter the market annually, with a significant portion reaching the €500K–€2M revenue range.

4.2 Serviceable Market Estimate (Directional)

While exact figures vary by source, there are **tens of thousands** of B2B companies globally operating within the target revenue band.

Key assumptions:

- Majority use a CRM system
- Significant percentage lack structured execution frameworks
- Founders remain directly involved in growth decisions

This creates a strong Serviceable Available Market for a focused execution-guidance product.

5. Competitive Landscape

5.1 Direct and Indirect Competitors

Strategy-to-Execution Tools

Some platforms focus on translating revenue goals into OKRs and high-level plans. These tools often:

- Require significant manual input
- Focus on planning rather than daily execution
- Lack deep integration with task management systems

CRM & Analytics Tools

CRMs and analytics platforms provide:

- Data visibility
- Reporting and dashboards

However, they generally do not:

- Recommend priorities

- Explain trade-offs
- Translate insights into concrete actions

Coaching, Advisory, and Fractional Roles

Many founders rely on:

- Fractional sales or marketing leaders
- External consultants
- Accelerators or mentors

These options are expensive, inconsistent, and not scalable.

6. Differentiation Opportunity

The proposed product differentiates itself by positioning as:

“Service as a Software” rather than Software as a Service

Key differentiators include:

- Acting as a **virtual sales & marketing manager**
- Translating revenue goals into:
 - Funnel requirements
 - Weekly and monthly priorities
 - Actionable tasks
- Connecting CRM insights directly to task management tools
- Explaining *why* certain metrics or actions matter
- Guiding founders on:
 - Where to focus
 - When to optimize vs hire
 - How to steer growth with limited resources

7. Core Product Capabilities (High-Level)

1. Revenue Target Decomposition

Convert revenue goals into pipeline, conversion, and activity requirements.

2. Execution Guidance

Recommend focus areas based on real performance data.

3. Integrated Task Direction

Push insights and priorities into existing task management tools.

4. Metric Steering & Alerts

Highlight leading indicators and warn when teams are drifting off course.

5. Founder-Level Explanations

Provide context and reasoning behind recommendations, not just numbers.

8. Market Trends Supporting the Opportunity

- Increasing adoption of AI-assisted decision tools
- Growing awareness of capital efficiency and burn rate control
- Founder preference for flexible, software-driven alternatives to full-time hires
- Rising complexity of go-to-market execution even at early stages

These trends strongly support demand for guided execution solutions.

9. Strategic Insight

Most early-stage founders do not fail due to lack of ambition or effort. They fail because:

- They focus on the wrong metrics at the wrong time
- They hire too early instead of fixing execution fundamentals
- They lack continuous, structured guidance between strategy and action

A guided execution platform fills this gap by making growth *steerable* rather than reactive.

10. Conclusion

There is a clear and underserved market opportunity for a software product that helps founders bridge the gap between revenue strategy and day-to-day execution.

By positioning the solution as a **virtual growth leader**, deeply integrated with existing tools and focused on actionable guidance, this product can become a critical operating system for early-stage founders navigating their first growth phase.

11. TAM / SAM / SOM Market Model

11.1 Definitions

- **TAM (Total Addressable Market)**
All companies globally that fit the general profile and could theoretically benefit from guided growth execution software.
 - **SAM (Serviceable Available Market)**
The subset of TAM that matches the product's ideal customer profile and geographic focus.
 - **SOM (Serviceable Obtainable Market)**
The realistic portion of the market that can be captured in the first 3–5 years.
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11.2 Assumptions

To keep the model conservative and credible, the following assumptions are used:

- Target customers are **B2B companies** (primarily SaaS and tech-enabled services)
 - Revenue range: **€500,000 – €2,000,000 annually**
 - Founder-led growth with limited RevOps maturity
 - Product pricing assumption: **€10,000 per year per company** (service-as-software positioning)
 - Focus on companies already using a CRM and basic task tooling
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11.3 TAM – Total Addressable Market

Definition:

All B2B companies globally operating in the €500K–€2M revenue range.

Estimate:

- ~300,000 companies globally

- Average annual contract value (ACV): €10,000

TAM Calculation:

$$300,000 \times €10,000 = €3.0\text{B}$$

TAM = €3.0 billion

11.4 SAM – Serviceable Available Market

Definition:

Companies within TAM that:

- Operate in B2B
- Use CRM systems
- Are based in markets where the product can realistically be sold and supported (initially Europe, English-speaking markets)

Estimate:

- ~30% of TAM ≈ 90,000 companies
- ACV remains €10,000

SAM Calculation:

$$90,000 \times €10,000 = €900\text{M}$$

SAM = €900 million

11.5 SOM – Serviceable Obtainable Market

Definition:

The portion of SAM that can realistically be captured within 3–5 years.

Assumptions:

- Conservative 5% penetration of SAM
- Strong founder-led sales motion
- Focused niche positioning

Estimate:

- 4,500 companies
- ACV: €10,000

SOM Calculation:

$$4,500 \times €10,000 = \mathbf{€45M}$$

SOM = €45 million

TAM / SAM / SOM - Market Size

