To maximize SaaSafras' cumulative revenue over the next 24 months, we need to carefully allocate resources across the three core roles: New Business Acquisition, Account Management, and Support. Here's my strategic plan for the allocation of resources and the rationale behind each decision:

**1. Resource Allocation:**

**Month 1-6:**

* New Business Acquisition: 5 people
* Account Management: 10 people
* Support: 5 people

**Month 7-12:**

* New Business Acquisition: 10 people
* Account Management: 5 people
* Support: 5 people

**Month 13-24:**

* New Business Acquisition: 10 people
* Account Management: 7 people
* Support: 3 people

**2. Why are they working there?**

**Month 1-6:**

* New Business Acquisition (5 people): The initial focus should be on acquiring new customers to fuel revenue growth. With each person acquiring 5 new customers a month, we can secure 25 new customers monthly, supplementing the organic growth and compensating for churn.
* Account Management (10 people): With the influx of new customers, it's crucial to ensure their satisfaction and maximize revenue. Account Managers will focus on increasing revenue from existing customers by 20% month-over-month, up to a cap of 6 months.
* Support (5 people): Initially, a smaller team will suffice for handling support queries. Their role is crucial in maintaining customer satisfaction and reducing churn.

**Month 7-12:**

* New Business Acquisition (10 people): With the initial surge in new customers, the focus shifts back to acquiring new business to sustain growth momentum.
* Account Management (5 people): As newer accounts stabilize; fewer Account Managers are needed to maintain and increase revenue. Existing customers' accounts will have reached the revenue cap by month 6, necessitating fewer resources in this area.
* Support (5 people): The support team remains steady to handle increasing customer queries and maintain CSAT levels.

**Month 13-24:**

* New Business Acquisition (10 people): The focus remains on continuous growth through acquiring new customers, especially as organic growth and referrals stabilize.
* Account Management (7 people): As accounts mature and revenue growth stabilizes, additional Account Managers are allocated to handle the increasing customer base and maximize revenue.
* Support (3 people): With accounts stabilizing and CSAT levels maintained, a smaller support team can efficiently handle customer queries while focusing on proactive measures to reduce churn.

**3. Bonus: Improving a Key Variable in Year 3:**

If I had a magic wand to improve one variable going into year 3, I would focus on increasing the Customer Satisfaction (CSAT) score. Higher CSAT leads to a relative decrease in churn, which directly impacts revenue and long-term sustainability.

To improve CSAT, I would invest in ongoing training for support agents, implement better tools for issue resolution, and actively solicit feedback from customers. Additionally, I would incentivize support agents based on CSAT scores to ensure a customer-centric approach across the organization. By continuously improving CSAT, we can enhance customer loyalty, reduce churn, and drive long-term revenue growth.

**Assumptions:**

* Baseline fee per active customer: $100/month
* New customers acquired per month: 25 (organic growth)
* Monthly churn rate: 10%
* Revenue increase per account managed by Account Managers: 20% month-over-month, up to 6 months
* CSAT increase by 1 percentage point leads to a 15% relative decrease in churn, with a compounding effect

**Month 1-6:**

* New Business Acquisition: 5 people, each acquiring 5 new customers/month.
  + New customers: 5 people \* 5 customers/person \* 6 months = 150 customers
* Account Management: 10 people managing accounts with revenue increase up to 6 months.
  + Revenue increase: ($100 \* (1 + 0.20) ^6 - $100) \* 25 customers/account \* 10 people = $49,649.60
* Support: 5 people maintaining CSAT to reduce churn.
  + Churn reduction: 15% \* 0.70 \* 150 customers \* 6 months = 94.50 customers retained
  + Revenue retained: $100 \* 94.50 customers \* 6 months = $56,700

Total Revenue Increase for Months 1-6: $49,649.60+$56,700 = $106,349.6

**Month 7-12:**

* New Business Acquisition: 10 people, each acquiring 5 new customers/month.
  + New customers: 10 people \* 5 customers/person \* 6 months = 300 customers
* Account Management: 5 people managing accounts with revenue increase up to 6 months.
  + Revenue increase: ($100 \* (1 + 0.20) ^6 - $100) \* 25 customers/account \* 5 people = $24,824.80
* Support: 5 people maintaining CSAT to reduce churn.
  + Churn reduction: 15% \* 0.70 \* 300 customers \* 6 months = 189 customers retained
  + Revenue retained: $100 \* 189 customers \* 6 months = $113,400

Total Revenue Increase for Months 7-12: $24,824.80+ $113,400= $138,224.8

**Month 13-24:**

* New Business Acquisition: 10 people, each acquiring 5 new customers/month.
  + New customers: 10 people \* 5 customers/person \* 12 months = 600 customers
* Account Management: 7 people managing accounts with revenue increase up to 6 months.
  + Revenue increase: ($100 \* (1 + 0.20) ^6 - $100) \* 25 customers/account \* 7 people = $38,624.25
* Support: 3 people maintaining CSAT to reduce churn.
  + Churn reduction: 15% \* 0.70 \* 600 customers \* 12 months = 756 customers retained
  + Revenue retained: $100 \* 756 customers \* 12 months = $907,200

Total Revenue Increase for Months 13-24: $38,624.25+ $907,200 = $941,954.72

**Total Cumulative Revenue Increase over 24 Months:**

Therefore, the total cumulative revenue increase over the next 24 months, based on the provided resource allocation plan, is approximately $1,186,529.12