NARRATORA

SAMPLE OUTPUT

EXECUTIVE BRIEF

Market Entry: Germany

Board-level brief on entering the German mid-market, drawn from the commissioned research pack.

AUDIENCE	LENGTH	DECISION	SOURCE
Board	**Two-page brief**	**Go / no-go**	**Research pack**

Recommendation

RECOMMENDATION

Enter Germany in the second half of next year through a partner-led motion, not a direct sales office. Commit €1.8M and two decisions: a named partner and a German-hosted deployment. Do not open an office before the second signed reference customer.

Why Now

- Three of our five largest customers have German subsidiaries already asking for local hosting.
- The two incumbent vendors raised list prices by 11% and 14% in the last twelve months.
- Procurement rules at our target account size now permit a non-German vendor with EU hosting.
- Our own product gap — German-language output — closed in the last release.

The Opportunity, Sized Bottom-Up

Layer	Basis	Value
Addressable accounts	Mid-market, 4 sectors, 200–2,000 staff	6,140
Reachable in 24 months	Partner coverage and language fit	980
Realistic conversion	At observed 4.1% partner-led rate	40 accounts
Revenue at median contract	€61k average annual contract value	€2.4M ARR

The figures above are built from account counts in the research pack, not from a top-down market estimate. Where a number could not be evidenced it has been left out rather than modelled.

Why Partner-Led

	Direct office	Partner-led
Cost to first revenue	€2.9M	€1.8M
Time to first revenue	11 months	5 months
Margin at scale	Higher	Lower by 9–14 points
Exit cost if wrong	High — employment and lease	Low — contract wind-down

The partner route buys information cheaply. If the motion works, converting to direct in year three costs less than being wrong about an office in year one.

Risks

- Partner economics — a partner that carries a competing product will not prioritise ours. Mitigation: exclusivity inside our category for 18 months.
- Data residency — German-hosted deployment is a prerequisite, not a feature request. Mitigation: hosting decision made before the first customer conversation.
- Localisation debt — documentation and support hours lag the product. Mitigation: budgeted inside the €1.8M.
- Attention cost — this will occupy the executive team for two quarters.

What We Need From The Board

- Approve €1.8M against the partner-led plan, released in two tranches.
- Approve German-hosted infrastructure as a standing capability, not a one-off.
- Agree the stop condition: no second reference customer by month nine ends the programme.

Open Questions

Two inputs were not available in the source material and should not be guessed: the named partner shortlist, and whether our largest customer will act as a reference in German. Both are required before the second funding tranche.

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