



DEVREL

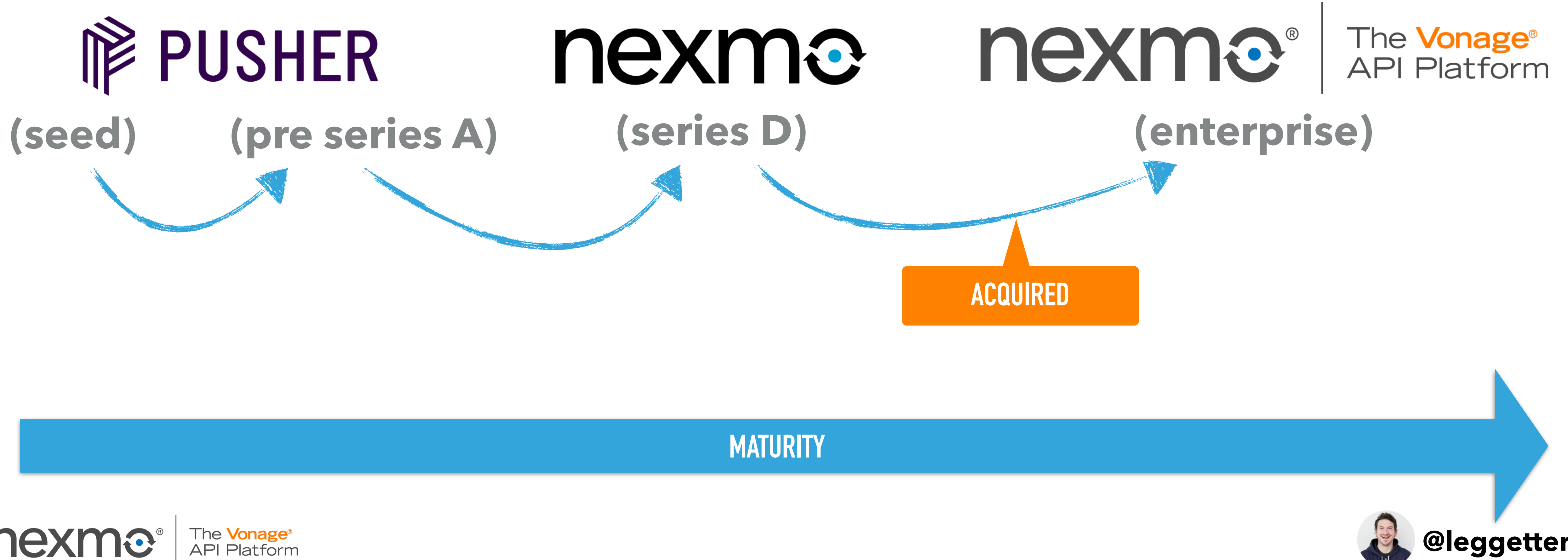
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FROM STARTUP  
TO ENTERPRISE

Phil @Leggetter

Senior Director Platform & Developer Experience

Nexmo, the Vonage API Platform



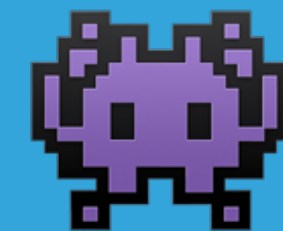
# APPROACH FOR EACH EXPERIENCE

- ▶ Scenario
- ▶ Goals & Responsibilities
- ▶ Structure
- ▶ Advice
  - ▶ For the company
  - ▶ For the individual

# SCENARIO: PUSHER (STARTUP)



1 MILLION SEED



1 PRODUCT



7 EMPLOYEES



YEAR 1



# DEVREL GOALS & RESPONSIBILITIES: PUSHER (STARTUP)

## ▶ AAARRRP Goals\*

- ▶ Awareness
- ▶ Acquisition
- ▶ Product



TUTORIALS/BLOGS



EVENTS: TALKS &  
HACKATHONS



DOCS



SDKS



SUPPORT



BROWN BAGS



# DEVREL STRUCTURE: PUSHER (STARTUP)

- ▶ 1 Developer Evangelist
- ▶ Everyone Helping across the company



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# STARTUP: LEARNINGS & ADVICE / COMPANY

- ▶ DevRel can help:
  - ▶ Meet many needs of the business: Product, Engineering, Marketing, Support
  - ▶ Reach a wide audience
  - ▶ Learn what works
- ▶ Hire
  - ▶ Generalist
  - ▶ Strong technologist, well organized, entrepreneurial, trustworthy
- ▶ Track
  - ▶ Signups for growth

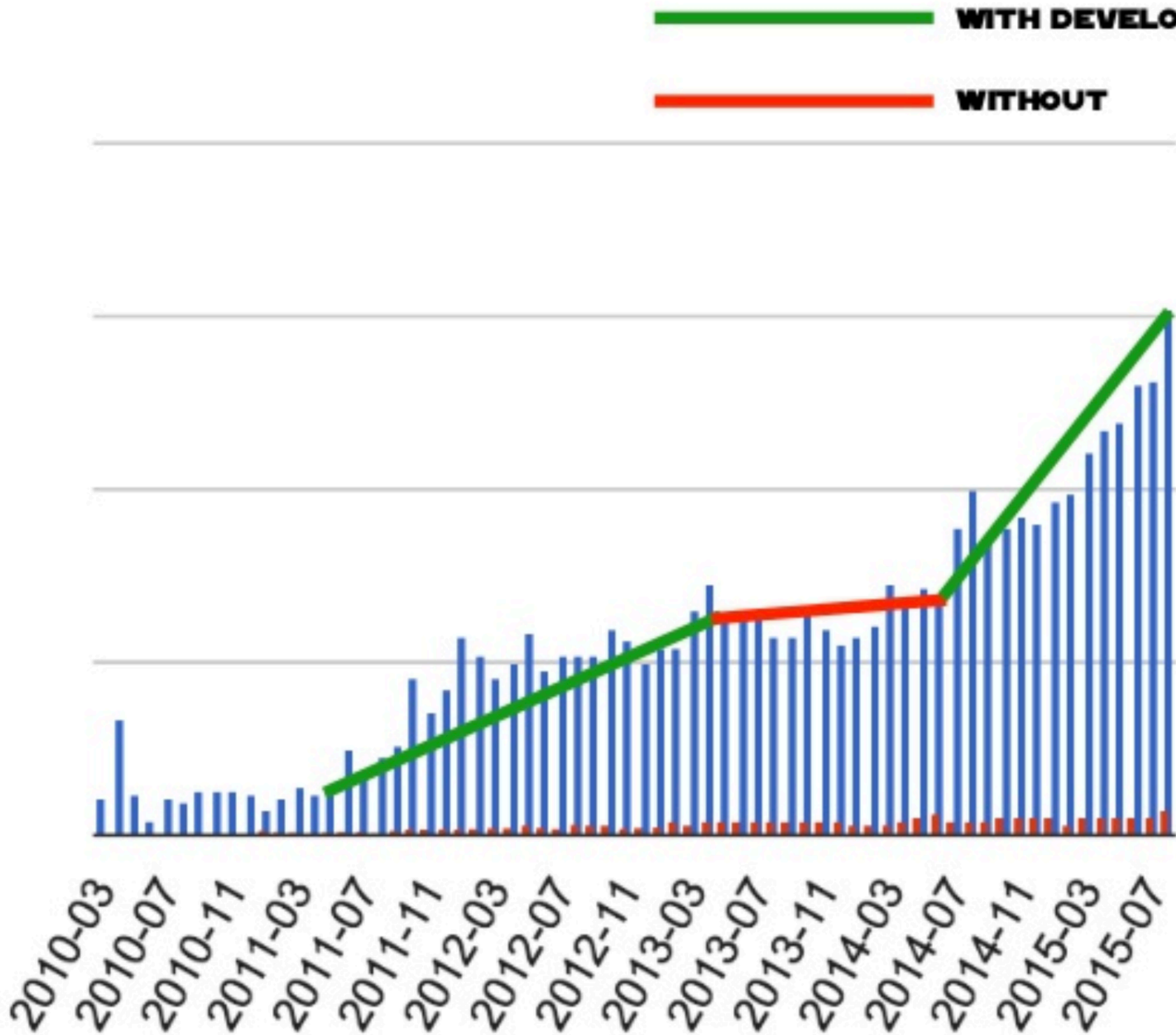
# STARTUP: LEARNINGS & ADVICE / INDIVIDUAL

- ▶ A lot is being asked of you
- ▶ Big influence in early stages of the company
- ▶ Ensure you are rewarded accordingly
- ▶ Remember to still have a life



# Monthly Signups

Signups



# PUSHER

(seed)

(pre series A)



<https://www.youtube.com/watch?v=I5uingFfl7w>

What is the ROI of developer relations? Phil Leggetter

# SCENARIO: PUSHER (PRE SERIES A)



# DEVREL GOALS & RESPONSIBILITIES: PUSHER (PRE SERIES A)

- ▶ AAARRRP Goals

- ▶ Awareness

- ▶ Acquisition

- ▶ ~~Product~~



TUTORIALS/BLOGS



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DOCS



SDKS



SUPPORT



BROWN BAGS

## DEVREL STRUCTURE: PUSHER (STARTUP)

- ▶ DevRel in Marketing
- ▶ 1 Community Manager
- ▶ 2 Developer Evangelist
- ▶ Help across the company



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# PRE SERIES A: LEARNINGS & ADVICE / COMPANY

- ▶ Focus on content:
  - ▶ Hire Developer Educators
  - ▶ Great social
  - ▶ Work closely with Growth
  - ▶ Content can be used to activate
- ▶ Track signup funnel: Acquisition -> Activation -> Revenue and refine
  - ▶ Deep dive on activation indicators

## PRE SERIES A: LEARNINGS & ADVICE / INDIVIDUAL

- ▶ Expect and embrace change
- ▶ An opportunity to specialize
- ▶ If you're the generalist
  - ▶ Adapt or leave
  - ▶ It's an opportunity to grow a team



(pre series A)



(series D)



## SCENARIO: NEXMO (SERIES D)



▶ API platform. Sales-driven organisation.



# DEVREL GOALS & RESPONSIBILITIES: NEXMO (SERIES D)

- ▶ AAARRRP Goals

- ▶ Awareness

- ▶ Acquisition

- ▶ Product

- ▶ Company Goal

- ▶ Be Acquired?



TUTORIALS/BLOGS



EVENTS: TALKS &  
HACKATHONS



DOCS



SDKS



API STANDARDS

## DEVREL STRUCTURE: NEXMO (SERIES D)

- ▶ DevRel in Engineering/Product
- ▶ 1 Community Manager
- ▶ 5 Developer Advocates
- ▶ A startup within a startup



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## SERIES D: LEARNINGS & ADVICE / COMPANY

- ▶ DevRel have to focus & prioritize
  - ▶ Get the product right first
  - ▶ Target specific developer communities and regions
  - ▶ Content or events (or agree split)
- ▶ Empowering teams let's them get stuff done

## SERIES D: LEARNINGS & ADVICE / INDIVIDUAL

- ▶ Being empowered is great. Avoid misalignment/disconnection from rest of the company.
- ▶ Team can be small enough to have a say in everything
- ▶ Make the most of a bigger team and voice within the company
- ▶ More change! You won't stay in Series D forever.



VG 11.52

nexmo

(series D)

nexmo®

(enterprise)

The Vonage®  
API Platform

MAY 2016  
ACQUIRED  
(WIT)

**Disclaimer: not proven to be the impact of Developer Relations**

− +

Markit • 20

Source <https://finance.yahoo.com/quote/VG/chart>

# SCENARIO: VONAGE (ENTERPRISE) – JUNE 2019



# DEVREL GOALS & RESPONSIBILITIES: VONAGE (ENTERPRISE)

- ▶ AAARRRP Goals
  - ▶ Awareness
  - ▶ Acquisition
  - ▶ Activation
  - ▶ Revenue (2019)
  - ▶ Product



TUTORIALS/BLOGS



EVENTS: TALKS &  
HACKATHONS



DOCS



SDKS



API STANDARDS



ONBOARDING



# DEVREL STRUCTURE: VONAGE (ENTERPRISE)

- ▶ DevRel own department via Product
- ▶ Product + Engineering + Marketing/Education + Community
- ▶ 27 people and growing
  - ▶ 2 Community Managers
  - ▶ 1 Engineer
  - ▶ 2 Technical Writers
  - ▶ 5 Developer Educators
  - ▶ 16 Developer Advocates
  - ▶ 1 Product Manager



## ENTERPRISE: LEARNINGS & ADVICE / COMPANY

- ▶ DevRel can transform an organisation; product and culture
  - ▶ Identify gaps in product offering; experience and function
  - ▶ Educate across the business - developer culture
- ▶ Business decision maker vs developer



# ENTERPRISE: LEARNINGS & ADVICE / INDIVIDUAL

- ▶ Responsibilities as a publicly trading company
- ▶ Build relationships internally as well as externally and explain “DevRel”
- ▶ **You can** transform an organisation; product and culture
- ▶ Mindset: may not be the right place for you
- ▶ Demonstrate benefit to the business and you’ll receive more support and funding



Sen. Paul Sarbanes (D-MD) and Rep. Michael G. Oxley (R-OH-4), the co-sponsors of the Sarbanes-Oxley Act

# ENTERPRISE: WHERE ARE WE NOW?



- ▶ Rebranding
- ▶ DevRel merged with Platform Experience Product portfolio group
- ▶ Continuing to grow and specialise



# DEVREL STRUCTURE: VONAGE (ENTERPRISE)

- ▶ DevRel in Product - **Platform & Developer Experience**
- ▶ Product + Engineering + Marketing/Education + Community
- ▶ 31 people and growing
  - ▶ 5 Product Managers
  - ▶ 3 Community Managers
  - ▶ 1 Engineer
  - ▶ 2 Technical Writers
  - ▶ 5 Developer Educators
  - ▶ 15 Developer Advocates





# SUMMARY: FROM STARTUP TO ENTERPRISE

- ▶ Yep, expect change
- ▶ Focus/specialize to scale
- ▶ Align DevRel with
  - ▶ Supportive leaders
  - ▶ department goals
- ▶ Keep experimenting and demonstrating business benefit
- ▶ DevRel is evolving. We're all still learning.

# Thanks!

Now, go see Lorna Mitchell's in Spotify/  
Documentation Track:

“GitHub as your developer landing page”