DEVREL

FROM STARTUP TO ENTERPRISE

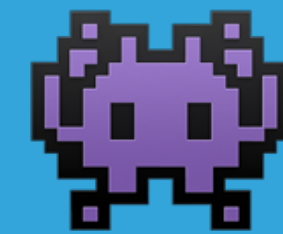# Phil Leggetter – Director of DevRel @ Nexmo

PUSHER
(seed)

(pre series A)

nexmo
(series D)

nexmo® | The **Vonage®** API Platform
(enterprise)

ACQUIRED

MATURITY

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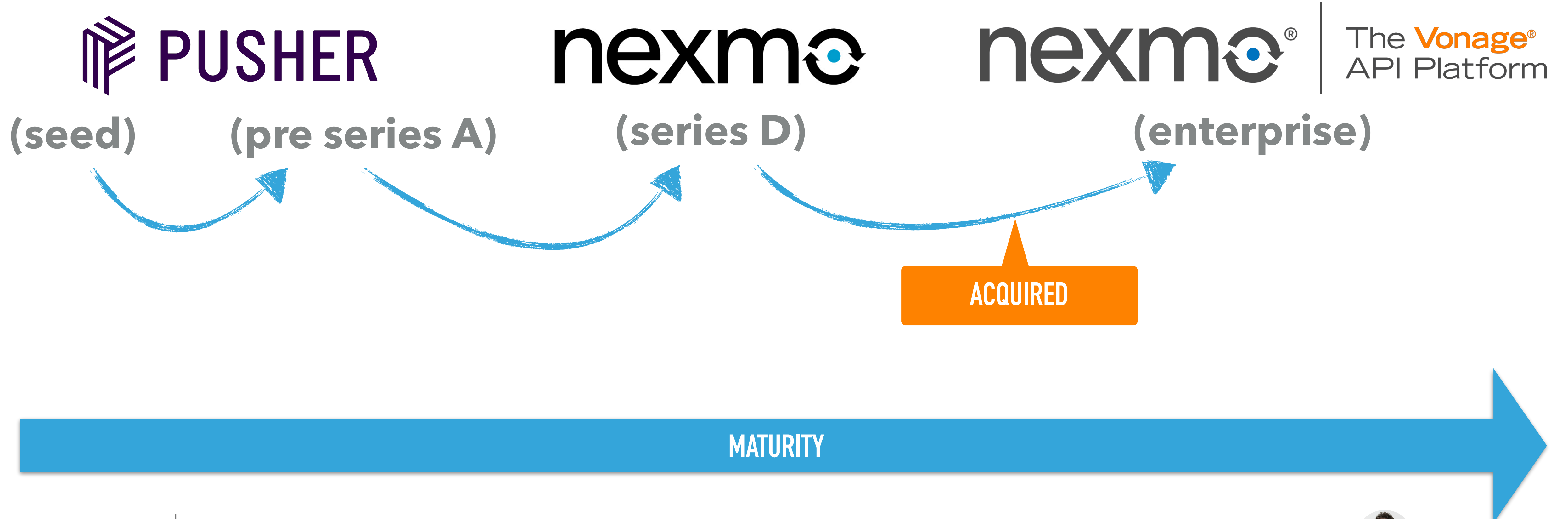
SCENARIO: PUSHER (STARTUP)

💵 **1 MILLION SEED**

👾 **1 PRODUCT**

🧠 **7 EMPLOYEES**

⏳ **YEAR 1**

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DEVREL GOALS & RESPONSIBILITIES: PUSHER (STARTUP)

▸ AAARRRP Goals

  ▸ Awareness

  ▸ Acquisition

  ▸ Product

TUTORIALS/BLOGS

EVENTS: TALKS & HACKATHONS

DOCS

SDKS

? **SUPPORT**

BROWN BAGS

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DEVREL STRUCTURE: PUSHER (STARTUP)

▸ 1 Developer Evangelist

▸ Help across the company

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STARTUP: LEARNINGS & ADVICE / COMPANY

▸ DevRel can

  ▸ Reach a wide audience

  ▸ Learn what works

▸ Hire

  ▸ Strong technologist, well organized, entrepreneurial, trustworthy

  ▸ Generalist

▸ Track

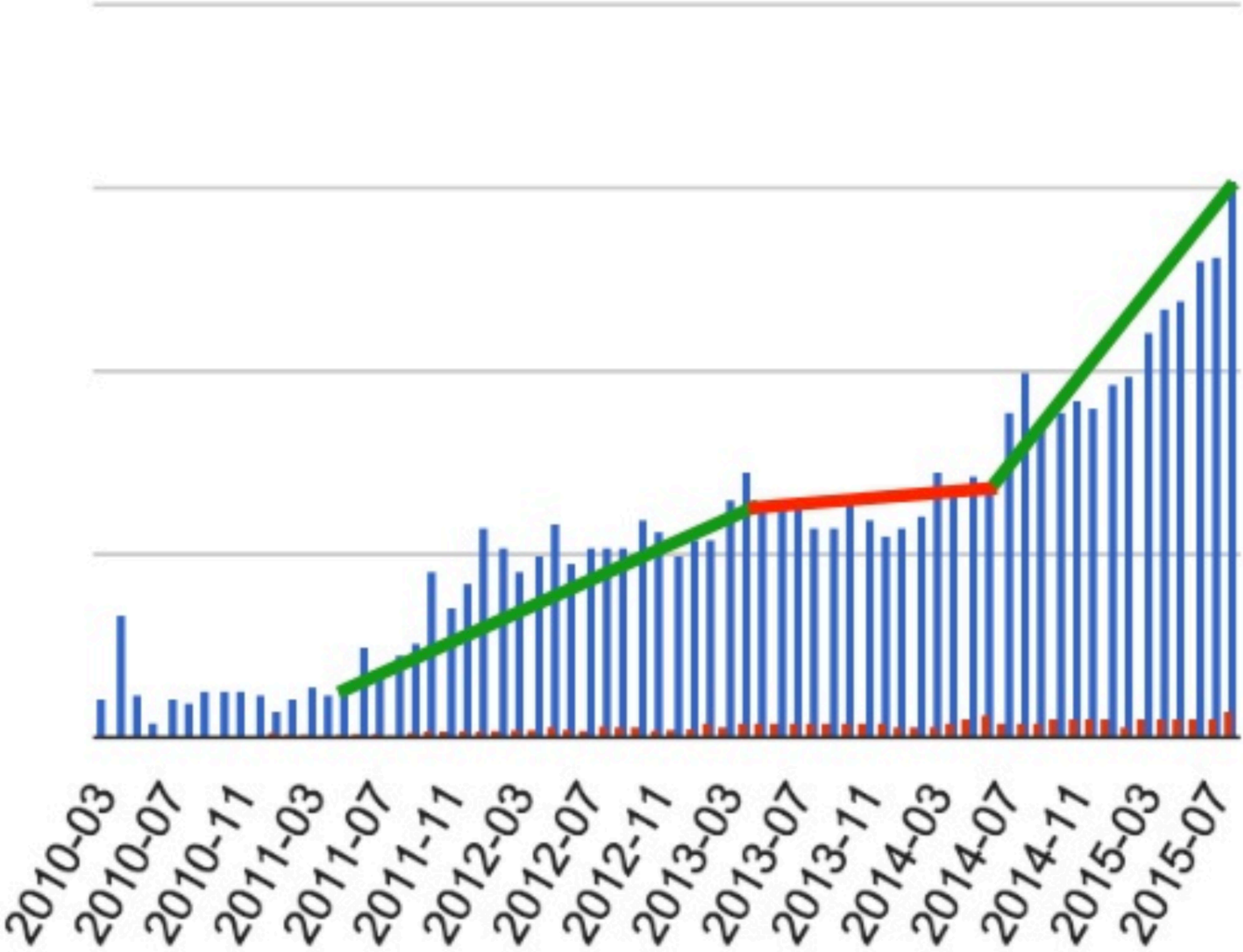 ▸ Signups for growth

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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

WITH DEVELOPER RELATIONS

WITHOUT

Signups

2010-03 2010-07 2010-11 2011-03 2011-07 2011-11 2012-03 2012-07 2012-11 2013-03 2013-07 2013-11 2014-03 2014-07 2014-11 2015-03 2015-07

PUSHER

(seed)   (pre series A)

What is the ROI of developer relations? Phil Leggetter

https://www.youtube.com/watch?v=I5uinqFfl7w

SCENARIO: PUSHER (PRE SERIES A)

PROFITABLE

1 PRODUCT

25+ EMPLOYEES

YEAR 3

DEVREL GOALS & RESPONSIBILITIES: PUSHER (PRE SERIES A)

▶ AAARRRP Goals

  ▶ Awareness

  ▶ Acquisition

  ▶ ~~Product~~

TUTORIALS/BLOGS

EVENTS: TALKS & HACKATHONS

DOCS

SDKS

SUPPORT

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DEVREL STRUCTURE: PUSHER (STARTUP)

▸ DevRel in Marketing

▸ 1 Community Manager

▸ 2 Developer Evangelist

▸ Help across the company

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PRE SERIES A: OBSERVATIONS

▸ Growth = specialization

▸ Folks in DevRel tend to like variety

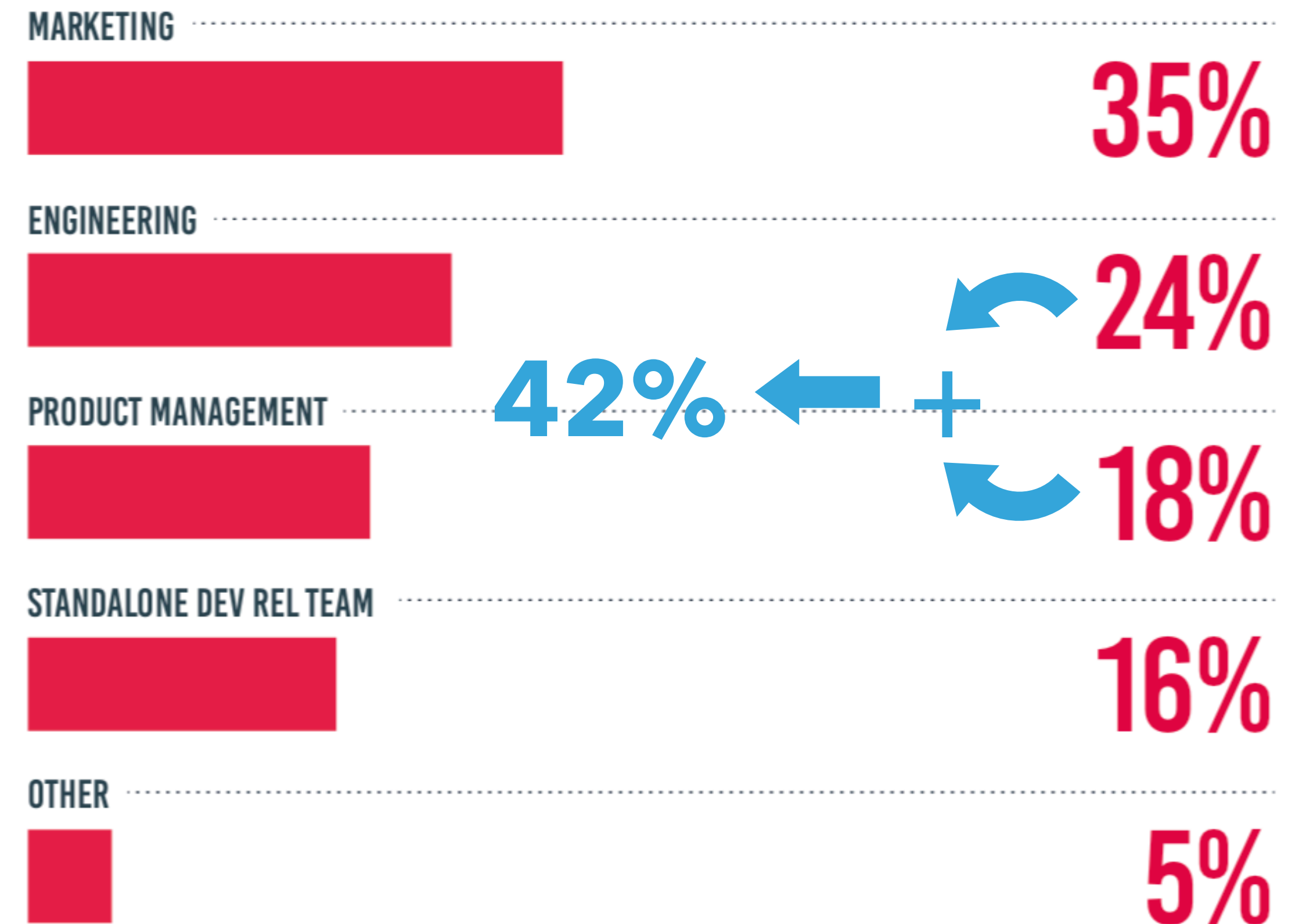▸ Put DevRel in the department that aligns with your goals for the team

MARKETING
35%

ENGINEERING
24%

42% ⬅ +

PRODUCT MANAGEMENT
18%

STANDALONE DEV REL TEAM
16%

OTHER
5%

Image from State of Developer Relations by Hoopy https://devrel.net/dev-rel/state-of-developer-relations-2019

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PRE SERIES A: LEARNINGS & ADVICE / COMPANY

▸ Focus on content:

    ▸ Hire Developer Educators

    ▸ Great social

    ▸ Work closely with Growth.

▸ Track signup funnel: Acquisition -> Activation -> Revenue and refine

    ▸ Deep dive on activation indicators

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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

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SCENARIO: NEXMO (SERIES D)

$28.1 MILLION

5 PRODUCTS

▸ API platform. Sales-driven organisation.

150+ EMPLOYEES

YEAR 4

DEVREL GOALS & RESPONSIBILITIES: NEXMO (SERIES D)

- ▸ AAARRRP Goals
  - ▸ Awareness
  - ▸ Acquisition
  - ▸ Product
- ▸ Company Goal
  - ▸ Be Acquired?

TUTORIALS/BLOGS

EVENTS: TALKS & HACKATHONS

DOCS

SDKS

API STANDARDS

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DEVREL STRUCTURE: NEXMO (SERIES D)

▸ DevRel in Engineering

▸ 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.

▸ More change! You won't stay in Series D forever.

▸ Team can be small enough to have a say in everything

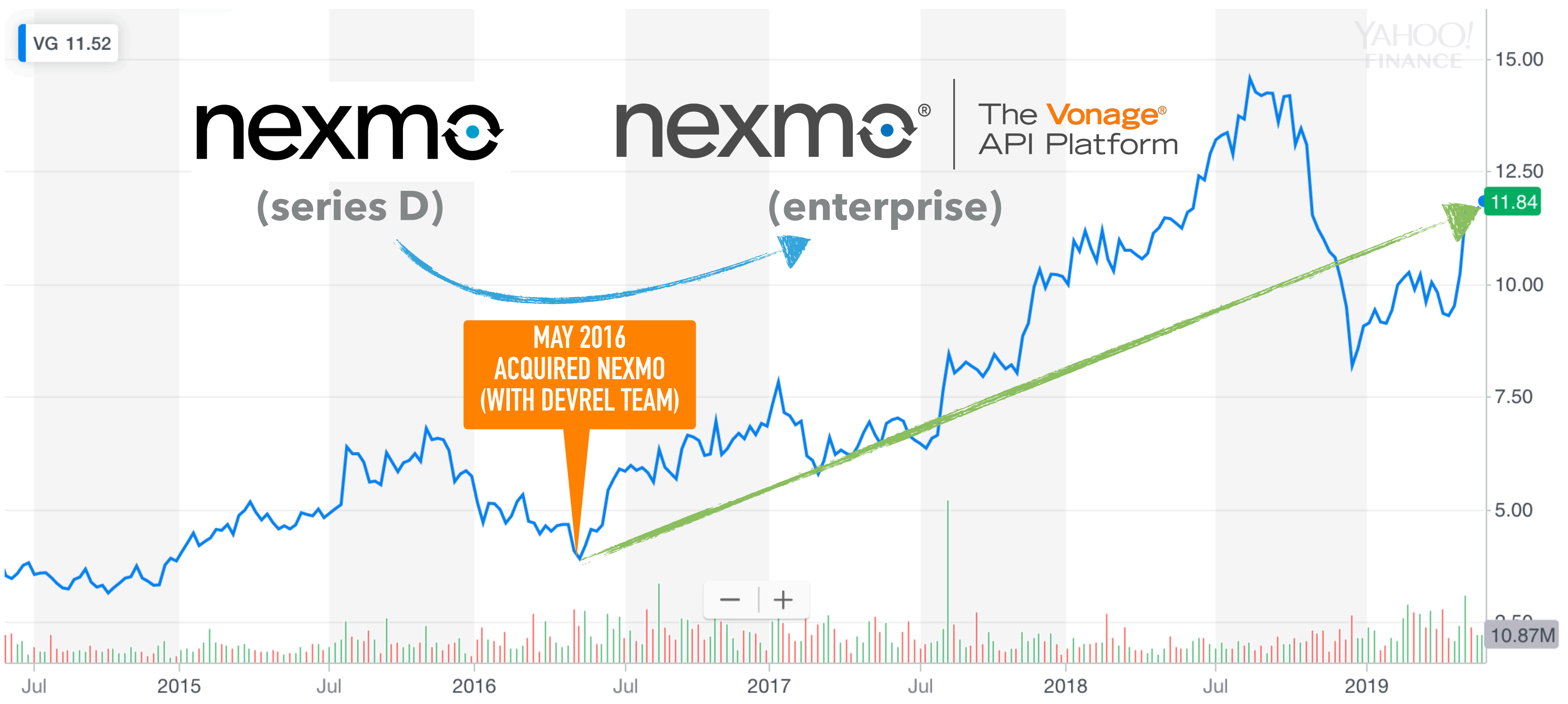▸ Make the most of a bigger team and voice within the company

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

SCENARIO: VONAGE (ENTERPRISE)

LISTED ON NYSE

10+ PRODUCTS & SERVICES

2300+ EMPLOYEES

FOUNDED 2001

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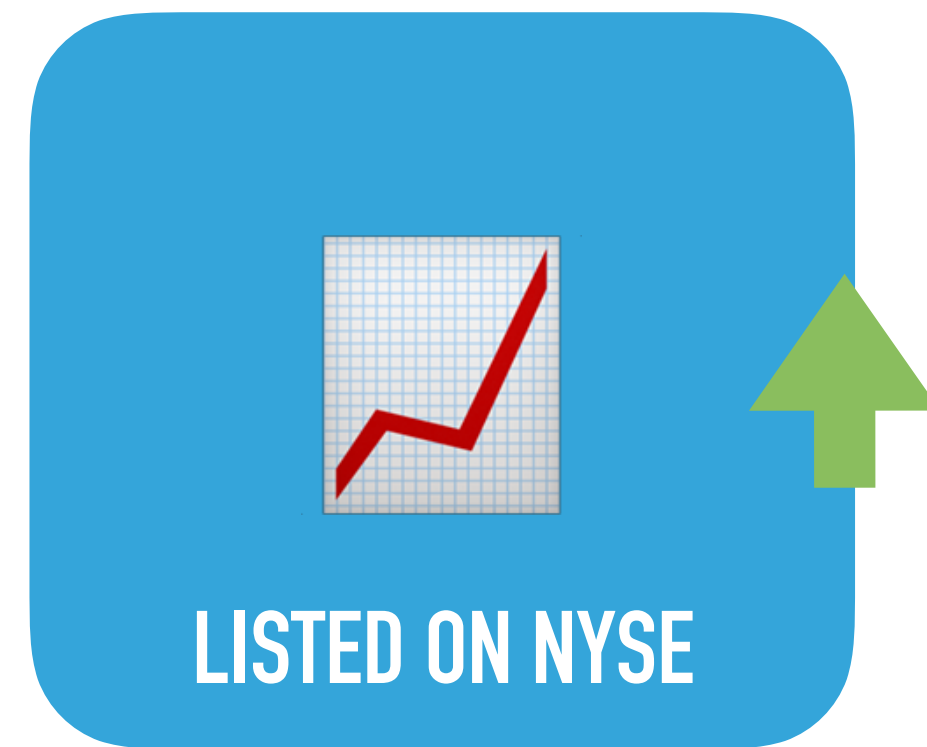
DEVREL GOALS & RESPONSIBILITIES: VONAGE (ENTERPRISE)

▶ AAARRRP Goals

  ▶ Awareness

  ▶ Acquisition

  ▶ Product

  ▶ Revenue (2019)

TUTORIALS/BLOGS

EVENTS: TALKS & HACKATHONS

DOCS

SDKS

API STANDARDS

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DEVREL STRUCTURE: NEXMO (SERIES D)

▸ DevRel own department via Product

▸ 50/50 Product + Marketing

▸ 26 people. Growing to 38.

  ▸ 2 Community Managers

  ▸ 1 Engineer

  ▸ 2 Technical Writers

  ▸ 5 Developer Educators

  ▸ 16 Developer Advocates
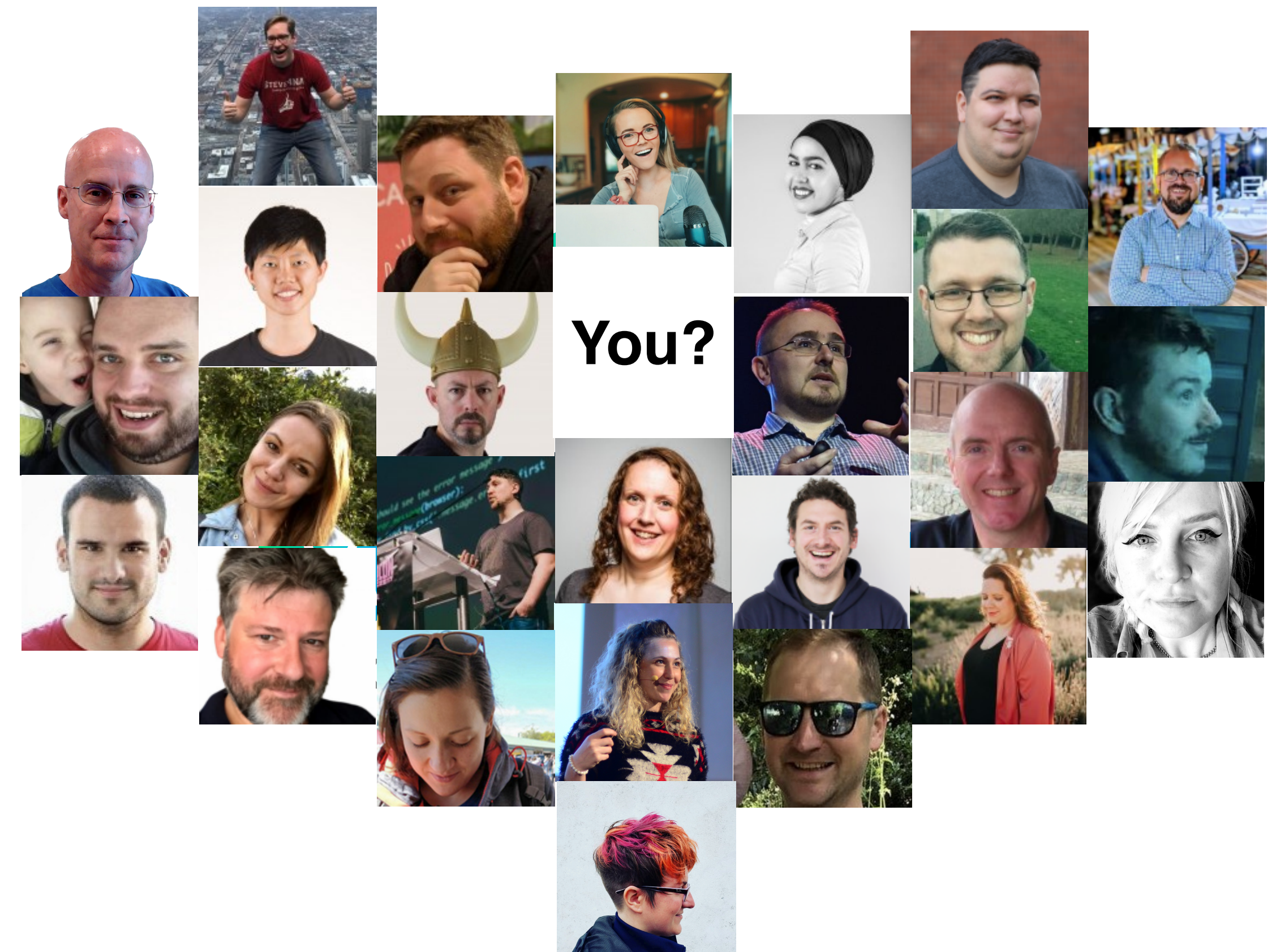
You?

https://nexmo.dev/join19

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ENTERPRISE: LEARNINGS & ADVICE / COMPANY

▸ DevRel can transform an organisation; product and culture

  ▸ 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

▸ Get ready to frequently explain what DevRel is across the organisation

▸ Work hard to keep rest of team informed

▸ **You** can transform an organisation; product and culture

▸ Mindset: may not be the right place for you

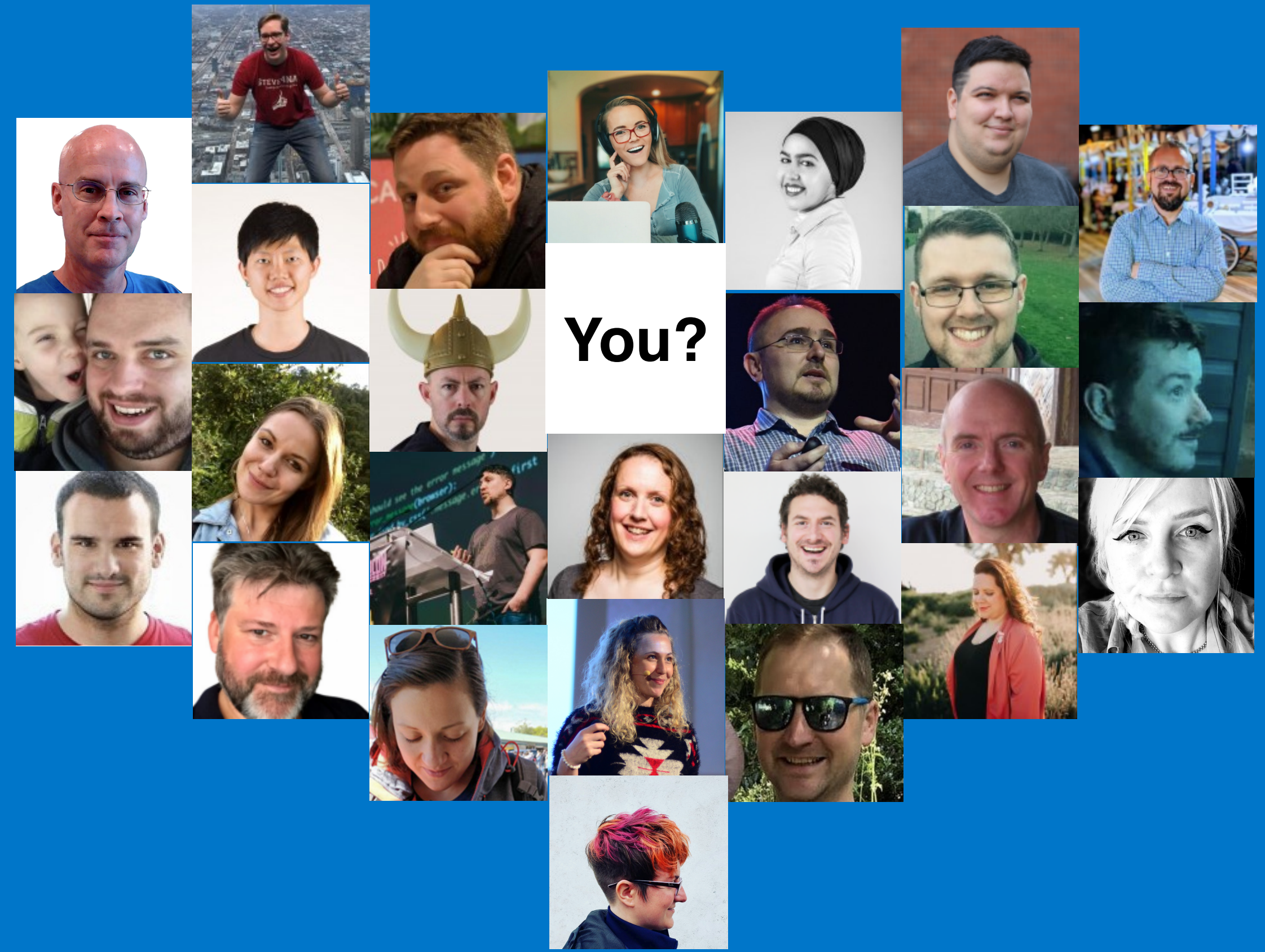▸ Demonstrate benefit to the business and you'll receive more support and funding

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

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SUMMARY: FROM STARTUP TO ENTERPRISE

▸ Yep, expect change

▸ Focus/specialize to scale

▸ Align DevRel with departments based on goals

▸ Keep experimenting and demonstrating business benefit

▸ DevRel is evolving. We're all still learning.

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Thanks!

https://nexmo.dev/join19