

	Category	Score	Primary Constraint(s)	Must-Do Next Step
Go-to-Market	Finding and solving a pain in a big market.	Tolerable	We are early to market.	Get cool brands to tell their story.
	Differentiated user/buyer positioning.	Excellent	Few people know how to use it.	Get free training materials to market.
	Defensible TAM, SAM, and SOM.	Broken	Nobody knows how big this market will be.	Defer until we get more customers.
	Identify and understand competition.	Excellent	None. OSS allows us to see everything.	Quarterly competitive matrix update for board.
	Representative reference customers.	Broken	No platform to tell their story.	Create a user conference with lots of hype.
	Know where to spend next \$5M.	Broken	Feels like everything needs scaling equally.	Create hiring plan and marketing budget.
Product	Necessary features exist.	Broken	Everything is command-line oriented.	Get v1 of OpsCenter admin product shipped.
	Sufficient quality/robustness.	Broken	We are only at version 0.5 of the product.	Create list of requirements for v1 product.
	Easy to get started and use.	Broken	No clear path for our target persona.	Create online and in-person training offerings.
	Technical support and customer feedback loop.	Excellent	None.	Keep support inside engineering.
	Compelling 12-18 month roadmap.	Broken	Information only in the hands of core engineers.	Create roadmap that matches future business model.
People	Engineering genius for brilliant ideas.	Excellent	None.	Co-founder excellent in this role. No action.
	Engineering pragmatist to keep trains running.	Tolerable	Co-founder can do this now, but for how long?	Get agreement on need for head of engineering.
	Product management guru.	Broken	Engineers are focused on OSS.	Hire product management leader who understands OSS business models.
	Sales warrior to close deals.	Tolerable	Limited coverage.	Promote rep into manager role and hire 3-4 more sales people.
	Sales leader to hire, manage, and close deals.	Broken	Not enough to manage yet.	When we hit 5 reps, begin search for sales leader who can scale to \$20M.
	Marketing street fighter to drive demand.	Tolerable	Current leader has scale limitations.	Try to have talk with current leader, if not producing in 3 months, hire new.
	Financial spreadsheet master.	Excellent	None.	Stay with contractor CFO through at least next round of funding.
	Legal contract/deal-structure designer.	Broken	No legal resource who understands our business.	Hire full-time contractor lawyer to get to work day-to-day contracts.
	Admin/office master organizer who gets it done.	Tolerable	Will eventually hit a scaling wall.	Nothing for now. Revisit when we change offices and get over 100 people.