

Prioritizing within APJ

EVALUATION CRITERIA		EXAMPLE LOCATIONS					
DIMENSION	WEIGHT	ANZ	SOUTHEAST ASIA (Singapore)	JAPAN	KOREA	CHINA	INDIA
Market Size (\$) and Customer Concentration	25%	Tech spend as gauge = \$30B 4	Tech spend as gauge = \$20B 4	Tech spend as gauge = \$166B 5	Tech spend as gauge = \$68B 4	Tech spend as gauge = \$299B 5	Tech spend as gauge = \$20B 3
Cost (talent and space)	10%	Relatively high space cost at ~\$87 per sq. ft per yr (Sydney) 4	Relatively high space cost at ~\$93 per sq. ft per yr (Singapore) 3	Relatively high space cost at ~\$125 per sq. ft per yr (Tokyo) 3	Relatively low space cost at ~\$33 per sq. ft per yr (Seoul) 5	Relatively low space cost at ~\$67 per sq. ft per yr (Beijing) 4	Relatively low space cost at ~\$52 per sq. ft per yr (Mumbai) 5
GTM Reach (i.e., which other countries can you sell to from here)	10%	Isolated geographically 3	Singapore can serve as a SE Asia and broader hub 5	Relatively isolated geographically, can reach Korea easily 4	Relatively isolated geographically, can reach Japan easily 3	Restrictive nature of gov. creates difficulty 1	Differences in language create barriers 3
Product Localization Required (language as well as workflow nuances)	5%	No language adjustments, adjustments for currency, date, etc. 5	Language and currency adjustments, date formatting etc. 3	Language and currency adjustments, date formatting etc. 2	Language and currency adjustments, date formatting etc. 2	Language and currency adjustments, date formatting etc. 2	Potentially keep in English, some adjustments for currency, date, etc. 3
Language / Cultural Requirements (nuances of selling)	10%	Minimal sales motion adjustment 5	Relatively large cultural differences to US sales motion 4	Relatively large cultural differences to US sales motion 2	Relatively large cultural differences to US sales motion 3	Cultural differences to US sales motion; accustomed to business with US 2	Cultural differences to US sales motion; accustomed to business with US 3
Access to Talent (BDR vs. Enterprise AEs vs. technical sellers)	25%	Strong AE talent, but geo. isolated & high OTE needed 5	AE / leadership in Singapore; BDRs in other countries (e.g., Philippines) 5	Largest pool of enterprise reps and access to industry hubs 5	Mix of SMB / BDR talent with some Enterprise AE talent 4	Mix of talent but recommended to go through a PEO ² 4	Strong SMB-focused talent, less Enterprise AE talent 3
Complexity of Labor Laws (see appendix for additional detail)	10%	AUS is an employee-friendly jurisdiction 3	Singapore employment landscape is largely pro-employer 3	Complex incorporating and general contract law 3	Ranked one of the worst countries for workers' rights ¹ 3	Contracts not in writing subject to 2x salary; overtime strictly regulated 1	Highly variable based on location, type of work, # of employees, etc. 1
Travel Accessibility ²	5%	0 NS flights from NY to Sydney per day, 2 NS from SF 3	1 NS flights from NY to Singapore per day, 4 NS from SF 4	6 NS flights from NY to Tokyo per day, 6 NS from SF 4	4 NS flights from NY to Seoul per day, 4 NS from SF 4	1 NS flights from NY to Beijing per day, 1 NS from SF 2	2 NS flights from NY to Mumbai per day, 0 NS from SF 2
FAVORABILITY 1 2 3 4 5		4.2	4.1	4.0	3.7	3.3	3.0