Sales Safety Engineering OS

Enterprise outbound: "Should we keep going?" Answered monthly, in data.

Relationship LLC / Shuhei Hashimoto, Managing Partner / Head of LOGOTORU

● Continue ● Adjust ● Stop

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About me

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Background

Enterprise BDR at Salesforce and AWS.

Track record

Hit quota every quarter at both Salesforce and AWS. At Salesforce, secured 50 meetings with director-level-and-above decision makers in about a year. Earlier, launched an inside sales team and managed 20+ partner reps.

Why I founded LOGOTORU

I repeatedly saw enterprise outbound motions exhaust the market faster than expected. The need to make continue / stop decisions on data — not gut feel — is why LOGOTORU exists.

PROBLEM

"Push harder" is always said. No one is empowered to say, "Stop here."

Enterprise outbound is structured to only step on the accelerator. Stop/pullback decisions are run on instinct — and by the time you notice, you've burned the market itself.

No threshold and no authority to say "stop"

You can't explain a pullback in numbers, so you can't stop. Continue / adjust / stop is gut-feel; replace the person, replace the answer.

You keep pushing a market that no longer responds

Prospects fatigue; brand impression erodes. A burned market does not come back.

When to pull back is never recorded

When, where, and why the market started to slip — no one can explain. The decision history simply doesn't exist.

STRUCTURAL CONSTRAINT

The list is finite. There is no replacement.

Of all Japanese corporations, the enterprise tier (publicly listed enterprise tier) is a tiny minority.

TARGET

4,000 **accounts**

Enterprise tier / ~0.1% (our estimate)

TOTAL

4M **companies**

All Japanese corporations (our estimate)

CRITICAL RISK

List exhaustion is irreversible

Unlike SMB, **once the list is exhausted you cannot just "buy the next list".**

A market once lost does not easily come back.

16%

Recovery after a negative response — only 12 of 74 rejection / defensive responses turned positive at the next contact (LOGOTORU OS records). More than 80% did not come back

MARKET BURNOUT RISK

Sloppy outbound burns the market — for good

"Sloppy approach" accumulates negative sentiment and becomes hard to reverse (only 16% turned positive after a negative response, n=74)

⚡ **High-volume activity without strategy** STEP 1
"Spray and pray" tactics / low-quality talk tracks

▼

😟 **Negative sentiment accumulates** STEP 2
"Pushy" and "annoying" brand impressions stack across the market

▼

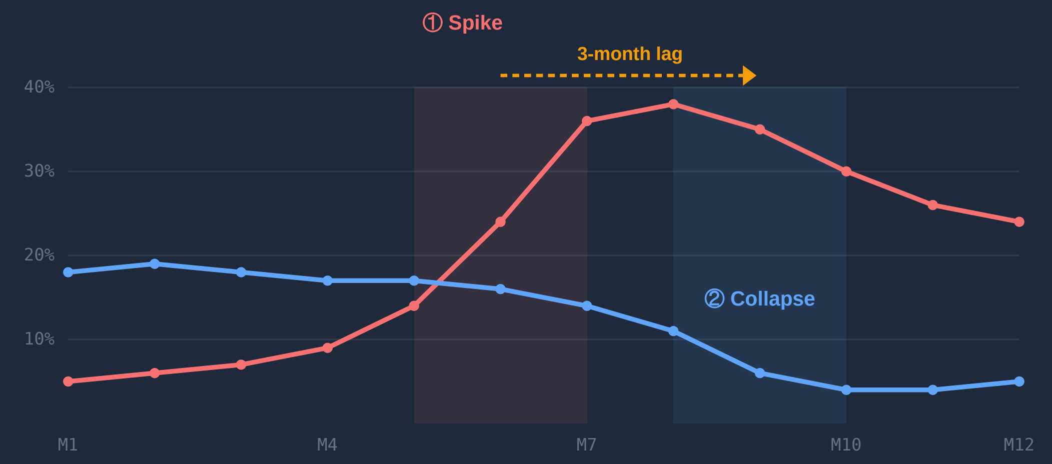
🚫 **Locked out of the market** STEP 3
For years afterward, you can no longer approach that market — an irreversible state

Are you watching the leading indicators of burnout?

From cross-client data — **a rise in negative response rate has tended to be followed, about 3 months later, by a drop in conversation success rate (correlation between the negative rate 3 months earlier and this month's conversation success rate: $r = -0.69$, 26 months).**

Negative response rate (leading) Conversation success rate (lagging)

Illustration (not measured values)



① Negative response rate spikes (leading indicator) ② Conversation success rate falls (lagging, ~3 months later)

"This month's negative rate" tends to show up in "the conversation rate 3 months from now".

By the time meeting count or revenue drops, the market is already worn down.

What LOGOTORU is

OS A decision operating system that lets enterprise outbound teams explain **"continue / adjust / stop"**

WHAT WE DON'T DO

- ✕ **We do not declare the "right answer"**
  Calling the "correct answer" for a market or industry is not our role
- ✕ **We do not predict the future**
  No demand forecasting model, no probability distribution
- ✕ **We do not make the decision for you**
  Final decision is the executive's. LOGOTORU supplies the evidence
- ✕ **We do not guarantee meeting count**
  Maximizing decision quality — not meeting count — is the goal

WHAT WE DO (CORE VALUE)

01 **Assemble the facts (logs) needed for decisions**
Not fragmented activity history — structured data shaped for decision-making.

02 **Preserve the reasoning over time**
Hypothesis → response → interpretation → decision. We save the "why we thought so" context.

03 **Make decisions auditable in hindsight**
Not outcome-only reporting — verify whether the decision was sound at the time it was made.

Why we can do this

DATA FOUNDATION

A proprietary data foundation **built for enterprise outbound**

(monthly verdict on 5 indicators + analysis by industry, role, and channel)

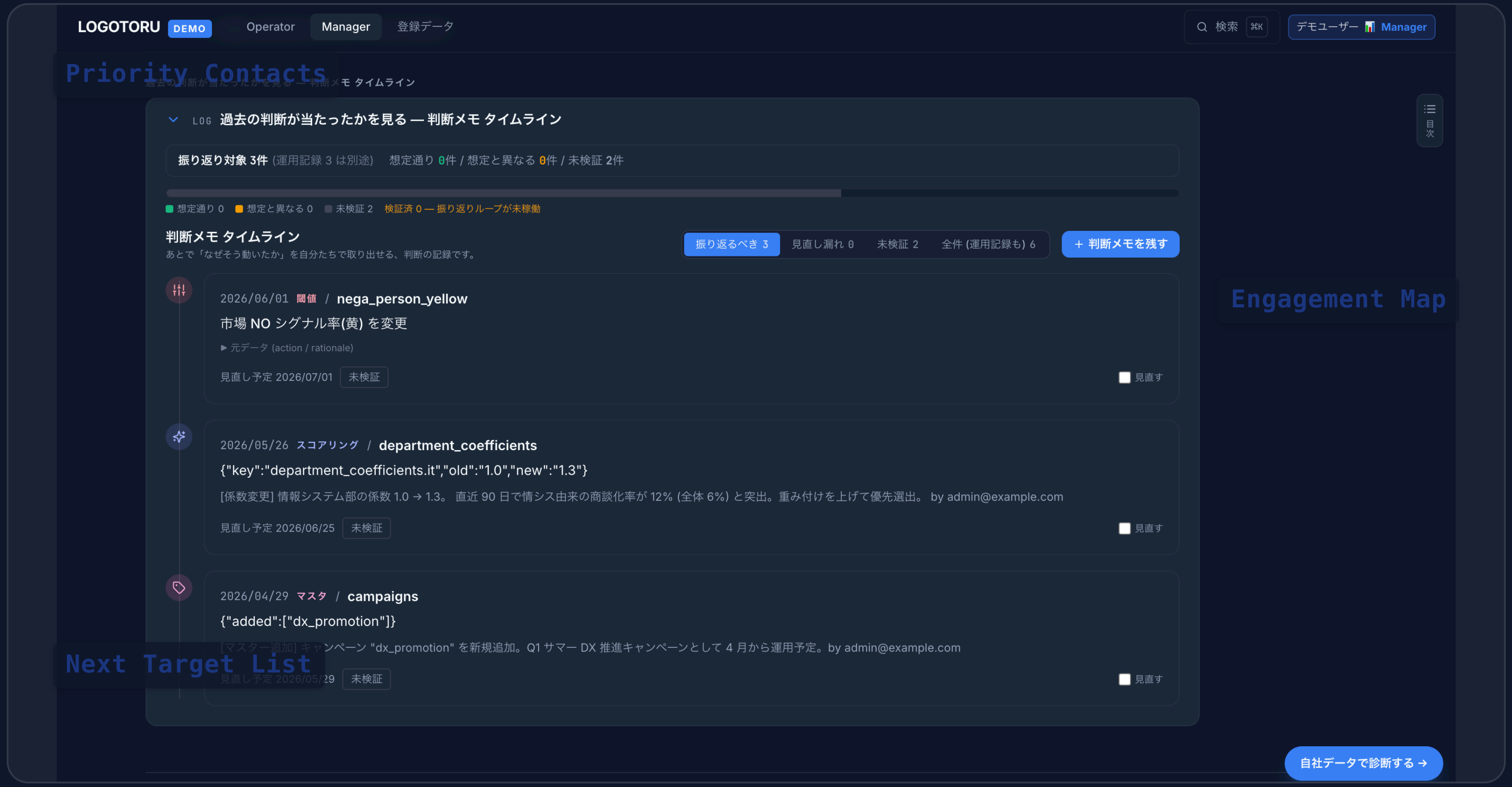
We structure the qualitative data — conversation analytics and more — that traditional SFA/CRM cannot capture, and deliver it as a decision-making dashboard.

Market Pivot

Industry-level market health, one screen

Coverage Map

Where to attack next, in map form



What a decision looks like — Manager view

One screen for "this month's decision." **CONTINUE / ADJUST / STOP** with the reasoning and the next action attached.

Hero badge

Verdict, first

CONTINUE / ADJUST / STOP at the top (NO VERDICT when the month has too little data — 4 states). The verdict for this month is visible without scrolling.

Drivers + issues

Three drivers only

Concentrates the discussion on three drivers — e.g. a worsening negative response rate — rather than burying you in metrics.

Accept + history

Next action flows automatically

Rule-based improvement suggestions (worded by AI) are stamped "accept / reject" and rolled forward into next month's outcome validation.

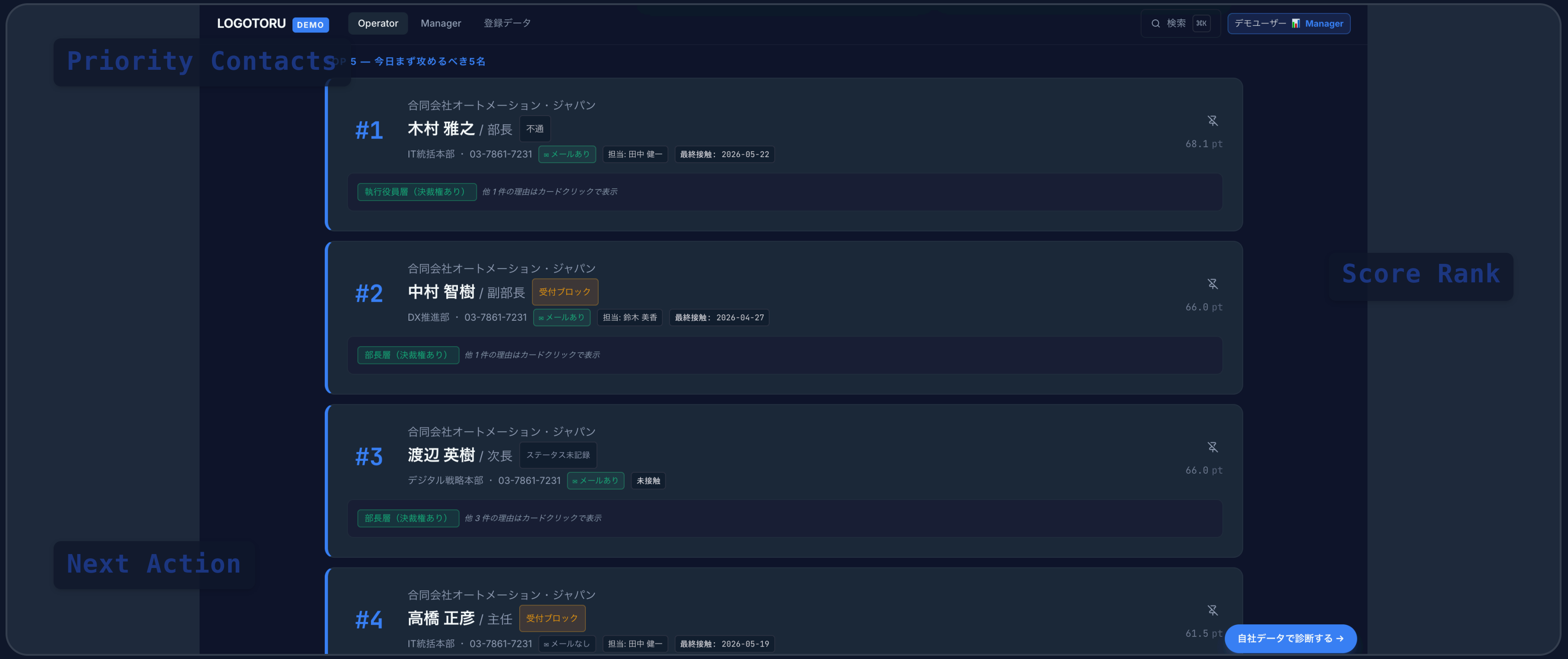
PRODUCT — OPERATOR / RAW

No guessing — today's priority contacts and next actions.

OPERATOR

Today's Top 5 to engage

Focus on the top 5 by composite score — temperature, department, and response history combined into a single ranking.



RAW DATA — Deals

Input flows straight back into the decision

Meeting count, pipeline, closed-won amount, and win rate visualized in real time — wired directly into the monthly report.

Designed to support both execution and verification

Operator delivers "zero-hesitation execution." Every change to thresholds, coefficients, and verdicts is recorded in the `decision_log`, preserving full accountability.

DECISION TRAIL

An audit trail of decisions you can explain to the board

Through the monthly report and the decision-log timeline, the rationale behind every call is preserved.

REPORT — Monthly report

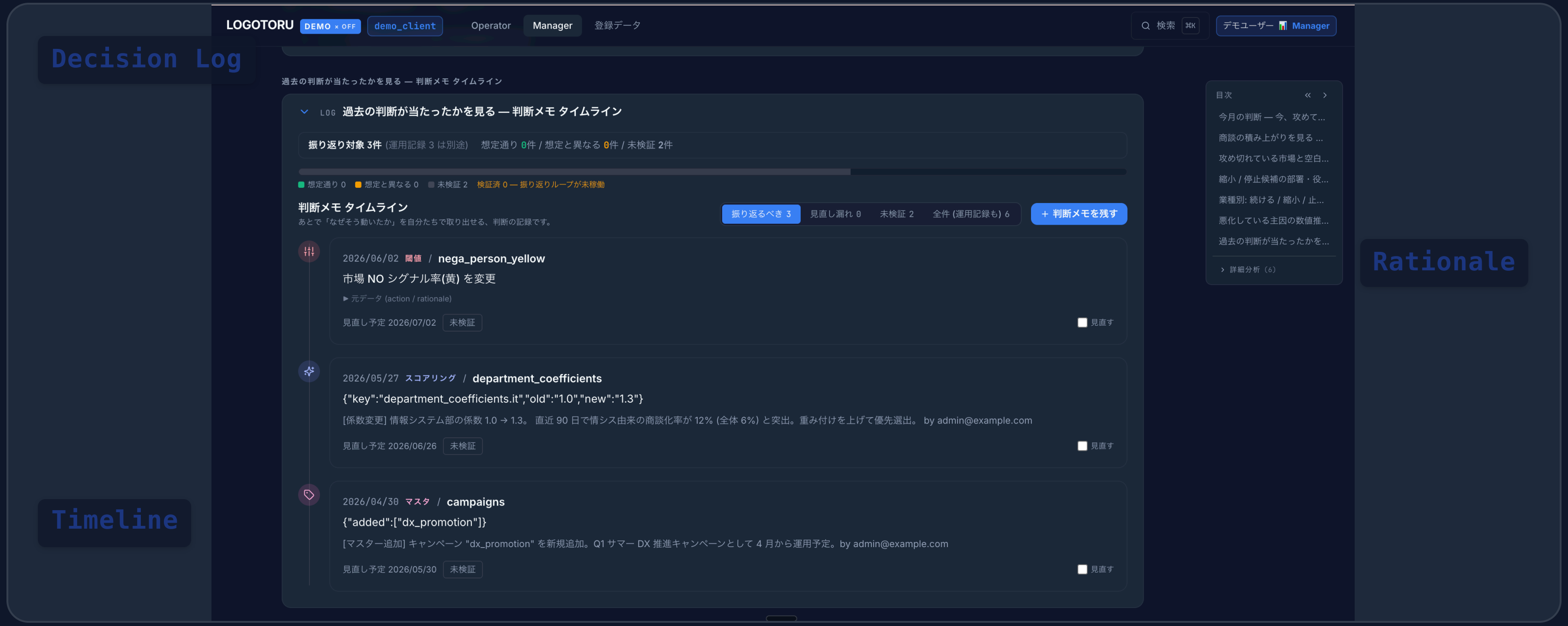
Ask "should we continue?" every month

Verdict, drivers, and next action in one report — board-ready quality.

TIMELINE — Decision log

Why each move was made is preserved

Threshold changes, coefficient updates, master additions — decision-related changes recorded in chronological order.



"Should we keep investing in this BDR motion?" — answered every month, in writing.

Paired with the decision log, accountability is preserved and recoverable on demand.

What you can say after 6 months

DELIVERABLES — Decision foundation in hand by month 6

Market health benchmarks
Conversation success rate, negative response rate, market NO-signal rate, residual rate — set for your company, with every industry judged against the same thresholds

Market recovery rate
Measure how often once-negative prospects return to positive — quantify market elasticity

Validity of BDR investment
ROI computed from market health score and list-lifetime forecast

Winning patterns by industry / role
A/B test results turned into language for messaging, list, and role targeting

Explain to your boss with the decision report
A reason set for continue / stop / adjust

→

DECISIONS — Decisions you can make by month 6

CONTINUE
続ける
Able to explain "why we continue" in numbers and logic

ADJUST
変える
Able to articulate what to change — list, script, or target

STOP
一旦退く
Able to explain "why we stop now" against a defined exit threshold

Not just outcomes (meetings or revenue) — **accountability for the decisions themselves**, built in 6 months.

Observation-driven execution for a decision OS

Not sales outsourcing — observation-driven execution as a decision OS. The 4 dimensions we deliver.

TEAM DESIGN

Execution and decision-making are not separated

→ Raw signal flows straight into the decision

The founder, Hashimoto, directs every engagement personally. Execution and decision-making are never split. Operator is, in principle, fixed (1 person per account) to maximize learning curve.

OBSERVATION DESIGN

Execution designed to capture observation data

→ "Channels that work / channels that do not" become identifiable

Call and email are the base observation channels, with letters and LinkedIn added by plan (every response is recorded in LOGOTORU OS). We identify "which contact point works" by industry, department, and role.

POPULATION DEFINITION

Define the market population required for decision-making

→ "Who to reach" is structured by name

Using public personnel data, we define the decision-maker universe across industry × role × company size, and structure it down to named individuals.

DECISION REPORT

Ask every month: should BDR investment continue?

→ Continue / exit, explainable to the board

Every month we report whether to keep investing in this BDR motion. Continue / stop / adjust — reported at board-ready quality.

Scope and pricing

PROVIDED — 3-piece bundle

Decision OS design

Metric definitions, threshold design, dashboard build (LOGOTORU OS). Configured to your continue / stop criteria.

Monthly decision review

Continue / stop / adjust rationales structured; the basis for the decision made explicit. Board-meeting-ready quality.

Observation execution (BDR)

Observation by call and email, plus letters and LinkedIn depending on the plan, with response classification and log entry (all recorded in LOGOTORU OS) — under the founder's direction.

LOGOTORU is not a sales outsourcing vendor.
It is a decision OS to minimize the loss from misjudgment.

PRICING — MONTHLY (EXCL. TAX)

LIGHT Call + email	¥800K
STANDARD + Letters, up to 100 / mo (each tracked by QR)	¥1M
PREMIUM + LinkedIn, 50 people / mo	¥1.2M

All plans: Decision OS + monthly review + 1 dedicated operator
6-month minimum (then cancellable by written or email notice at least 30 days before the desired end date)
If we recommend ending the whole service (exit recommendation), you may cancel without penalty within the minimum term by notifying us within 10 business days of receipt (fees accrued to the cancellation date remain payable)

Zero setup fee. Optional Outbound Design Package ¥500K (hearing, BDR strategy session, decision-maker list up to 300 accounts / 1,000 people) — fully credited if the monthly plan starts within 60 days of completion

Additional operator: ¥600K / mo per person (approx. 120 hours)

The biggest ROI is protecting the future target-account list

TARGETS	AT RISK	LTV
100 accounts	**5 accounts**	**¥30M**
Target accounts	Accounts expected to go negative	Expected LTV per account

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Traditional No basis to stop; sloppy outbound continues	NEGATIVE	NEGATIVE	NEGATIVE	NEGATIVE	NEGATIVE	NEGATIVE
LOGOTORU Detect negative signal early; stop at the right month	NEGATIVE	NEGATIVE	NEGATIVE	NEGATIVE	PAUSED	PAUSED

① BURNED scenario

5 accounts × ¥30M

= ¥150M lost

Future loss

② PRESERVED scenario

100 accounts × ¥30M

= ¥3B

Future value of the whole market (what you

LOGOTORU helps you **grow outbound while making negative sentiment visible and contained**. Stop the spread early to limit loss ①, and keep the part of ② that has not gone negative.

* Illustrative computation: LTV ¥30M, 5/100 accounts going negative. Actual values vary by customer.

Customer voices / track record

Track record concentrated in high-ACV services (ARR ¥10M / ~$65K+). Validated patterns specifically in enterprise BDR.

2x meeting count

EdTech

→ Decision-maker approach now an internal asset

“ The "decision-maker approach playbook" now lives as an internal asset. Sales tends to be personality-driven, but we now have real repeatability.

Life is Tech
Ms. Ichikawa / DX Division

~60% qualified-meeting rate

SaaS

→ Quality meetings, mostly at division-head level

“ Not forced meetings — customers come having understood the service and prepared questions. The mix of senior-level meetings, including executive officers, has been notably high.

X-bit
Mr. Kawai / CBO

~5x meeting conversion

Legal Tech

→ Deep understanding and interest before the meeting

“ By the time we enter the meeting, the prospect already has significant understanding and interest. Compared to traditional cold calling, we have achieved roughly 5x the meeting acquisition rate.

Legalscape
Mr. Kaneko / Business Strategy

6-month KPI in 3 months

Cybersecurity

→ TSE Prime, Division-Head class meetings secured

“ A meeting-acquisition KPI originally planned over 6 months was hit in just 3.

Forcepoint Japan
Head of Japan Sales

9 meetings in month 1

Sales Consulting

→ Customized letters broadened ORIT's offering

9 enterprise meetings in the first month of operation. Letters customized one by one broadened the range of sales-support services ORIT can propose to its clients.

Our summary of the engagement (not a customer quote)

ORIT
Mr. Ishikawa / CEO

Customers and partners

Life is Tech! · ORIT. · LEGALSCAPE WE EMPOWER LEGAL PROFESSIONALS · Forcepoint · Mazrica · Panalyt · Xbit · SpeakBUDDY

Comparison with alternatives

LOGOTORU occupies the position "log capture + decision support, unified." Clearly differentiated from meeting-count outsourcing and from internal BI upgrades.

Dimension	In-house log capture	BI / CRM upgrade	Generic sales outsourcing	LOGOTORU
Decision log accumulation	× Collapses (person-dependent)	△ Separate design needed	× Not preserved	◎ **Bundled in**
Exit decision	× Threshold is personal	△ Slow (analysis request)	× Generally not done	◎ **Reported every month**
Observation data quality	× Varies wildly by rep	△ SFA data only	× Count-focused	◎ **Monthly verdict on 5 indicators + industry / role analysis**
BDR execution	○ In-house resources	× No involvement	◎ Volume-focused	○ **Multi-channel / strategic**
Decision-maker list	△ Manual updates	× None	△ Targets only	◎ **By-name provision**
Board-report suitability	△ Person-dependent reports	△ Dashboards only	× Meeting-count report	◎ **Reasoning fully articulated**
Time to ramp	Months+	Half-year+	Instant–2 weeks	**2–4 weeks**
Cost	Headcount (hidden)	BI build + headcount	¥300–800K / mo (rough range)	**¥800K+ / mo (~$5.2K USD)**
Best fit	Strong ops culture + dedicated experts	Mature data stack + analytics team	Just need volume	**Heavy decision accountability — must explain decisions**

FAQ

Q. Won't bringing in an external party demoralize our in-house BDR team?

A. The opposite. LOGOTORU exists to show "doing more under these conditions is a business loss." We bring it in to free your team from inefficient activity.

Q. ¥800K+/mo is expensive. Aren't trade shows or ads better?

A. There is no setup fee. If you want to lock in the strategy and decision-maker list first, you can start with the Outbound Design Package (¥500K), fully credited if the monthly plan starts within 60 days. If the monthly retainer helps you identify the right moment to stop early, you avoid tens of millions to hundreds of millions of yen in subsequent loss. This is not a

Q. Couldn't we just enforce log entry on our internal BDR team and analyze it ourselves?

A. Theoretically yes. Practically very difficult — psychologically and structurally. Asking the people doing the work to objectively record "data that may reduce the need for their activity" carries a powerful bias.

Q. If we end up deciding to exit, isn't the BDR investment wasted?

A. On the contrary — it's the biggest return (loss avoidance). The tens of millions to hundreds of millions of yen in losses from hesitant continuation can be locked in and stopped. This "cutting losses" is itself one of the executive wins.

Q. Won't aggressive BDR execution come across as pushy and damage the brand?

A. Making that exact risk visible and controlling it is the essence of LOGOTORU. We continuously measure the "market NO-signal rate" (the share of people who have rejected you) and flag ADJUST at the caution line (5%) and STOP at the stop line (20%).

Q. We're not at the tightly-managed phase yet. Can we just wait and see?

A. Have you defined the deadline for "wait and see" and the criteria for the decision at that point? Continuing without those is not strategic patience — it is decision deferral.

NEXT STEPS

★ RECOMMENDED

BDR Market Health Assessment — 3 minutes

Get an evidence-based view of whether there is still room in your enterprise market and whether the investment is still rational, via **11 questions (5 required, about 3 minutes)**.

SCAN ME

Take the assessment → Free · Anonymous submission available · 3 min

WHAT HAPPENS AFTER THE ASSESSMENT

① Instant simplified verdict and ROI estimate (a lighter scale than the OS verdict) →
② Results by email, plus up to 3 follow-up emails (unsubscribe anytime; no sales calls) →
③ Optional one-on-one consultation

COMPANY INFO

Company	Relationship LLC
Address	Navi Shibuya V 3F, 5-5 Maruyama-cho, Shibuya-ku, Tokyo 150-0044, Japan
Business	Enterprise outbound support / LOGOTORU OS development
Managing Partner	Shuhei Hashimoto
Founded	April 1, 2024

CONTACT INFORMATION

Managing Partner / Head of LOGOTORU

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Book a meeting (30 min)

LOGOTORU does not promise success.

What it does is make the decision — "continue with confidence when metrics are within thresholds, exit openly when they are not" — explainable in data.

LOGOTORU