Sales Safety Engineering OS

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

Relationship LLC / Shuhei Hashimoto, Head of LOGOTORU

Continue Adjust Stop

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About me

Shuhei Hashimoto
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Relationship LLC
Managing Partner / Head of LOGOTORU

Background

Recruit → Salesforce → startup. Career centered on enterprise BDR / outbound.

Track record

18 consecutive months of hitting KPIs at a U.S.-headquartered company. Built a 20-person inside sales org; secured 50+ meetings with executive decision makers per year at publicly listed enterprise tier.

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.

"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%

TOTAL

4M companies

All Japanese corporations

CRITICAL RISK

List exhaustion is irreversible

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

Once a market is lost, that market disappears.

5% **Recovery rate to positive sentiment** — the structural mark of irreversible market burnout

MARKET BURNOUT RISK

Sloppy outbound burns the market — for good

"Sloppy approach" accumulates negative sentiment and becomes irreversible (recovery to positive sentiment: 5%)

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

▼

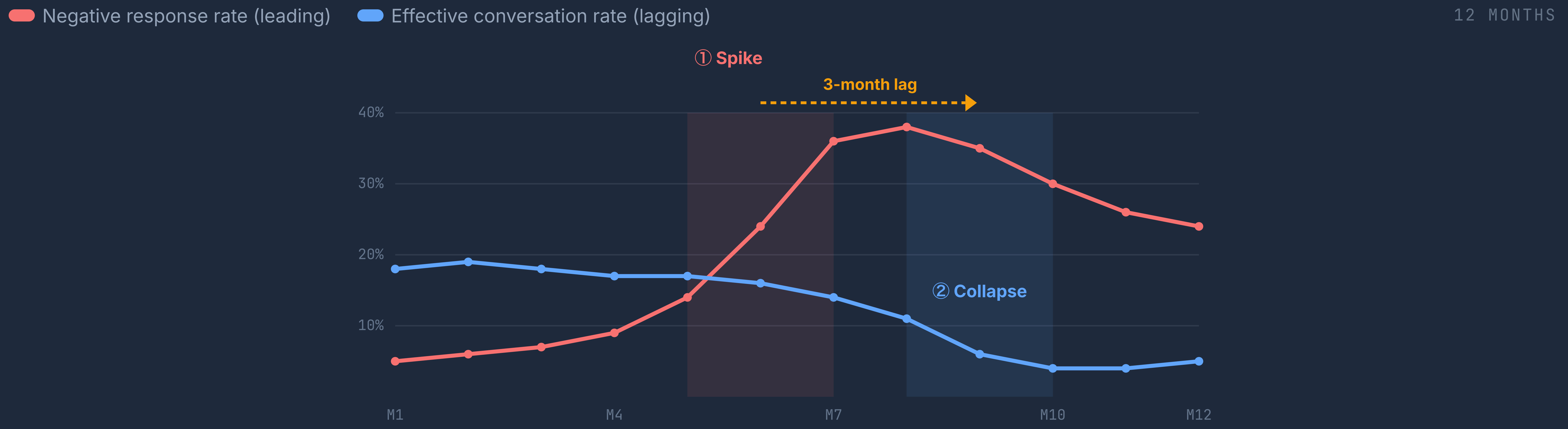
😞 **Negative sentiment accumulates**
"Pushy" and "annoying" brand impressions stack across the market
STEP 2

▼

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

Are you watching the leading indicators of burnout?

Abstracted from cross-client data — **a rise in negative response rate is consistently followed, 3 months later, by a drop in effective conversation rate.**



① Negative response rate spikes (leading indicator) ② Effective conversation rate collapses (lagging, ~3 months later)

"This month's negative rate" already determines "the conversation rate 3 months from now".

By the time meeting count or revenue drops, it's too late. The market is already gone.

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** (60+ indicators in composite analysis)

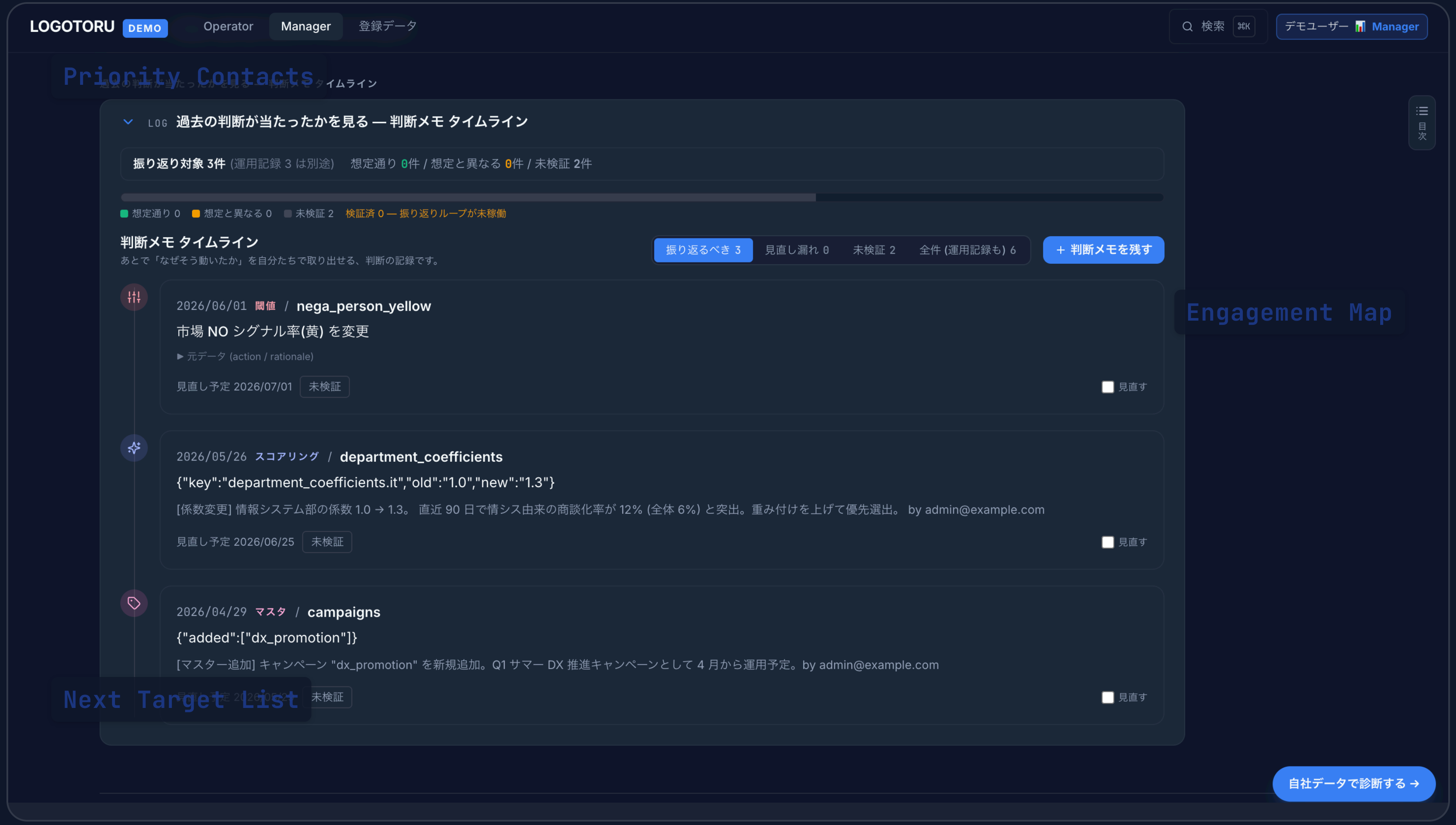
We structure the qualitative data — conversation analytics and more — that traditional SFA/CRM cannot capture, and deliver it as a decision-making dashboard.

Market Pivot

Industry-level market health, one screen

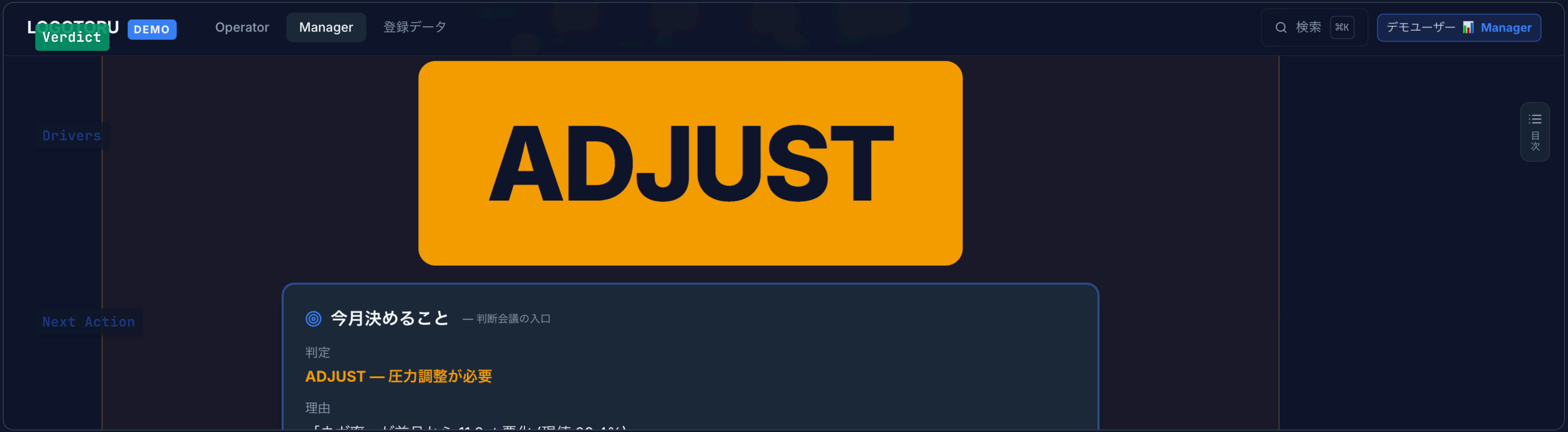
Coverage Map

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. The verdict for this month is visible without scrolling.

Drivers + issues

Three drivers only

Concentrates the discussion on three drivers — e.g. "Negative response rate +11.8pt" — rather than burying you in metrics.

Accept + history

Next action flows automatically

AI suggestions are stamped "accept / reject" and rolled forward into next month's outcome validation.

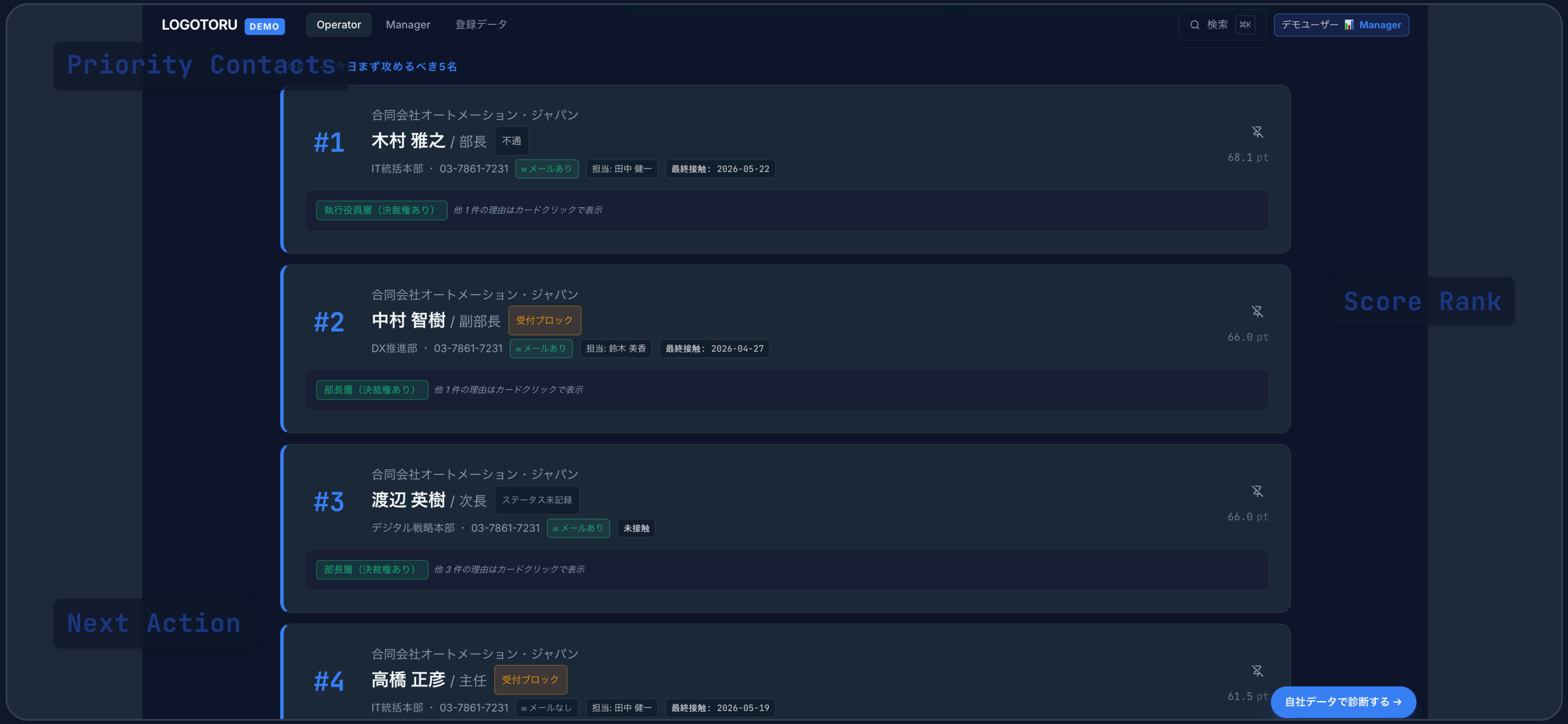
PRODUCT — OPERATOR / RAW

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 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

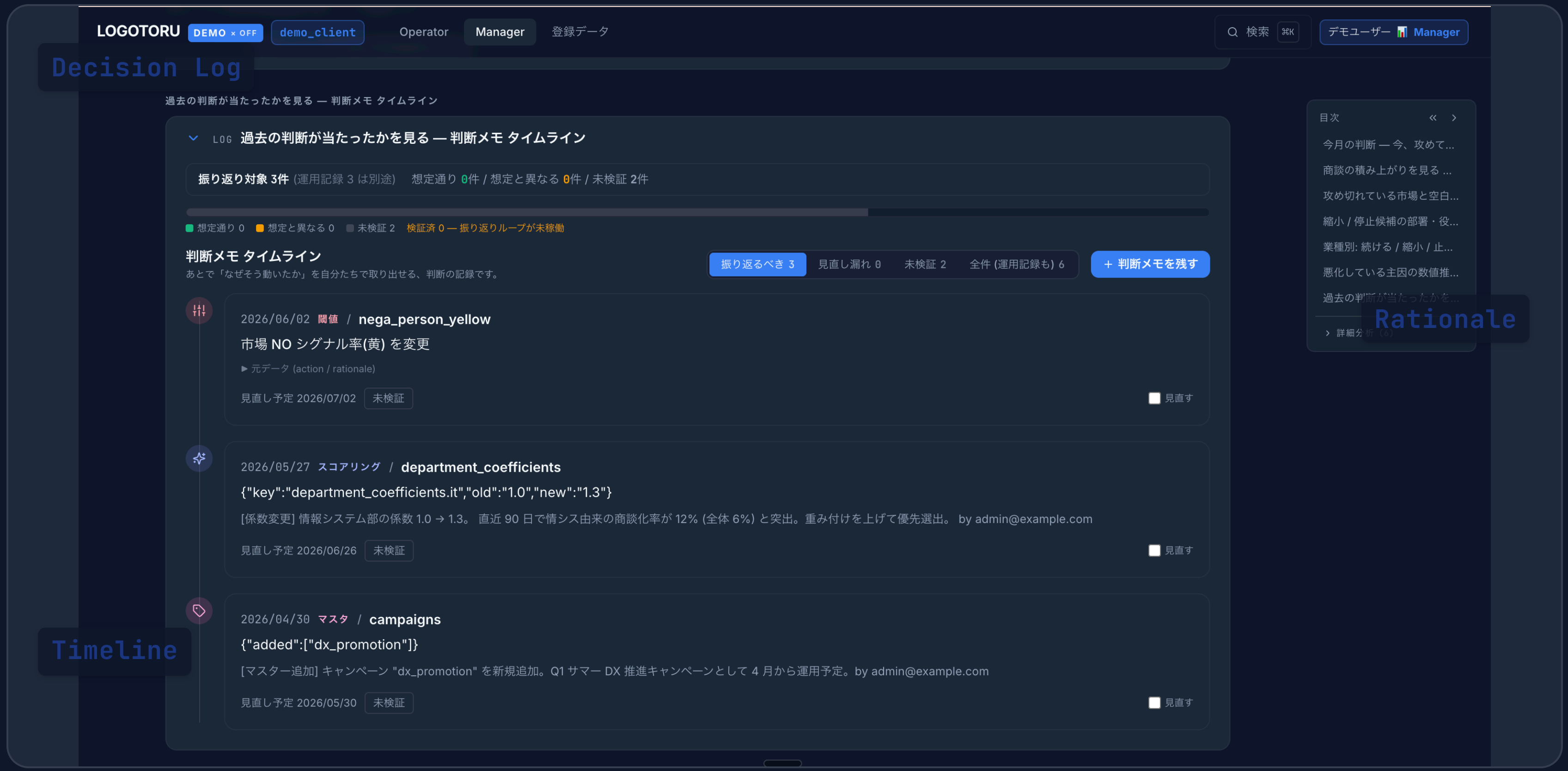
Ask "should we continue?" every month

Verdict, drivers, and next action on one page — board-ready quality.

TIMELINE — Decision log

Why each move was made is preserved

Threshold changes, coefficient updates, master additions — every decision 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
Effective conversation rate, negative response rate, accumulation rate, residual rate — calibrated per industry

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
止める
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 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

In STANDARD, call and email (within LOGOTORU OS) are the observation channels, and we identify "which contact point works" by industry, department, and role. Letter / LinkedIn and other additional channels are quoted separately.

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 across call and email (within LOGOTORU OS), with response classification and log entry — under the founder's direction. Letter / LinkedIn and other additional channels are quoted separately.

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

PRICING

MONTHLY

¥1M+

(excluding tax, approx. US$6.5K)

Scope drivers: account universe / monthly approach volume / industries / channels / reporting lines

6-month minimum (cancellable from month 7 with 1-month notice)

Zero setup fee: Start on the monthly plan alone (data design & import support included). Optional standalone packages if you want evidence first: (1) Market Health Report (¥500K) / (2) Decision-Maker List (¥500K) — fully credited toward the monthly plan if started within 60 days of completion

Decision OS + Monthly Review + Observation Execution — all 3 included

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

↳ **Month 4: strategic exit decision**

① **BURNED scenario**

5 accounts × ¥30M

= ¥150M lost

Future loss

② **PRESERVED scenario**

100 accounts × ¥30M

= ¥3B preserved

Market asset preserved

LOGOTORU helps you **grow outbound while making negative sentiment visible and contained**. Avoid loss ①, preserve asset ②.

* 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.

Lifeistech
Ms. Ichikawa / DX Division

`60% qualified-meeting rate`

SaaS

→ Quality meetings at the C-suite 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.

Xbit
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. The majority of meetings were with division-head class or above at TSE Prime-listed companies.

Forcepoint Japan
Mr. Fumiya / Head of Japan Sales

`9 meetings in month 1`

Sales Consulting

→ Customized letters expanded our own offering

> In just one month of operation, 9 enterprise meetings. The customized letters — one by one — were so high-quality that our own sales-support offering itself expanded.

ORIT
Mr. Ishikawa / CEO

Customers and partners

Life is Tech! · ORIT. · LEGALSCAPE · 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
"Stop" 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	◎ 60+ indicators, composite
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	¥1M+ / mo (~$6.5K 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. ¥1M/mo is expensive. Aren't trade shows or ads better?

A. There is no setup fee. 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 one-off campaign spend — it is infrastructure that improves the efficiency of your entire marketing budget.

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 "negative-sentiment accumulation rate (the market's aversion)" and advise to stop the moment brand-damage signals appear.

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

BDR Market Health Assessment — 3 minutes

★ RECOMMENDED

Get an evidence-based view of whether there is still room in your enterprise market and whether the investment is still rational, via **10 short questions**.

Take the assessment →

Free · Anonymous submission available · 3 min

SCAN ME

WHAT HAPPENS AFTER THE ASSESSMENT

① Instant verdict: CONTINUE / ADJUST / STOP → ② Personalized ROI estimate by email → ③ Optional 30-min strategy call

COMPANY INFO

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

CONTACT INFORMATION

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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