Coupa (HBS Case 9-813-114)



*Assigned questions*

1. Evaluate Coupa’s management, business plan, and value proposition. Do you identify potential? What are the main risks?
2. Suppose that Bernshteyn was given 10% of firm equity when joining the company as CEO. What is the current diluted ownership held by Rob? What might be the implications of this ownership level?
3. What growth options does Coupa consider? How would you weight the advantages and disadvantages of organic growth through hiring vs. the acquisition of similar, smaller businesses for Coupa?
4. What future EBITDAs –in years 2013, 2014, and onward – would hypothetically be generated if Coupa had one more ramped sales rep in 2012 (take into account renewals, hiring and salary costs)?
5. Looking at the Coupa sales model in Exhibit 3, what is the main driver of growth? How could Coupa increase the 2014 over 2013 growth rate to 80%? Why is this a good or bad idea?
6. Evaluate Coupa’s value at the end of 2014 based on its growth level and the multiples of the comparable firms provided in the case. What growth plan do you suggest?