

ASSIGNMENT

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Problem Statement

The sales pipeline conversion percentage at TechnoServe (a tech SaaS startup) has dropped from 35% at the end of last fiscal (FY 2017-18) to 25% at present.

Assignment Objective

Understand the problem, come up with a hypothesis for low conversions faced by TechnoServe, and analyse the dataset provided to arrive at possible solutions to increase it.

PART I: 1. Understanding the Problem

Sales Pipeline Conversion at a SaaS Startup

Who?

A tech SaaS startup,
TechnoServe

What?

Low pipeline
conversion rate. It has
dropped from 35% to
25%.

When?

From the first quarter
of the fiscal year 2018-
19

Where?

Problem among the
customer.

How?

The product does not
meet the market
demand.

The sales team is
inefficient.

PART I: 2. Understanding the Problem

Sales Pipeline Conversion at a SaaS Startup

Situation

1. What are the product offered by the company?
2. How many clients does TechnoServe have?
3. What is the strength of the employees within the company?
4. What is the strength of the Sales team at TechnoServe?

Problem

1. Are there certain product lines which are poor and do not meet the market demand?
2. Are the sales team not skillful to sell the product?
3. Are there certain leads that are ineffective?

Implication

1. How does this low conversion rate affect the company?
2. Does it affect the future growth of the company?

Need-Payoff

1. Does the company will gain more profit and growth if the problem is solved?
2. Will it help the product to be redesigned and meet the market demand?
3. Will the company's market share increase?

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Framework Used

Issue tree Framework with 5 C's Framework

Reason for using the selected framework

It is easy to cover all the domains using the above mentioned frameworks.

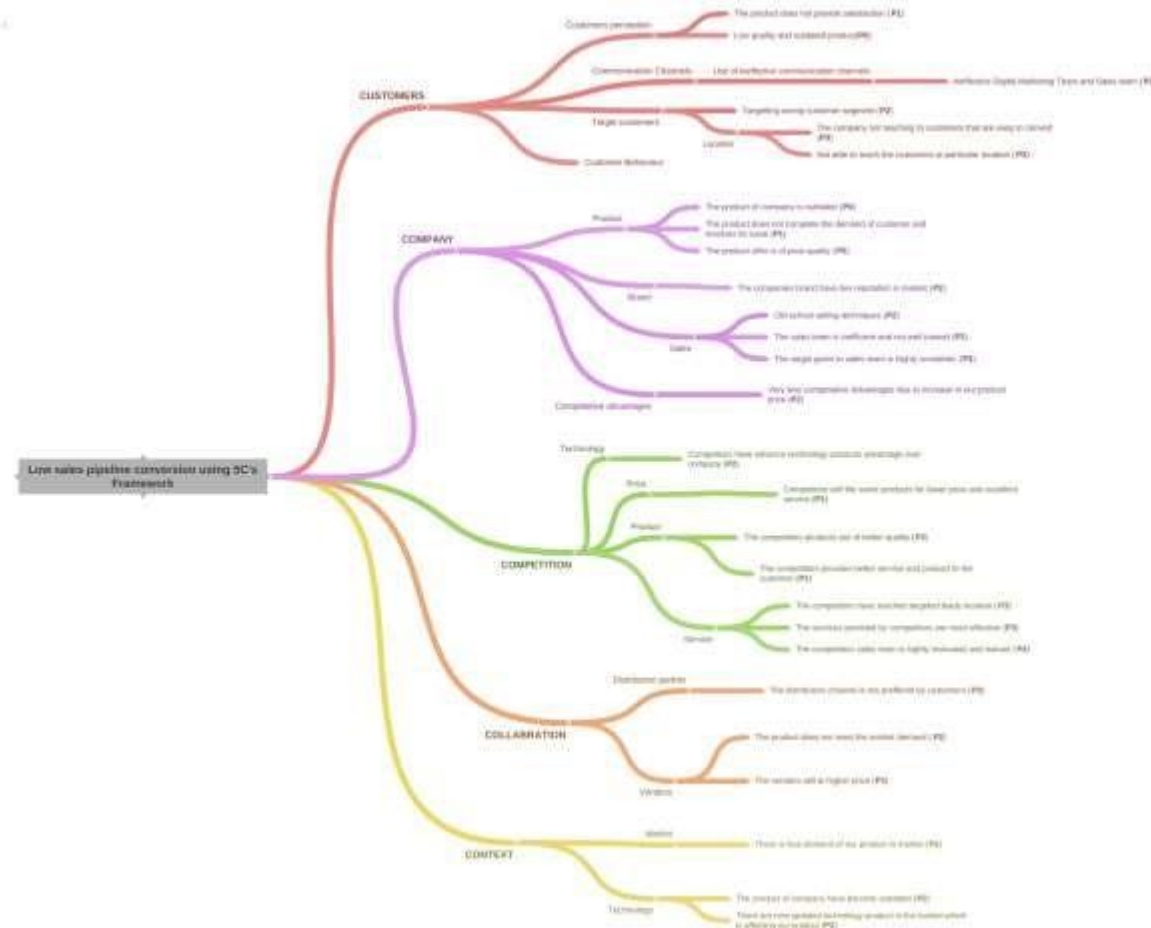
How you have used the framework here

The problem has been divided into the five C's in the framework and then, each C is again branched using the issue tree framework

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

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PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 1 -- :LOW SALES PIPELINE CONVERSION--CUSTOMER--CUSTOMER PERCEPTION

1. Low quality and outdated product (P0)
2. The product does not provide satisfaction (P1)

Branch 2--LOW SALES PIPELINE CONVERSION--CUSTOMER--COMMUNICATION CHANNELS --USE OF INEFFECTIVE COMMUNICATION

1. Ineffective Digital Marketing Team and Sales team (P2)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 3 --LOW SALES PIPELINE CONVERSION-- CUSTOMERS -- TARGET CUSTOMERS

1. Ineffective Digital Marketing Team and Sales team (P2)

Branch 4 -- LOW SALES PIPELINE CONVERSION--CUSTOMERS -- TARGET CUSTOMERS -- LOCATION

1. The company not reaching to customers that are easy to convert (P3)
2. Not able to reach the customers at particular location (P3)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 5 --LOW SALES PIPELINE CONVERSION--CUSTOMER--CUSTOMER BEHAVIOUR

1. The customer does not buy the product again once bought (**P2**)

Branch 6-LOW SALES PIPELINE CONVERSION--COMPANY--PRODUCT

1. The product of company is outdated (**P0**)
2. The product does not complete the demand of customer and resolves its issue (**P1**)
3. The product offer is of poor quality (**P0**)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 7 -- -LOW SALES PIPELINE CONVERSION--COMPANY--BRAND

1. The companies brand have low reputation in market (**P2**)

Branch 8-- -LOW SALES PIPELINE CONVERSION--COMPANY--BRAND

1. Old school selling techniques (**P2**)
2. The sales team is inefficient and not well trained (**P2**)
3. The target given to sales team is highly unrealistic (**P3**)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 9---LOW SALES PIPELINE CONVERSION--COMPANY--COMPETATIVE ADVANTAGE

1. Very less competitive Advantages due to increase in our product price (**P2**)

Branch 10---LOW SALES PIPELINE CONVERSION--COMPETITION--TECHNOLOGY

1. Competitors have advance technology products advantage over company (**P2**)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 11--LOW SALES PIPELINE CONVERSION--COMPETITION--PRICE

1. Competitors sell the same products for lower price and excellent service (**P2**)

Branch 12--LOW SALES PIPELINE CONVERSION--COMPETITION--PRODUCT

1. The competitors products are of better quality (**P2**)
2. The competitors provides better service and product to the customer (**P2**)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 13--LOW SALES PIPELINE CONVERSION--COMPETITION--SERVICE

1. The services provided by competitors are more effective (**P3**)
2. The competitors have reached targeted leads location (**P3**)
3. The competitors sales team is highly motivated and trained (**P4**)

Branch 14--LOW SALES PIPELINE CONVERSION--COLLABRATION--DISTRIBUTION PARTNERS

1. The distribution channel is not preferred by customers (**P2**)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 15--LOW SALES PIPELINE CONVERSION--COLLABRATION--VENDORS

1. The product does not meet the market demand (**P2**)
2. The vendors sell at higher price (**P3**)

Branch 16---LOW SALES PIPELINE CONVERSION--CONTEXT--MARKET

1. There is less demand of our product in market (**P2**)

PART II: Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 17---LOW SALES PIPELINE CONVERSION--CONTEXT--TECNOLOGY

1. There are new updated technology product in the market which is affecting our product (**P2**)
2. The product of company have become outdated (**P2**)

Branch 18--LOW SALES PIPELINE CONVERSION--CONTEXT--REGULATION

1. The new government policies have lead to increase in price of products (**P2**)

PART IIIA : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

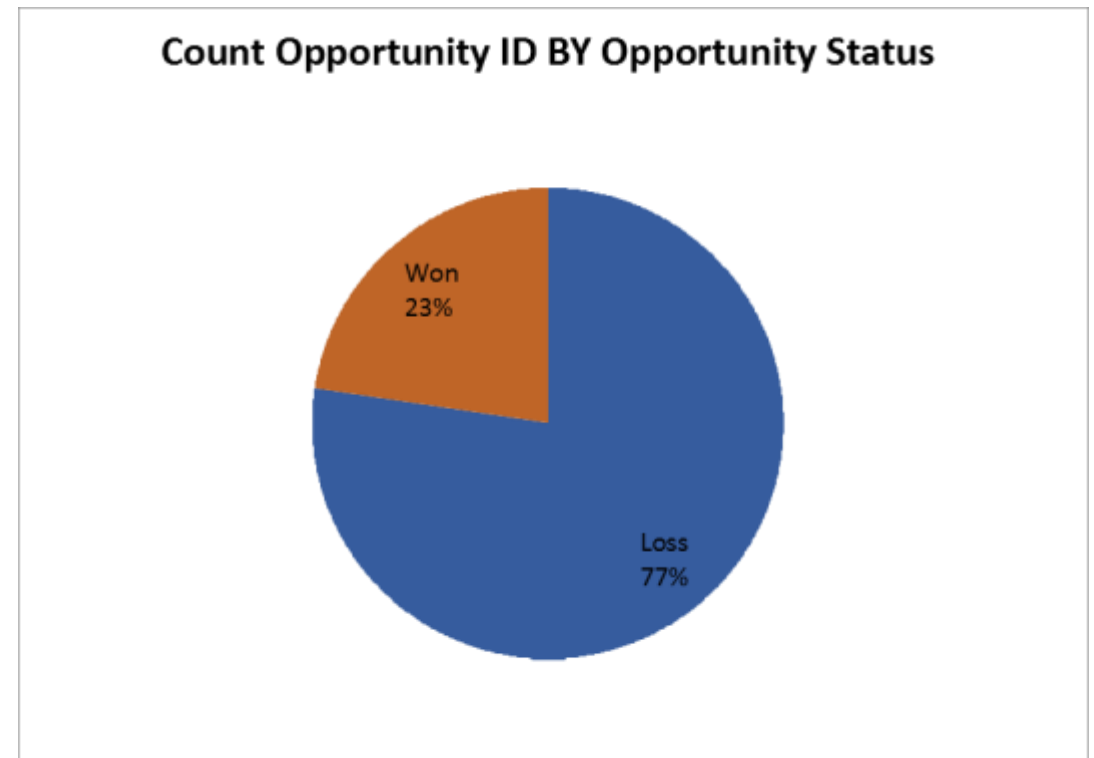
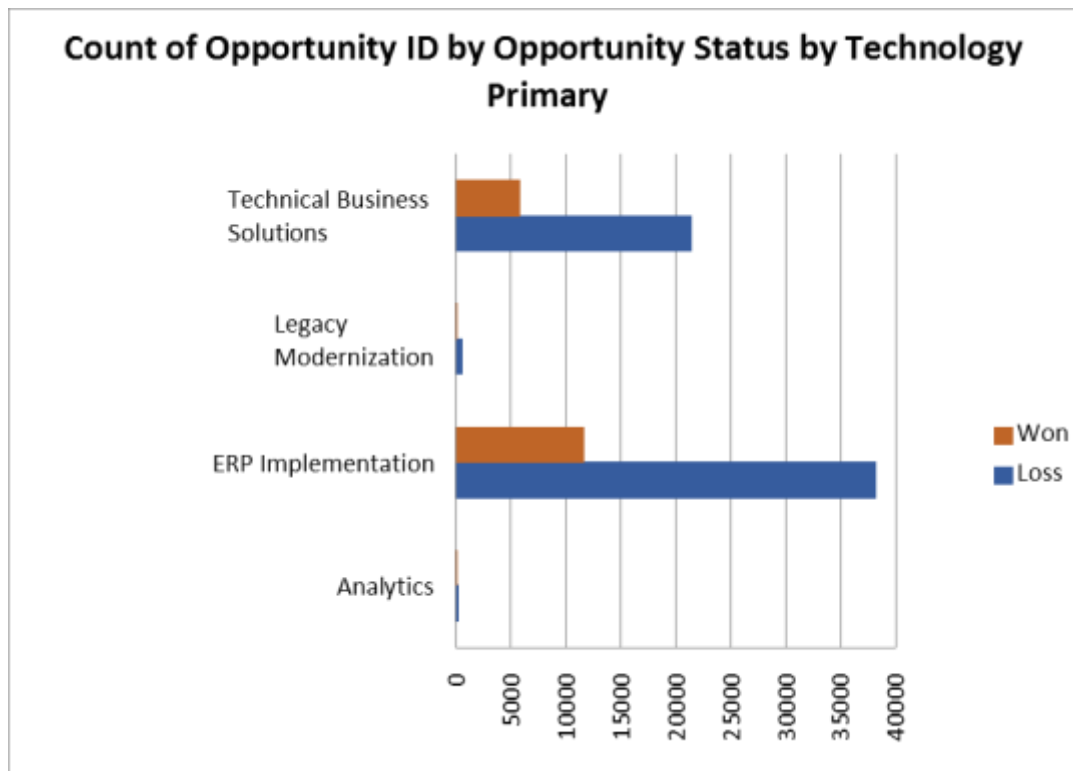
Variable	Insights if any	Pattern of Insight
Technology Primary	ERP Implementation have better conversion rate than the other category	Significant Outliers
B2B sales	Enterprise and Marketing seller have more opportunities and among this Enterprise seller have more conversion rate as compared to others .	Significant Outliers
Business from clients last year	The conversion rate is high for existing but more opportunities are for coming from new customers.	Significant Outliers
Client revenue sizing	Suprisingly there are more opportunity coming from cliens who less revenue resizing	Significant Outliers
Opportunity sizing	The opportunity conversion rate is significantly higher for those client who have less than 100k revenue size .The conversion rate is higher for the clients who have revenue sizee of 10k and less.	Significant Outliers

PART IIIA : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Technology Primary

ERP Implementation have better conversion rate than the other category



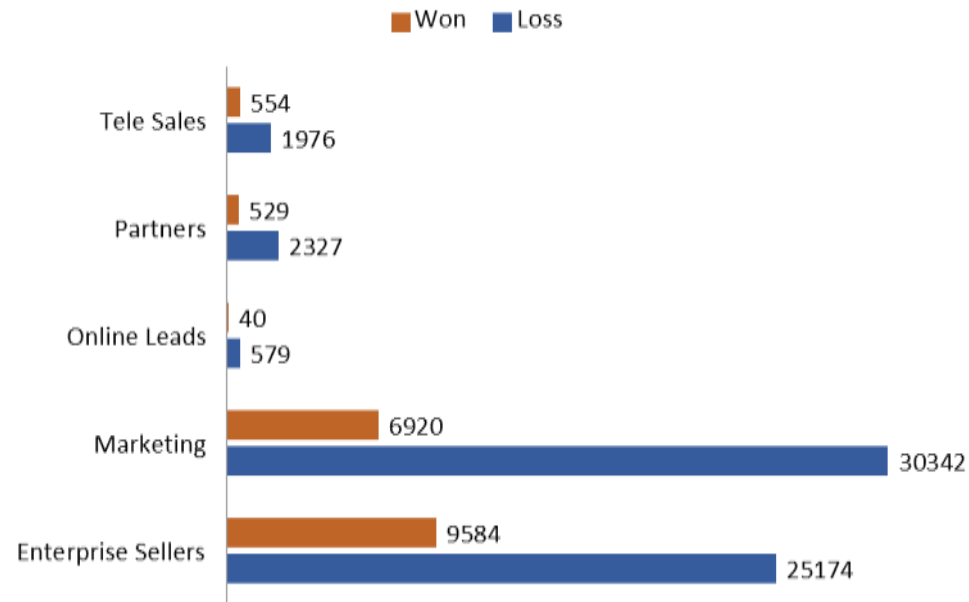
PART IIIA : Generating Insights

Sales Pipeline Conversion at a SaaS Startups

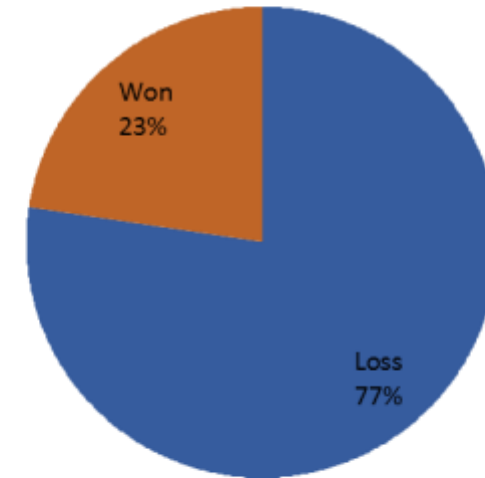
Variable under consideration: B2B Sales

Enterprise and Marketing seller have more opportunities and among this Enterprise seller have more conversion rate as compared to others .

Count of Opportunity ID by Opportunity status by B2B sales



Count Opportunity ID BY Opportunity Status

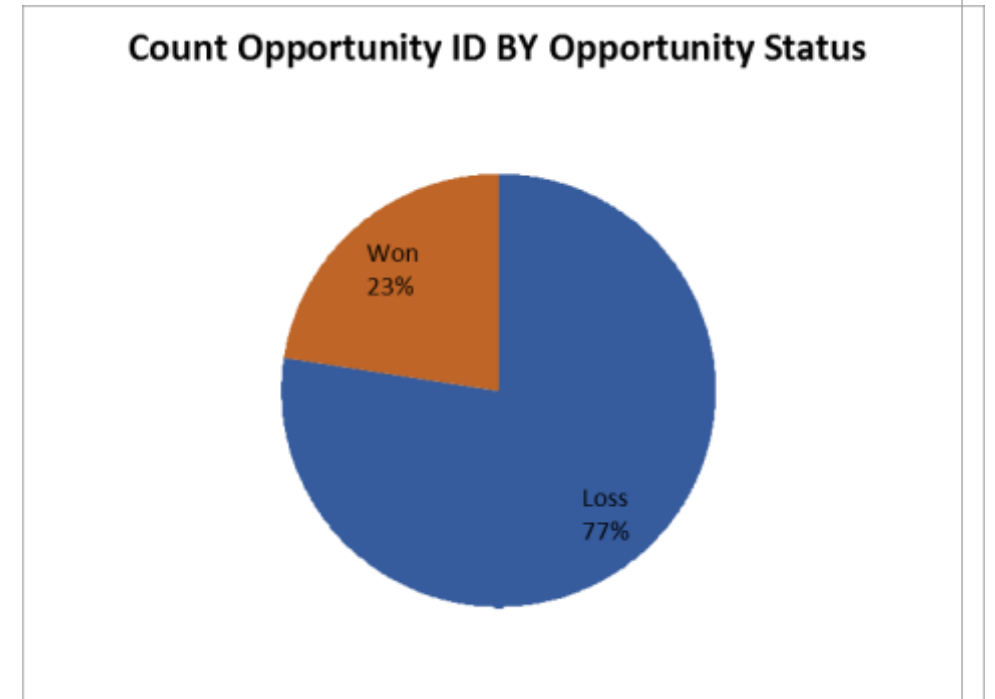
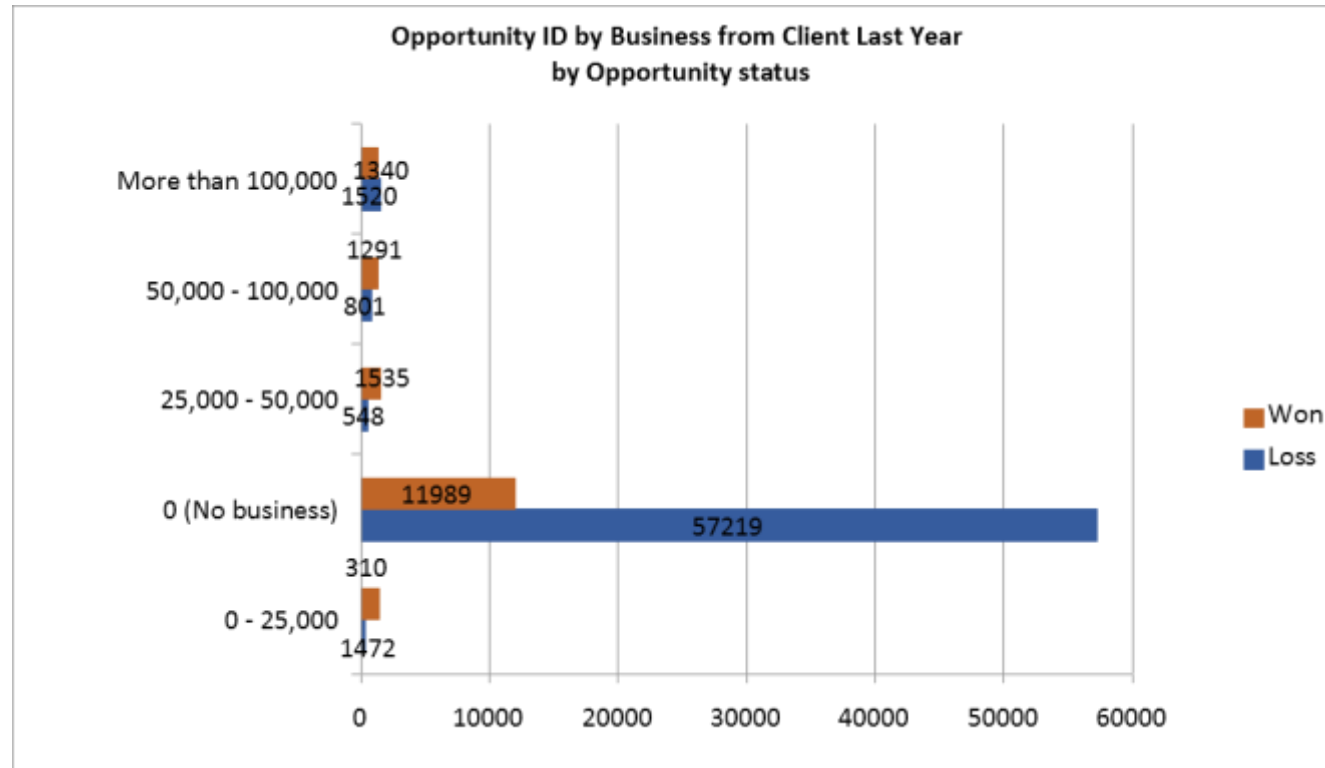


PART IIIA : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration:

The conversion rate is higher for new customer

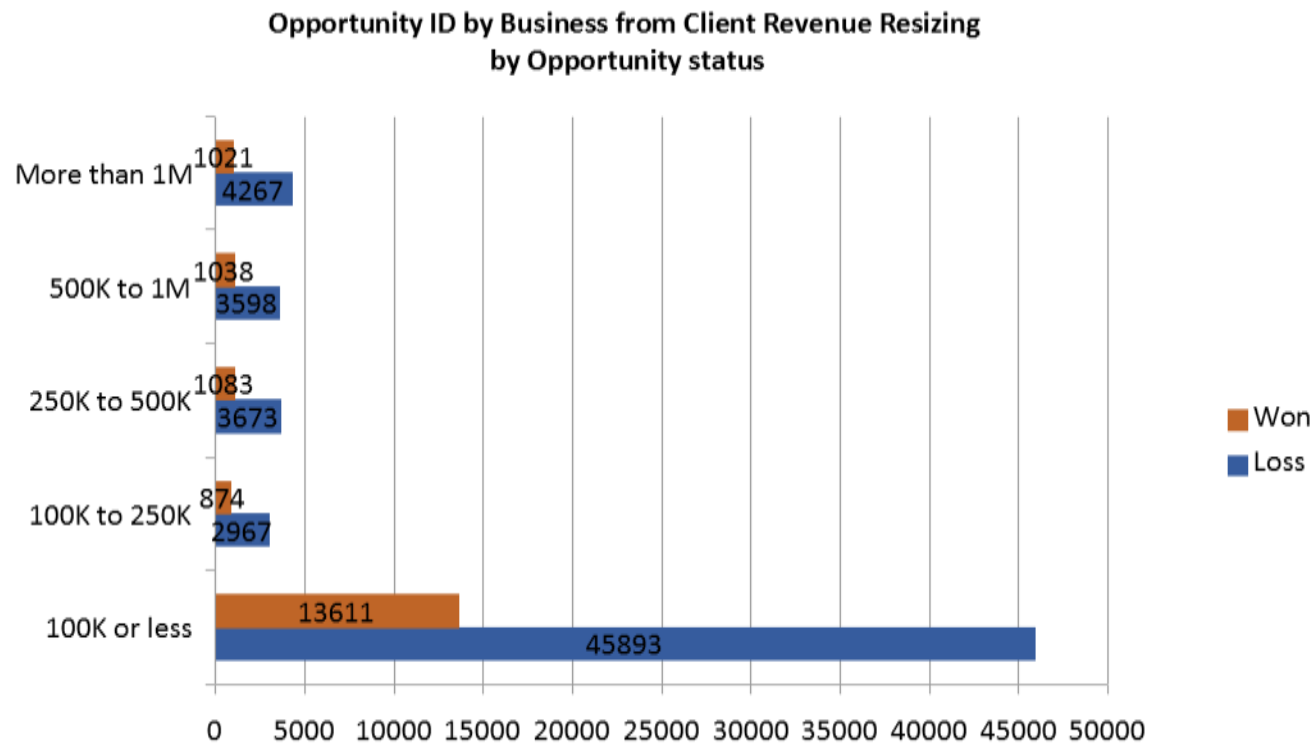


PART IIIA : Generating Insights

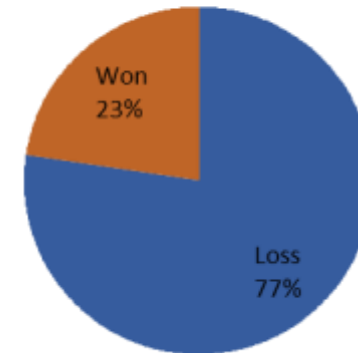
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Client revenue sizing

Suprisingly there are more opportunity coming from cliens who less revenue resizing (100k and less)



Count Opportunity ID BY Opportunity Status



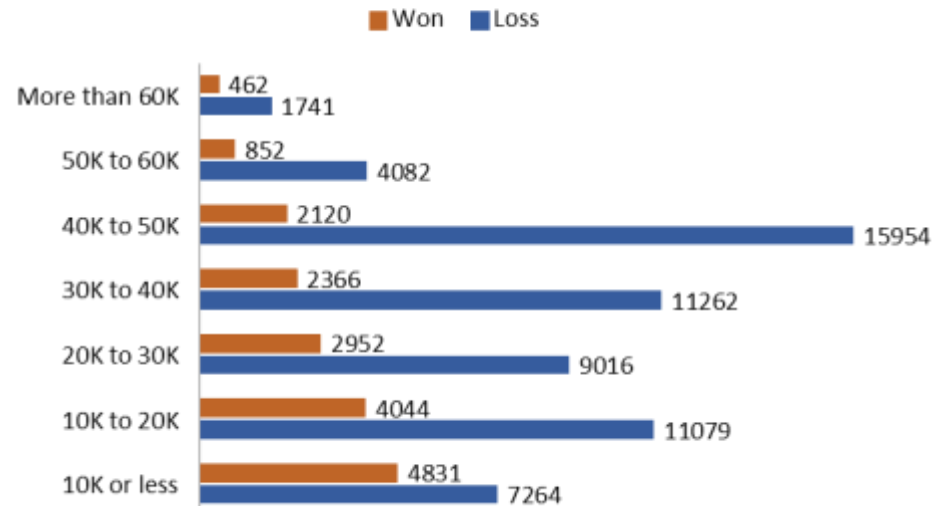
PART IIIA : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

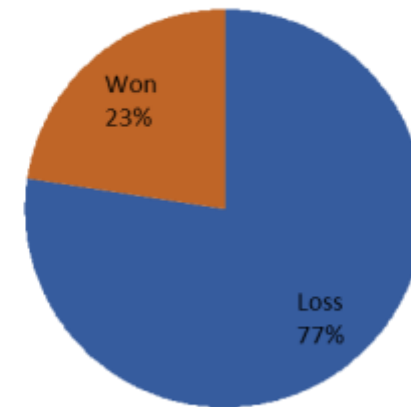
Variable under consideration: Opportunity Sizing

The opportunity conversion rate is significantly higher for those client who have less than 100k revenue size .The conversion rate is higher for the clients who have revenue size of 0 to 30k and less.

Count of Opportunity ID by Opportunity Status by Opportunity Sizing



Opportunity ID BY Opportunity Status



PART IIIA : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Recommendations

Company should focus on following points in order to have high conversion rate.

ERP implementation solutions

Enterprise Seller as B2B sales medium

Existing Customers

Less revenue size customers (100k or less)

Opportunity sizing (0-30k)

Corresponding Insights

ERP Implementation have better conversion rate than the other category

Enterprise and Marketing seller have more opportunities and among this Enterprise seller have more conversion rate as compared to others .

The conversion rate is high for existing but more opportunities are for coming from new customers.

Suprisingly there are more opportunity coming from clients who less revenue resizing (100k or less)

The opportunity conversion rate is significantly higher for those client who have less than 100k revenue size .The conversion rate is higher for the clients who have revenue size of 0 to 30k and less.

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

FINAL RECOMMENDATIONS

ERP implementation solutions

Enterprise Seller as B2B sales medium

Existing Customers

Less revenue size customers (100k or less)

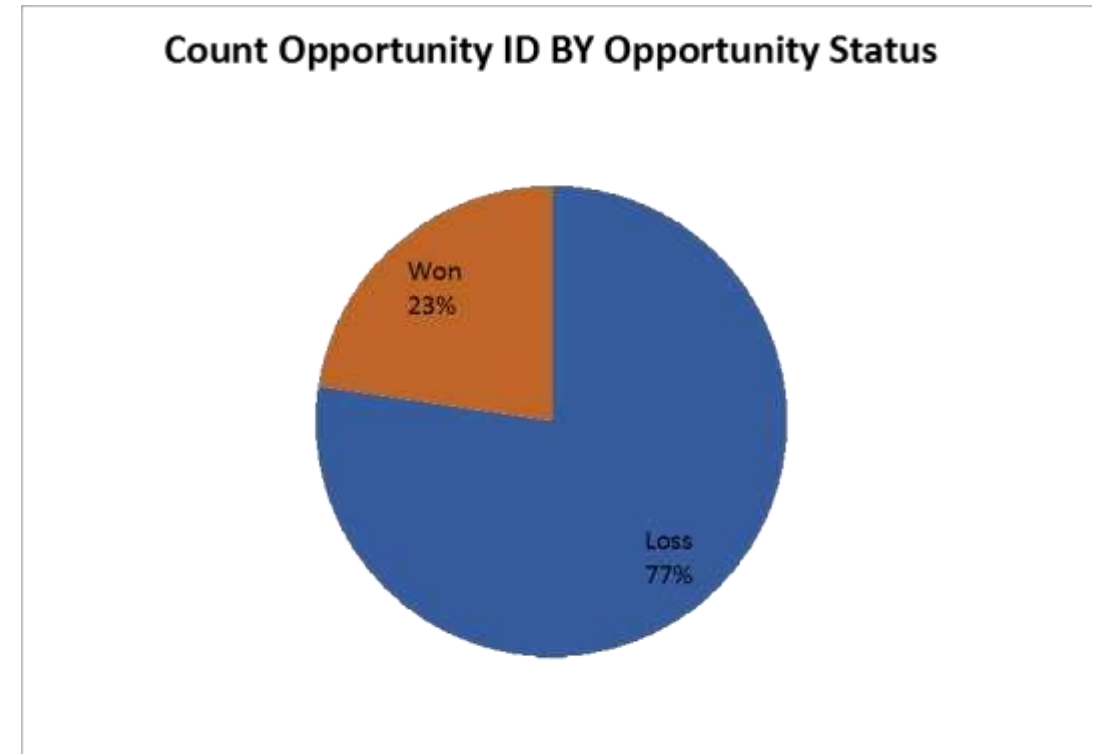
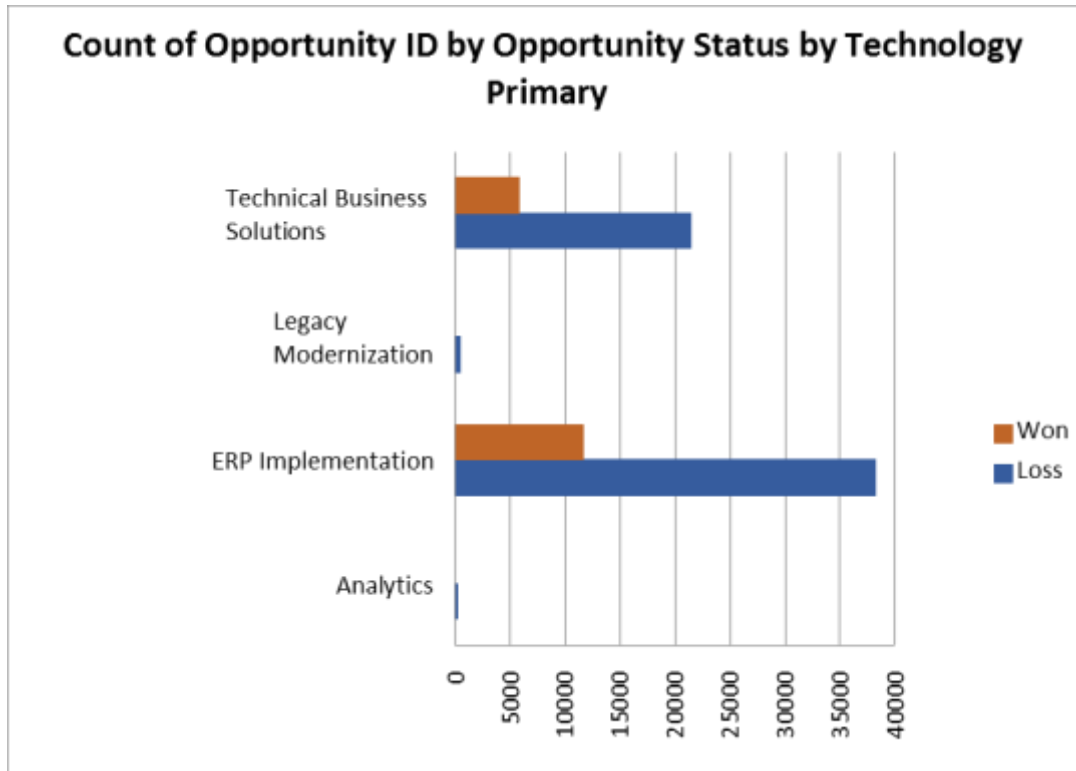
Opportunity sizing (0-30k)

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Focus on ERP implementation category solutions

ERP Implementation have better conversion rate than the other category



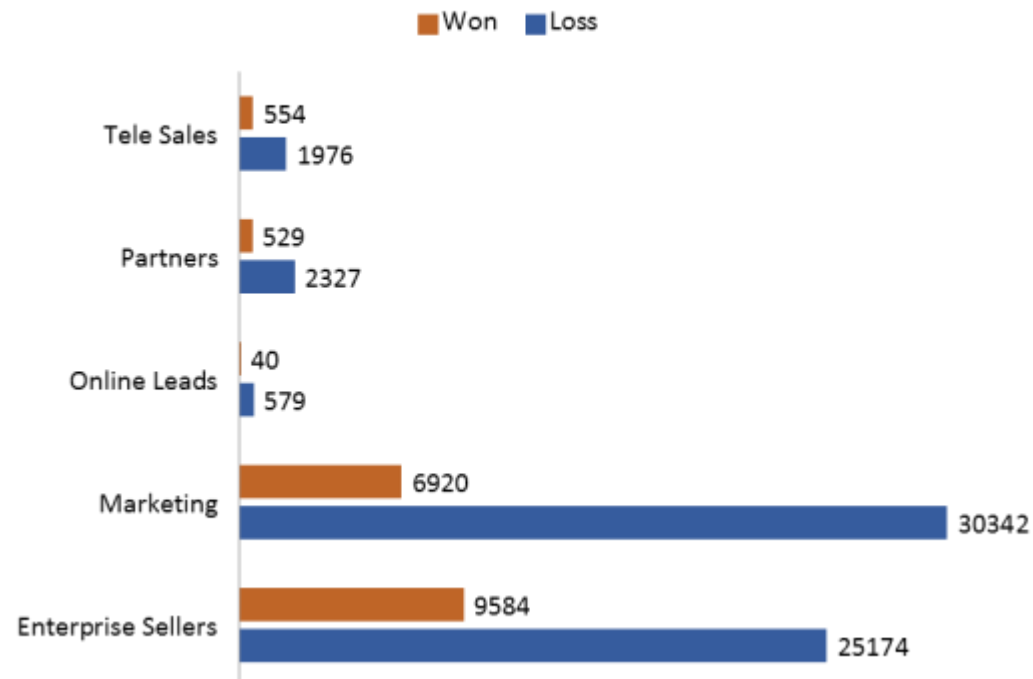
PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

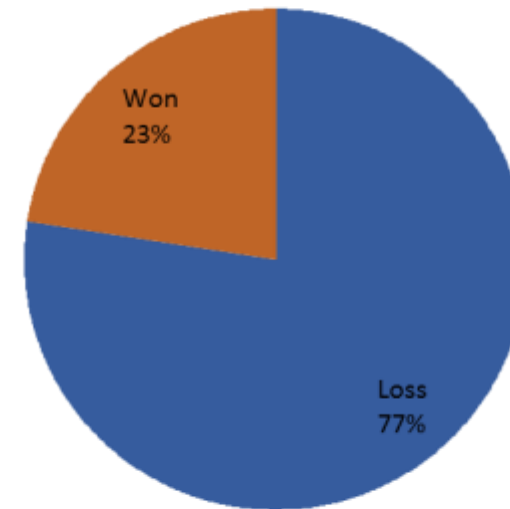
Focus on Enterprise Seller as B2B sales medium

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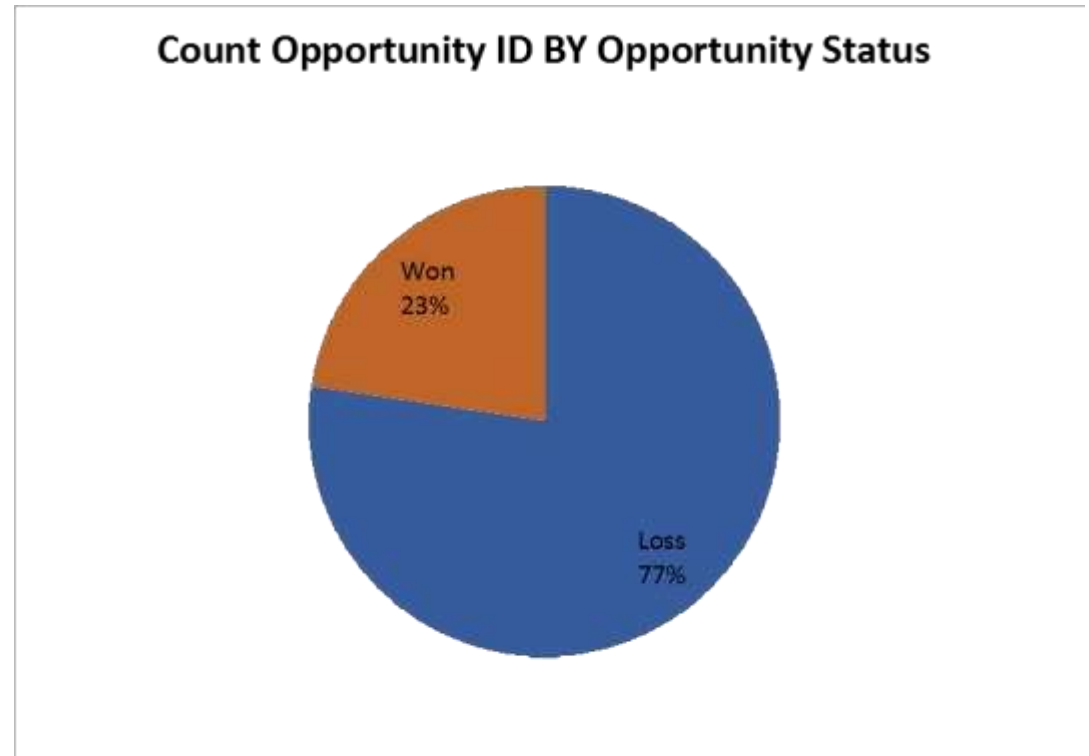
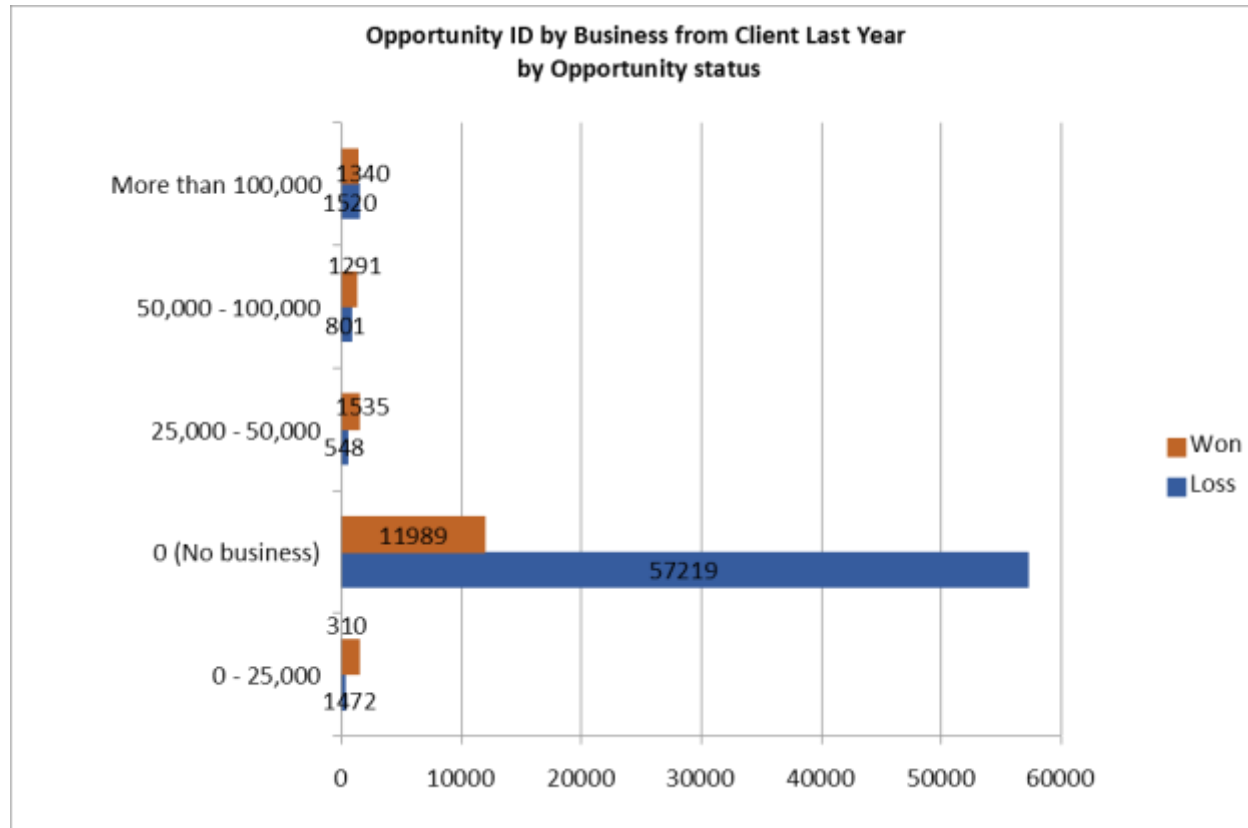


PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Focus on Existing Customers

The conversion rate is high for existing but more opportunities are for coming from new customers.

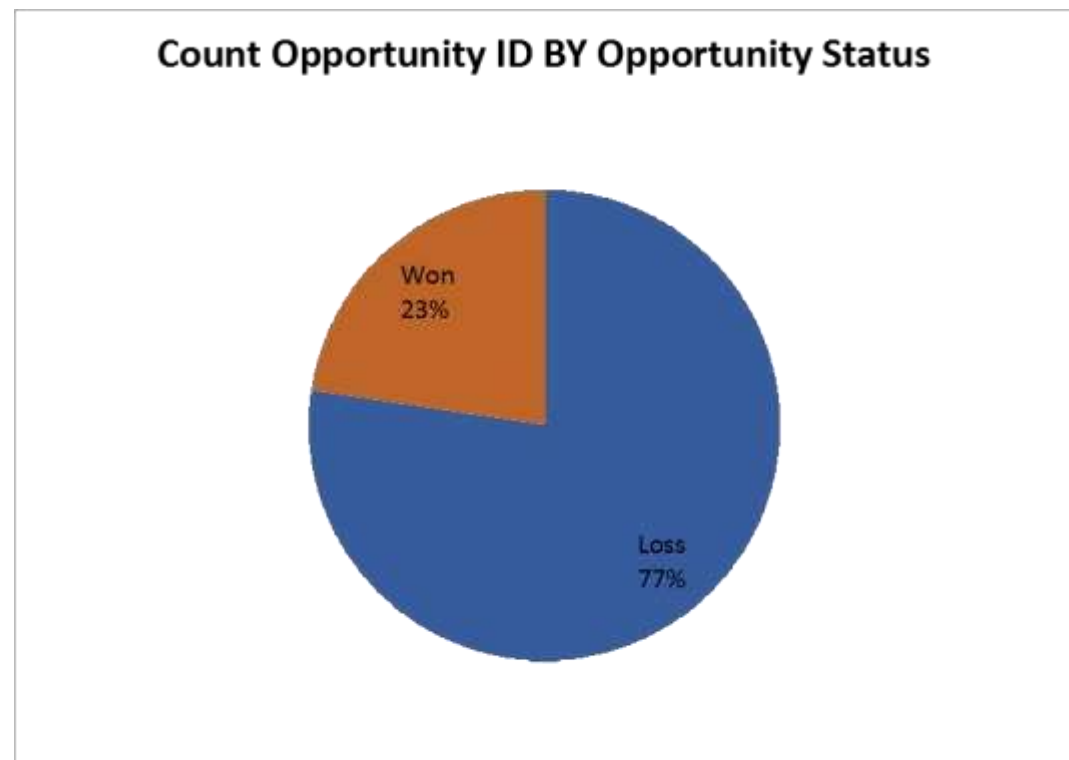
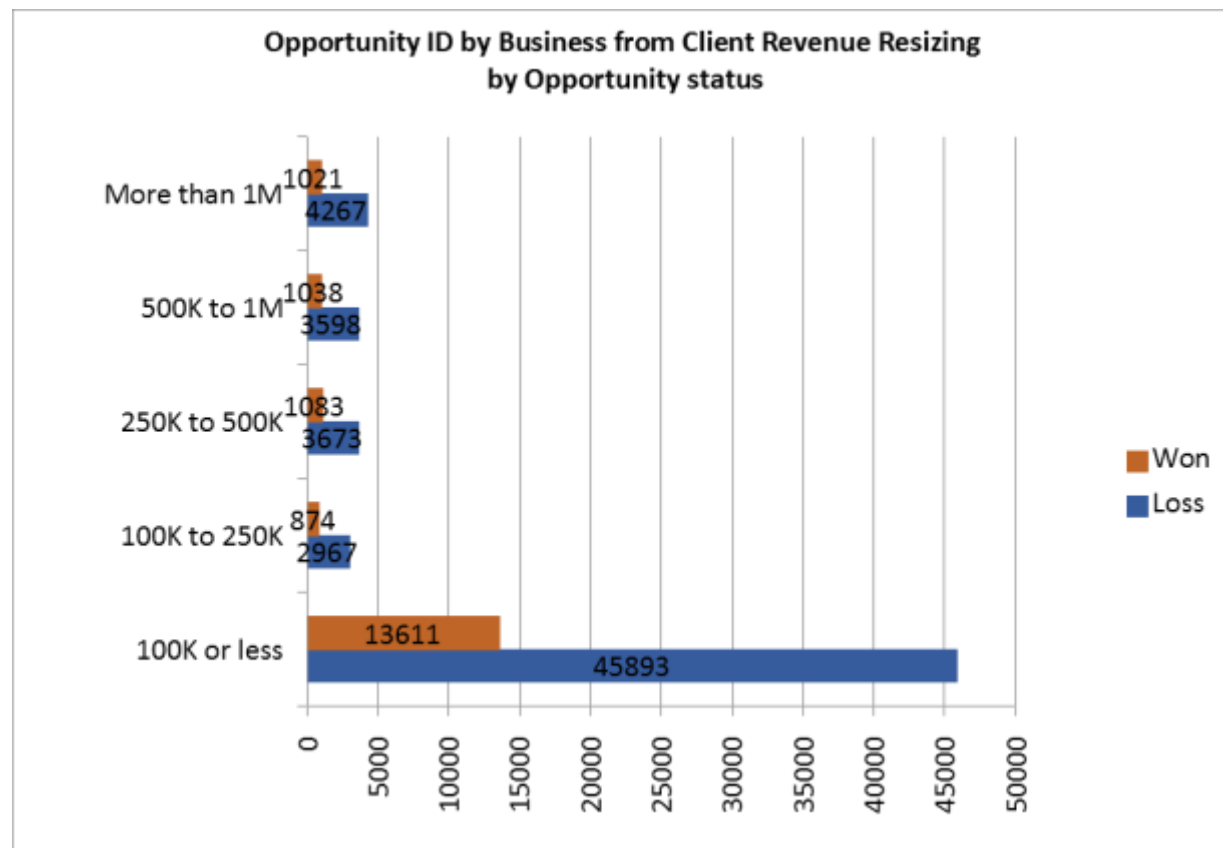


PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Focus on Less revenue size customers (100k or less)

Suprisingly there are more opportunity coming from clients who less revenue resizing (100k or less)



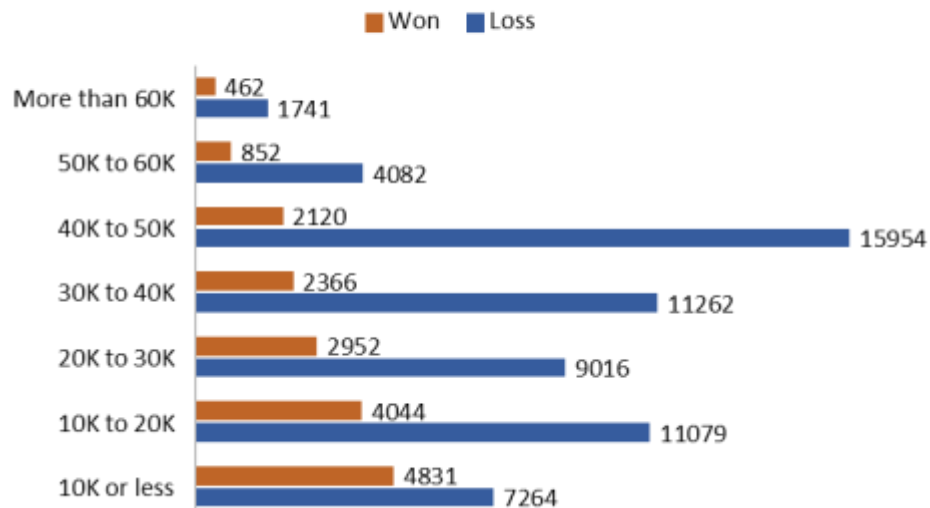
PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

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