**Growth Operations Manager - Case Study**

Planterbox Inc, a plant care software business, just acquired a regional plant care operator named SaaSafras based in the Southeastern US.

SaaSafras’ business has been stable with some organic growth and some natural churn. Planterbox has identified you as a rising star within the org and you’ve been hand picked to run the newly acquired business after the previous CEO of SaaSafras retired and sold their business. You’re excited for the opportunity and your first project is to figure out how you can grow SaaSafras’ revenue (Planterbox decided they loved the name too much, even though they acquired the company they’ll keep the SaaSafras name).

As part of the acquisition, you’ve inherited 20 great people who can do it all between sales, account management and support. Unfortunately, doing it all has come at a cost and productivity has been lower than if they had specialized in any of the individual roles (and they are begging for specialization as well). Going forward each person will only perform one core role at a time. While each person will only perform one role at a time they can switch to another role at the start of any month - one person could cycle through every job without a loss in productivity.

**Your goal is to maximize SaaSafras’ run rate revenue 12 months from now** (revenue in month 12 only, not cumulative revenue)**.** Your responsibility is to determine where these 20 people will work for the next 12 months, and at the end of month 12 you should be generating the maximum amount of revenue in that month.

The three roles are:

1. New Business Acquisition
   1. These people are responsible for selling and getting new customers in the door
2. Account Management
   1. These people help existing customers; they drive revenue growth from the customers they work with and improve retention
3. Support
   1. These people solve customer problems; they improve retention for any active customer

SaaSafras has some key metrics that won’t change with the acquisition. The business currently has 1,000 customers. SaaSafras acquires 25 customers a month organically through great branding and customer referrals. Some customers turn to other, more specialized solutions and monthly churn is 10%. There has been a standalone support org in addition to your swiss army knife team, and support’s CSAT (Customer Satisfaction) has been steady at 70% for several years. SaaSafras doesn’t offer any discounts and every active customer pays $100 a month for the core product.

***Team specifics are below:***

People who work on New Business Acquisition acquire 5 new customers a month.

Account Managers reduce churn for the customers they manage by 5% relative to baseline churn and they also increase revenue by 25% for all customers they manage. If a customer has an account manager and then loses the account manager their metrics (churn and revenue per month) return to the baseline, but there isn’t a negative consequence. Each Account Manager can carry 25 customers.

Each support agent increases CSAT by 1 percentage point. Each point of CSAT leads to a 15% *relative* decrease in churn.

SaaSafras needs you to make a decision - how many people will work on acquiring new business, account management, and support? Why are they working there, and what’s your plan to make sure you’ve made the right resource allocation decisions? We care about your understanding of the why behind your decisions just as much as we care about the actual decision, so please explain your reasoning, not just the conclusion (i.e. don’t rely too much on solver / other tools).

**Output for the Case Study**

In line with our actual work, the ideal output from this exercise is a written document outlining your thinking backed by analysis (in this case, math). As mentioned in our [blog](http://creatingvalue.substack.com), we do [not think longer cases are “better”](https://creatingvalue.substack.com/p/there-is-nothing-virtuous-about-document) and value clarity far more than length.

**The Maple Growth Operations Manager Interview Process**

First of all, thank you for applying to Maple. We’re very excited at the prospect of you joining our team and want to provide visibility into our process. To give you a view into how we think about recruiting we recommend reading [this post](https://creatingvalue.substack.com/p/product-team-recruiting) by our colleagues at Clipboard Health. We also recommend that you poke around the blog here to get an idea of [how the Product Team](https://creatingvalue.substack.com/p/the-product-team) works and our [Team Standards](https://creatingvalue.substack.com/p/high-quality-and-fast).

**Steps:**

1. Case Study 1: SaaSafras Case (above prompt)
2. Case Study 1 Interview with Maple’s Head of Sales
   1. We will always give you the chance to ask questions during this stage as well, and if time allows we may go into your background
3. Case Study 2: Quarterly Business Review
4. Case Study 2: Presentation
5. Meet with President / COO (Bo Lu)

We recognize that this is a time intensive process. We have found this is the best way to assess whether there is a mutual fit. If you're looking for room to grow problem-solving skills in a feedback-rich environment where your thinking will be challenged, we think you'll have fun in both our interview process as well as if you join full-time. We do not use the case studies outside of our recruiting process.

As a general rule, we do not give rejection reasons or feedback for case studies that do not progress to the interview stage. We unfortunately have limits to how many candidates we can interview and get to know, and the members of our team who evaluate case study submissions are unable to provide individualized feedback to every case. Of course, we’re continuously evolving our process to improve the candidate experience and welcome your feedback.

We’re excited for you to get started!