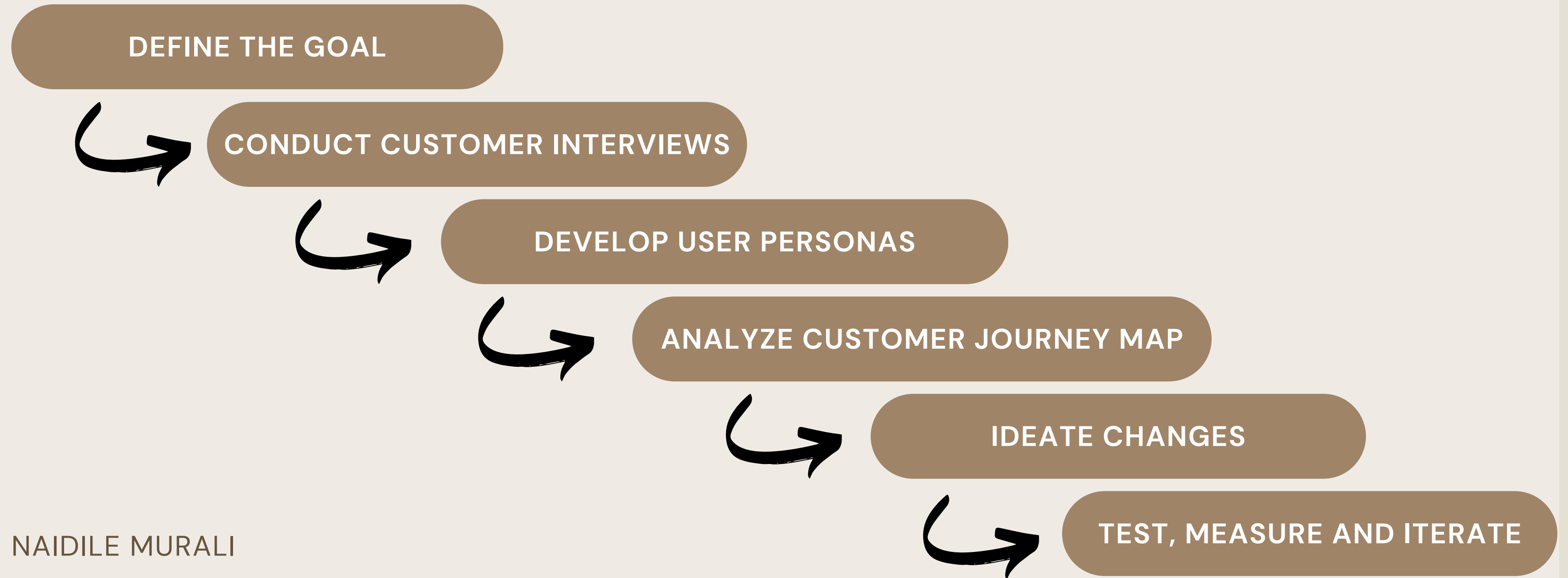


App Academy Work Sample

Prompt: Learner Nurturing in the Sales Funnel



NAIDILE MURALI
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Problem Definition

What is lead nurturing and enrollment conversion rate?

- Lead nurturing is the process of **building relationships with potential customers** and fostering those connections at every stage of the marketing and sales funnels.
- **Enrollment conversion rate** is the number of learners that sign up for the bootcamp out of the total number of potential customers (not only limited to students who've applied).

Assumptions:

- Diverse sources of obtaining leads include quiz takers, questions from Support, booking calls with coaches, students who apply to the bootcamp, students who enrol into the Open course. These are all users who have **shown an interest** in the bootcamp.

GOAL: Achieve a higher enrollment conversion rate.

Questions to Stakeholders before moving on to Customers:

- I would ask the Admissions (Sales) team how they're qualifying a lead and if there could be any improvement there.

Conducting Customer Interviews

SET A GOAL

The aim here is to understand customers i.e. their **goals, needs, pain points, experience** with App Academy's services and identify opportunities for the company. This will help us target the right customers in the right way for lead nurturing. Additionally, this process could also aid in reevaluating the sources used for lead generation.

DECIDE ON INTERVIEWEES

I would begin by interviewing past learners and surveying prospective customers.

SOME INTERVIEW QUESTIONS (OPEN-ENDED AND NEUTRAL):

1. Why did you enroll into the App Academy bootcamp?
2. How was your experience from finding out about App Academy to enrolling into the bootcamp?
3. What would make you more likely to enroll into the bootcamp?

The next step is to create user personas that will help us identify gaps.

User Personas Based on Customer Interviews

From the customer interviews I've conducted, I'd like to assess what my customers want. These are made-up characters but I want to have a deep understanding of my customers. My goal here is to work backwards starting with the **customer**.

I want to propose changes based on what is **needed**, instead of making changes based on what is possible. Given more time, I'd create more user personas based on user research and iterate on the proposed changes based on the received user feedback.



Name: Lana

Age: 33

Occupation: Design Lead

Education: Bachelors, Product Design

GOALS

- Intends to transition into an Engineering role
- Looking for a convenient, part-time course option

NEEDS

- A bootcamp that would make getting back to learning easy
- Online classes because doesn't have time to travel

OPPORTUNITIES

- An environment where she feels supported and comfortable

PAIN POINTS

- Doesn't understand how App Academy is differentiated from its competitors
- Hasn't attended a live lecture in years



Name: Sam

Age: 23

Occupation: Finance Associate

Education: BS, Finance, Comp Science

GOALS

- Wants to make a career switch
- Looking for the best and most reliable online courses

NEEDS

- Reliable Software Engineering course because he wants to invest smartly
- A brand name that companies recognize

OPPORTUNITIES

- He should be able to find App Academy mentions in reputed sources

PAIN POINTS

- Is unable to find data about latest post-bootcamp career outcomes
- Unsure if App Academy is widely recognized

Customer Journey Map

The next step would be to create a customer journey map to pinpoint the exact phase in which the problem lies and analyze all the processes that are already in place.

Journey Steps	Awareness/Discovery			Consideration							Enrollment	
Actions What does the customer do?	Searches online	Reads LinkedIn posts	Clicks on an ad	Reads Emails	Takes the quiz	Schedules a coaching session	Looks for scholarships	Attends virtual events	Compares competitive offerings	Researches career outcomes	Enrolls online	
Touchpoint What part of the service do they interact with?	Search engine results	Social media ads	LinkedIn alumni posts	Website Info, Alumni Testimonials, Quiz	1:1 Coaching sessions	Search engine results	Alumni panels	Emails & Calls			Website	Online Support
Pains What does the customer have trouble with?	None identified			Career report unavailable		Can't find App Academy in top search results		Lack of differentiation between live & recorded sessions		None identified		
Customer Feeling How does the customer feel?	😊			🤔							😊	
Backstage												
Opportunities What could be improved or introduced?	Not Applicable			Increase the enrollment conversion rate by: → Search Engine Optimization Publish Updated Career Report Demo Lectures							Not Applicable	

Proposed Changes

SEARCH ENGINE OPTIMIZATION

Use search engine optimization (SEO) tools to identify the **right keywords** that need to be included on the **website** & its **blog** in order to **appear in a prospective learner's search results**. The bootcamp or its articles also need to be referenced (**backlinks**) **on other reputed sites** through sponsorships.

ADVANTAGES

SEO improves a website's visibility in search engines to **increase organic website traffic** and enrollment conversion rate. This will help **establish** App Academy as a reliable and **recognized bootcamp**.

METRICS

1. **Organic Click-Through Rate**: Percentage of search engine users who click on an organic search result and visit the website
2. **Number of unique article views**: Measures Backlink effectiveness

UPDATED CAREER REPORT

The App Academy website can be updated to include a link to some key pieces of information like the latest **employment report** showing industry-specific statistics about past job placements, student **demographics** and **comparisons with competitors**.

ADVANTAGES

Making sure all of this information is available to prospective students will help **build trust** in the positive outcomes they could have.

METRICS

1. **Bounce Rate**: Percentage of visitors to the website who navigate away from the site after viewing only one page
2. **Click-Through Rate**: Measures how often site visitors click on a link
It is given by:
$$(\text{Total Clicks} / \text{Total Impressions}) * 100$$

DEMO LECTURES

Providing prospective learners with an option to attend **one real-time introductory lecture** where they can get an experience of how the rest of the bootcamp will be. This can be a short 1 hour demo of a Software Engineering beginner lesson followed by a Q/A session and feedback survey at the end.

ADVANTAGES

Demo Lectures will help potential learners get **comfortable with a live lecture** and **remind them of the benefits of Q&A sessions** as well as learning with other students.

METRICS

1. **Number of lecture attendees**
2. **Learner Satisfaction** is given by:
$$\text{Sum of all Ratings} / \text{Total no. of responses}$$

Prioritization using RICE Framework

These scores are based on publicly available data and my analysis.

FEATURE	REACH	IMPACT	CONFIDENCE	EFFORT	RICE SCORE*
Search Engine Optimization	8	10	9	10	72
Updated Career Report	9	9	10	9	90
Demo Lectures	7	8	8	8	56

Publishing an updated career report has the highest RICE score so I would recommend exploring that option and before considering using Search Engine Optimization tools.

*RICE Score = (Reach * Impact * Confidence)/Effort

North Star Metric

My North Star Metric is the **enrollment conversion rate**. A second metric that I'd closely observe would be:

$$\text{Batch-wise Customer Enrollment Growth Rate} = \frac{\text{No. of Current Batch's Enrollments} - \text{No. of Previous Batch's Enrollments}}{\text{No. of Previous Batch's Enrollments}}$$

Other Supporting Metrics:

- **Customer Acquisition Cost** = $\frac{\text{Total Acquisition Cost}}{\text{Number of New Customers}}$
- **Revenue Growth** = $\frac{\text{Current Period Revenue} - \text{Previous Period Revenue}}{\text{Previous Period Revenue}}$
- **Customer Satisfaction** = $\frac{\text{Sum of all Satisfaction Ratings}}{\text{Total number of responses}}$
- I would also continuously measure **Customer Touch-Point Metrics** i.e. customer interaction with Email campaigns and Calls to identify which feature is having a greater positive impact on enrollments.

Risks and Mitigation

- **Search Engine Optimization:**

Risk: This option can be expensive if App Academy wishes to rank higher in the search results.

Mitigation: Using free and affordable features of the tool can also help.

- **Updated Career Report:**

Risk: Unexpectedly low career report numbers might discourage learners from enrolling into the bootcamp.

Mitigation: Maintaining transparency with potential learners and providing an explanation for the statistics can help in reassuring them.

- **Demo Lectures:**

Risk: Potential Learners might misjudge the complexity of the actual course.

Mitigation: This can be avoided by clearly communicating the differences between the two.

Next Steps

- Working with the appropriate stakeholders, I would review and refine the proposed ideas keeping in mind user, business and strategic goals.
- Further Financial Analysis would help in understanding the feasibility of implementing these solutions and the profitability index.
- I would also assess the impact of the aforementioned risks.
- Finally, conducting A/B Tests would help determine the best solution.

Some Additional Focus Areas

Given more time and data, I would work on the following:

- From a user research standpoint, I would dive deeper to analyze customers who didn't convert. I would brainstorm ways to **re-engage customers who showed interest but didn't sign up the first time**.
- I would **analyze competitors' products** as well as user activation journeys to see if we can learn something from them.
- I would study the **current sales conversion funnel** and all the stages in it; identify which stage has the greatest drop off, **what's the communication from the Sales team** in each of these stages and tie in user interviews with this analysis to see how the awareness/conversion journey can be improved in each stage. I would also break down **conversion metrics to correspond to each stage** in the funnel.
- Lastly, I would explore the idea of introducing a **referral program** to attract new learners.

Thank you for the opportunity to be considered for this role!

Naidile Murali