ASSIGNMENT GUIDELINES

- Make the changes in the PPT as you solve the parts

- This file contains the template for all the parts of the project.

- Check the instructions added in the note section of every slide for clarity.

- Don't move around any image or text box

- If you require more/lesser elements, be careful when you copy/delete the existing ones.

ASSIGNMENT

Name: Shubhangi Bedi

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?	**What?**	**When?**	**Where?**	**How?**
TechnoServe (Tech SaaS Startup)	Sales conversion rate has dropped from 35% to 25%	In last quarter of financial year 2017-18	Among the potential customers of the company	• Marketing and Sales related issue

PART I : 2. Understanding the Problem
Sales Pipeline Conversion at a SaaS Startup

Situation

- What type of SaaS solutions company provide?

- Who are the targeted customers?

- What channels are currently being used to generate leads?

Problem

- Are sales team not efficient or skillful to qualify leads?

- Are competitors offering services at better price?

- Is there any change in marketing campaign strategies?

- Is there any products that does not meet with customer expectation?

Implication

- How does the problem the future growth of the company?

- Does the problem lead to rise in higher customer acquisition cost?

- Is there any long term implication on company reputation or customer loyalty?

Need-Payoff

- How will the increase in customer acquisition helps in future financial planning?

- Will the solution make the employees of the company more efficient and skilful?

- Will it help company to improve the marketing strategies?

PART II : Formulating Hypotheses
Sales Pipeline Conversion at a SaaS Startup

Framework Used

5C's Framework was used and issue tree was built using coggle

Reason for using the selected framework

The framework is holistic and a structured approach for formulation of hypothesis. It covers both internal and external factors affecting the company.
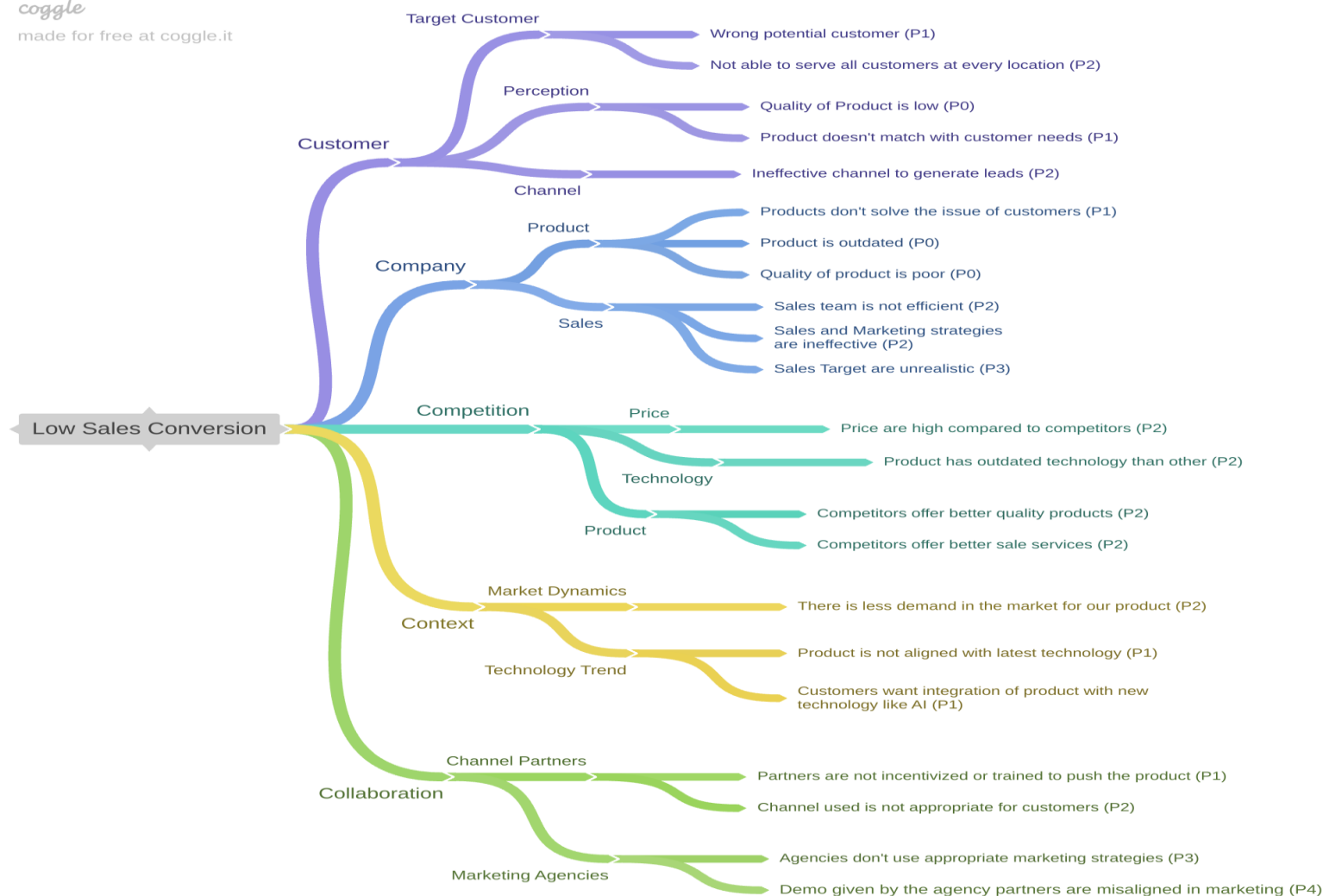
How you have used the framework here

The problem was divided into 5C' framework which includes customer, company, competition, collaboration and context. After 5C's different branches are framed based on issue and then hypothesis on the basis of priority are framed for each branch.

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

coggle
made for free at coggle.it

Low Sales Conversion

- **Customer**
  - **Target Customer**
    - Wrong potential customer (P1)
    - Not able to serve all customers at every location (P2)
  - **Perception**
    - Quality of Product is low (P0)
    - Product doesn't match with customer needs (P1)
  - **Channel**
    - Ineffective channel to generate leads (P2)
- **Company**
  - **Product**
    - Products don't solve the issue of customers (P1)
    - Product is outdated (P0)
    - Quality of product is poor (P0)
  - **Sales**
    - Sales team is not efficient (P2)
    - Sales and Marketing strategies are ineffective (P2)
    - Sales Target are unrealistic (P3)
- **Competition**
  - **Price**
    - Price are high compared to competitors (P2)
  - **Technology**
    - Product has outdated technology than other (P2)
  - **Product**
    - Competitors offer better quality products (P2)
    - Competitors offer better sale services (P2)
- **Context**
  - **Market Dynamics**
    - There is less demand in the market for our product (P2)
  - **Technology Trend**
    - Product is not aligned with latest technology (P1)
    - Customers want integration of product with new technology like AI (P1)
- **Collaboration**
  - **Channel Partners**
    - Partners are not incentivized or trained to push the product (P1)
    - Channel used is not appropriate for customers (P2)
  - **Marketing Agencies**
    - Agencies don't use appropriate marketing strategies (P3)
    - Demo given by the agency partners are misaligned in marketing (P4)

PART II : Formulating Hypotheses
Sales Pipeline Conversion at a SaaS Startup

Branch 1- Low Sales Conversion - Customer - Target Customers

- Wrong potential customer (P1)
- Not able to serve all customers at every location (P2)

Branch 2- Low Sales Conversion - Customer - Perception

- Quality of Product is low (P0)
- Product doesn't match with customer needs (P1)

Sales Pipeline Conversion at a SaaS Startup

Branch 3- Low Sales Conversion - Customer - Channel

- Ineffective channel to generate leads (P2)

Branch 4- Low Sales Conversion - Company - Product

- Products don't solve the issue of customers (P1)
- Product is outdated (P0)
- Quality of product is poor (P0)

Branch 5- Low Sales Conversion - Company - Sales

- Sales team is not efficient (P2)
- Sales and Marketing strategies are ineffective (P2)
- Sales Target are unrealistic (P3)

Branch 6- Low Sales Conversion - Competition - Price

- Price are high compared to competitors (P2)

Sales Pipeline Conversion at a SaaS Startup

Branch 7- Low Sales Conversion - Competitors - Technology

- Product has outdated technology than other (P2)

Branch 8- Low Sales Conversion - Competitors - Product

- Competitors offer better quality products (P2)
- Competitors offer better sale services (P2)

PART II : Formulating Hypotheses
Sales Pipeline Conversion at a SaaS Startup

Branch 9- Low Sales Conversion - Context - Market Dynamics

- There is less demand in the market for our product (P2)

Branch 10- Low Sales Conversion - Context - Technology Trends

- Product is not aligned with latest technology (P1)
- Customers want integration of product with new technology like AI (P1)

PART II : Formulating Hypotheses
Sales Pipeline Conversion at a SaaS Startup

Branch 11- Low Sales Conversion - Collaboration - Channel Partners

- Partners are not incentivized or trained to push the product (P1)
- Channel used is not appropriate for customers (P2)

Branch 12- Low Sales Conversion - Collaboration - Market Agencies

- Agencies don't use appropriate marketing strategies (P3)
- Demo given by the agency partners are misaligned in marketing (P4)

PART III A : Generating Insights
Sales Pipeline Conversion at a SaaS Startup

Variable	Insights if any	Pattern of Insight
Technology Primary	"Legacy Modernization" has the lowest conversion rate nearly half of the average conversion rate	Surprising Comparison
B2B Sales Medium	The conversion rate of "Online Leads" is very low only 6.46%	Significant Outliers
Revenue Sizing	The clients having average income "less than $100 K" is usually high, about 59504	Significant Outliers
Business from Client Last Year	The most targeted segment i.e., client with "no business history" has very low conversion rate	Significant Extremes

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable	Insights if any	Pattern of Insight
Opportunity Sizing	There is low potential conversion rate of client with revenue between "$40k to $50K" than clients with revenue of "less than $10K)	Surprising Extremes
City	"Pune" has slightly lower conversion rate than the average conversion rate	Unknown Results
Sales Velocity	The client who have spent "more than 93 days" have chances of 100% conversion rate	Significant Outliers

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Technology Primary

Average conversion rate of Technology primary

Row Labels	Count of Conversion Rate	Average of Conversion Rate
Analytics	281	26.33%
ERP Implementation	49810	23.35%
Legacy Modernization	609	12.15%
Technical Business Solutions	27325	21.41%
Grand Total	78025	22.59%

From the pivot table it is clearly evident that "Analytics" solution provided to clients have higher average conversion rate. While, the "Legacy Modernization" has lower average conversion rate.

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Technology Primary

Percentage of Win/Loss by Technology Primary

Count of Opportunity Status	Column Labels	
Row Labels	**Loss**	**Won**
Analytics	73.67%	**26.33%**
ERP Implementation	76.65%	23.35%
Legacy Modernization	**87.85%**	12.15%
Technical Business Solutions	78.59%	21.41%
Grand Total	**77.41%**	**22.59%**
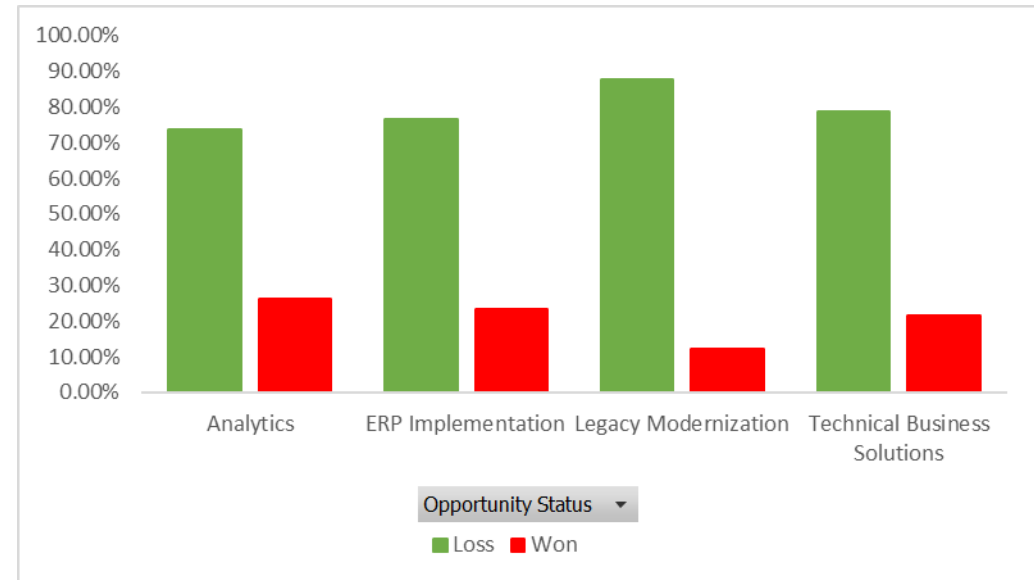
The pivot table and bar graph represent that 87.85% leads are lost in "Legacy Modernization" with only 12.15%-win rate. The highest percentage of win rate is in "Analytics" solution
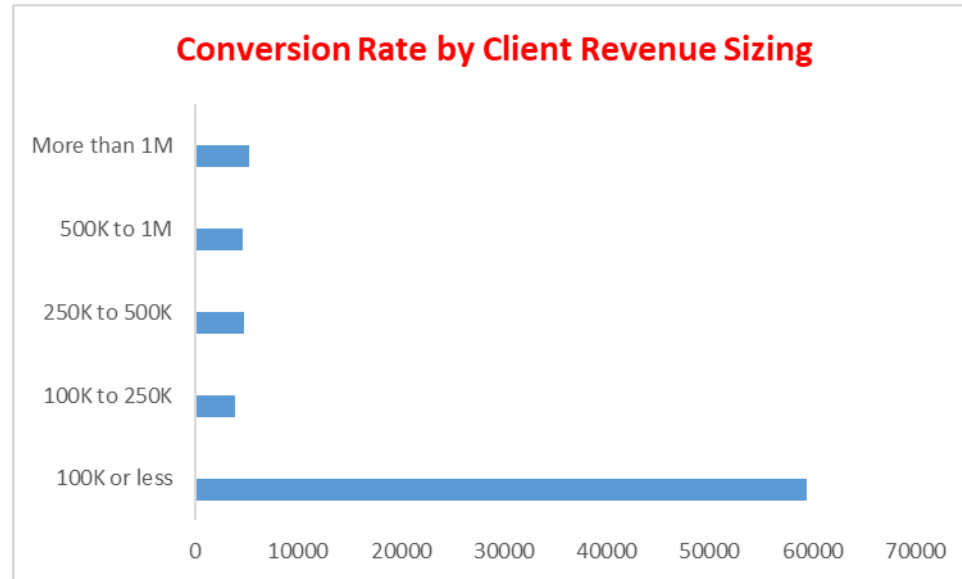
PART III A : Generating Insights
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Client Revenue Sizing

Revenue Sizing

Row Labels	Count of Conversion Rate	Average of Conversion
100K or less	59504	22.87%
100K to 250K	3841	22.75%
250K to 500K	4756	22.77%
500K to 1M	4636	22.39%
More than 1M	5288	19.31%
Grand Total	**78025**	**22.59%**

Conversion Rate by Client Revenue Sizing

The pivot table and chart shows that conversion rates tend to decline as deal size increases. Opportunities valued at 100K or less have the highest average conversion rate (22.87%) and dominate in volume (59,504 counts). In contrast, deals worth more than 1M have the lowest conversion rate (19.31%), suggesting higher-value opportunities are harder to close. Overall, smaller deal sizes yield better conversion performance, both in rate and frequency.
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PART III A : Generating Insights
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Client Revenue Sizing

Revenue Sizing w.r.t to Compete Intel

Average of Conversion Rate	Column Labels			
Row Labels	**Known**	**None**	**Unknown**	**Grand Total**
100K or less	20.14%	32.17%	21.79%	22.87%
100K to 250K	20.38%	32.43%	22.12%	22.75%
250K to 500K	20.02%	28.86%	22.84%	22.77%
500K to 1M	18.44%	32.33%	22.37%	22.39%
More than 1M	16.16%	26.16%	19.52%	19.31%
Grand Total	**19.48%**	**31.65%**	**21.77%**	**22.59%**

The table shows that conversion rates are highest when no compete intel is available (31.65%), indicating better success in uncontested deals. In contrast, deals with known competitors have the lowest conversion rates (19.48%), especially for high-value deals over 1M (16.16%). This suggests that strong competition significantly reduces win rates.
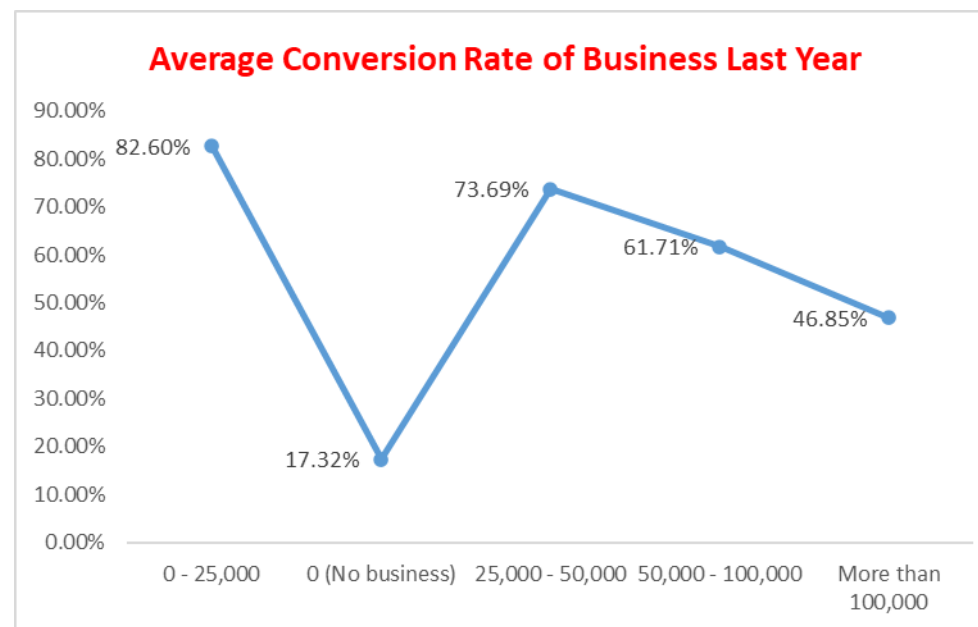
PART III A : Generating Insights
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Client Business Last Year

Business Last Year

Row Labels	Average of Conversion Rate
0 - 25,000	82.60%
0 (No business)	17.32%
25,000 - 50,000	73.69%
50,000 - 100,000	61.71%
More than 100,000	46.85%
Grand Total	**22.59%**

Row Labels	Count of Conversion Rate
0 - 25,000	1782
0 (No business)	69208
25,000 - 50,000	2083
50,000 - 100,000	2092
More than 100,000	2860
Grand Total	**78025**

Average Conversion Rate of Business Last Year

It can be inferred from the analysis that clients with past business between ₹0–25K, though fewer in number, had the highest conversion rate. In contrast, the largest targeted segment—clients with no prior business—had the lowest conversion rate.
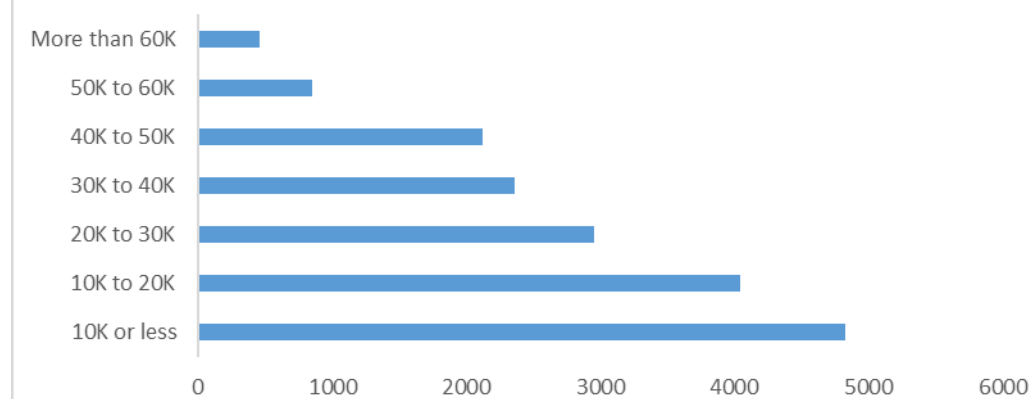
PART III A : Generating Insights
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Opportunity Sizing

Opportunity Sizing

Row Labels	Sum of Conversion Rate
10K or less	**4831**
10K to 20K	4044
20K to 30K	2952
30K to 40K	2366
40K to 50K	2120
50K to 60K	852
More than 60K	462
Grand Total	**17627**

Conversion Rate by Opportunity Sizing

It is clearly observable from the conditionally formatted pivot table that clients with a "potential revenue exceeding $50K" were targeted less frequently. An intriguing insight is the notably low conversion rate of approximately 11.7% for clients whose potential revenue falls within the "$40K to $50K" range. In stark contrast, clients with a "potential revenue less than $10K" exhibited a significantly higher conversion rate, nearly double the overall average conversion rate.

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Opportunity Sizing

Opportunity Sizing by City

| Average of Conversion Rate	Column Label							
Row Labels	Bengaluru	Chennai	Delhi	Hyderabad	Kolkata	Mumbai	Pune	Grand Total
10K or less	38.50%	42.76%	34.60%	41.22%	45.56%	41.66%	40.60%	39.94%
10K to 20K	25.58%	23.07%	28.76%	26.13%	29.30%	29.56%	20.40%	26.74%
20K to 30K	23.74%	24.37%	25.68%	22.59%	23.64%	27.68%	19.80%	24.67%
30K to 40K	18.43%	16.74%	17.05%	17.65%	15.19%	19.69%	13.74%	17.36%
40K to 50K	12.03%	11.09%	12.97%	10.47%	10.73%	12.38%	10.37%	11.73%
50K to 60K	18.07%	11.64%	18.92%	14.69%	13.06%	20.67%	16.27%	17.27%
More than 60K	15.97%	22.86%	25.65%	14.56%	16.50%	24.04%	21.58%	20.97%
Grand Total	**21.71%**	**21.82%**	**22.74%**	**21.89%**	**21.27%**	**25.37%**	**18.88%**	**22.59%**

It is evident that clients with a potential revenue of "10K or less" consistently show the highest conversion rates across all cities, with figures ranging from 34.60% in Delhi to 45.56% in Kolkata, and an overall average conversion rate of about 39.94%. This indicates a strong likelihood of converting smaller potential revenue clients.

Sales Pipeline Conversion at a SaaS Startup

upGrad Campus

Variable under consideration: City

| Average of Conversion Rate / Row Labels	Bengaluru	Chennai	Delhi	Hyderabad	Kolkata	Mumbai	Pune	Grand Total
Enterprise Sellers	25.08%	26.62%	27.24%	24.19%	25.60%	33.49%	22.19%	27.57%
Marketing	18.46%	16.55%	22.10%	19.93%	17.35%	17.52%	16.45%	18.57%
Online Leads	1.96%	50.00%	6.21%	3.28%	3.13%	11.76%	6.25%	6.46%
Partners	27.21%	23.64%	15.70%	15.32%	32.26%	21.09%	18.89%	18.52%
Tele Sales	10.00%	6.40%	21.58%	33.83%	15.56%	30.05%	11.58%	21.90%
Grand Total	21.71%	21.82%	22.74%	21.89%	21.27%	25.37%	18.88%	22.59%
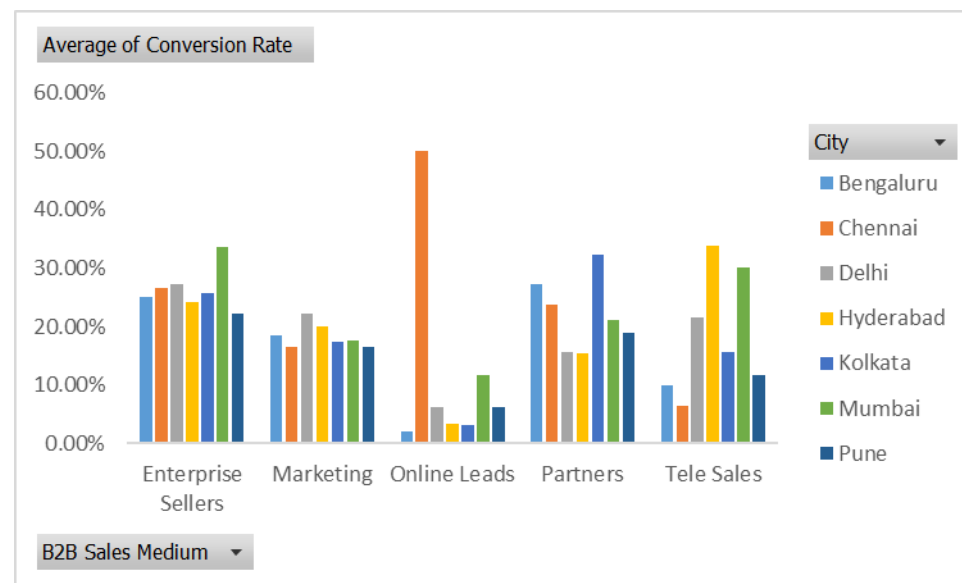
From the pivot table it is clearly evident that Pune has lowest average conversion rate. The clustered column chart shows that Chennai has highest online lead conversion rate when compare to other cities. For Tele Sales also Hyderabad and Chennai has lower conversion rate.

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Sales Velocity
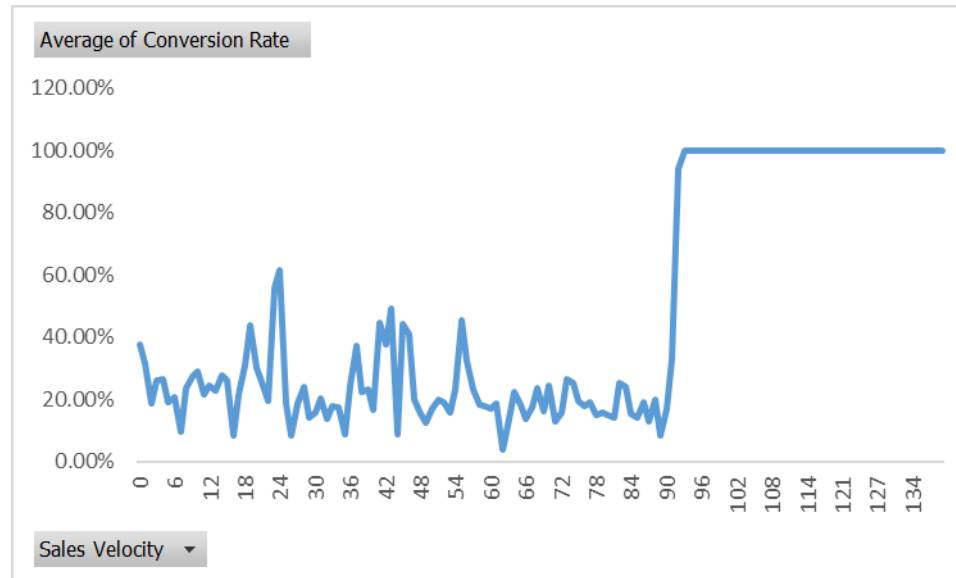
The line chart clearly shows that clients who remain in the sales stage for more than 93 days achieve a 100% conversion rate, regardless of other variables. This key insight can be strategically leveraged to enhance conversion rates moving forward.

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Recommendations

Prioritize targeting clients who generated less than $25K in revenue last year.

Ensure client engagement extends beyond 90 days in the sales pipeline.

Deprioritize the Online Leads channel in B2B sales efforts.

Exclude clients with zero revenue history from high-priority targeting.

Corresponding Insights

Clients with annual revenue between $0 and $25K demonstrated a strong conversion rate of approximately 83%, making them a highly responsive segment.

Clients who remained in the sales stage for more than 93 days achieved a 100% conversion rate, regardless of other influencing factors.

The Online Leads channel records the lowest conversion rate, approximately one-fourth of the overall average, and is the least utilized channel.

Clients with no revenue generation in the previous year, despite being the most targeted group, have shown very low conversion rates, negatively impacting overall performance.