ASSIGNMENT

Name: Achal Tyagi

Problem Statement

The sales pipeline conversion percentage at Techno Serve (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 Techno Serve, and analyze 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?**
Techno Serve (a tech SaaS startup).	The sales pipeline conversion percentage has dropped from 35% to 25%.	At the end of last fiscal (FY 2017-18) to at present.	Among the 1. Customers . 2. Sales team. 3. Marketing team.	1. Sales and Marketing issue. 2. Not targeting the right customers. (Marketing issue) 3. Product not meeting the customer requirements and market needs.

PART I : 2. Understanding the Problem

Sales Pipeline Conversion at a SaaS Startup

Situation	Problem	Implication	Need-Payoff
1. How much sales pipeline conversion targeted and the length of your project. 2. What is the conversion rate strength of your sales team. 3. How much your management is serious in technology and innovation. 4. How much changes you've seen from last fiscal to till now among customers demands and is your management (marketing team specifically) able to deliver message strongly among customers.	1. Is the sales team able to answer the customers effectively. 2. Is there any optimal technology still to be needed in your product as compared to your competitors. 3. Are you feeling need, to hire new talent or tech consultant in your organization. 4. What are the problem you are facing currently in your organization.	1. How does new technology impact revenue, cost and reputation of your organization. 2. Or is there any internal issue with the management capabilities that is not addressed.	1. Does adding new tech helps in increasing revenue and in improving conversion rates. 2. Does Adding tech consultant or implementing certain targets to management can improve their efficiency. 3. Or does this new tech helps in competing with current market and allow sales and marketing team to convince and convert customers to win sale pipeline conversion rates.

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

Framework Used

BANT FRAMEWORK.

Reason for using the selected framework

Helps us measure the quality and sales prospects and analyze their likelihood of converting into successful customers.

BANT stands for- Budget, Authority, Need, Timeframe.

It also helps in identify good leads from the customer poll.

How you have used the framework here

Interviewed new and existing customers who search for products. After interview did research of company product, sales, marketing and management. And came to know that customer is afforded the product but they don't like it because no new additional features and innovation is there in the product. Management doesn't invest in new technology and innovation.

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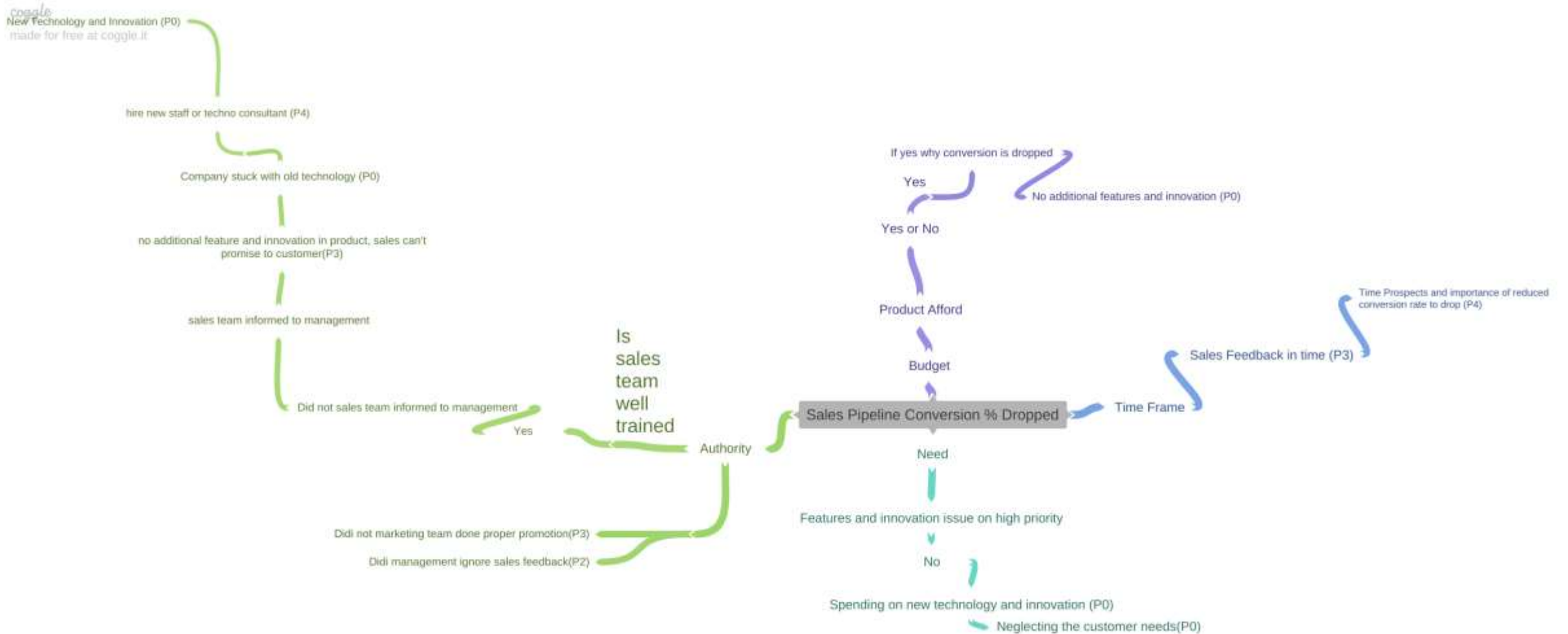
PART II : Formulating Hypotheses
Sales Pipeline Conversion at a SaaS Startup

Branch 1- Budget

Does customer able to afford the product Yes/No- Answer is yes

Hypotheses 1: If customer afford the product- why customer doesn't want to buy the product.
Hypotheses 2: Why Customer doesn't want to buy the product – customer want additional features and new innovation in the products.

Branch 2- Authority

Hypotheses 1: why Sales team neglected customer's needs.
Hypotheses 2: sales team can't promise to customer for additional feature and innovation which the competitor gives.
Hypotheses 3: why company is stuck with old technology- company is not hiring talented peoples or not hire tech consultant to get suggestion on new technology and innovation.
Hypotheses 4: Authority don't want to hire techno Consultant to get suggestion in new technology and innovation.

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

Branch 3- Need

Hypotheses 1 : new technology and innovation is important for prospects.
Hypotheses 2 : why management is not taking new technology and innovation issue on high priority.

Branch 4- Time Frame

Hypotheses 1: Is this prospects have the importance means to add new technology and innovation in your product.
Hypotheses 2 : how much time they take to implement the solution provided and how quickly management meet the requirements ?.

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

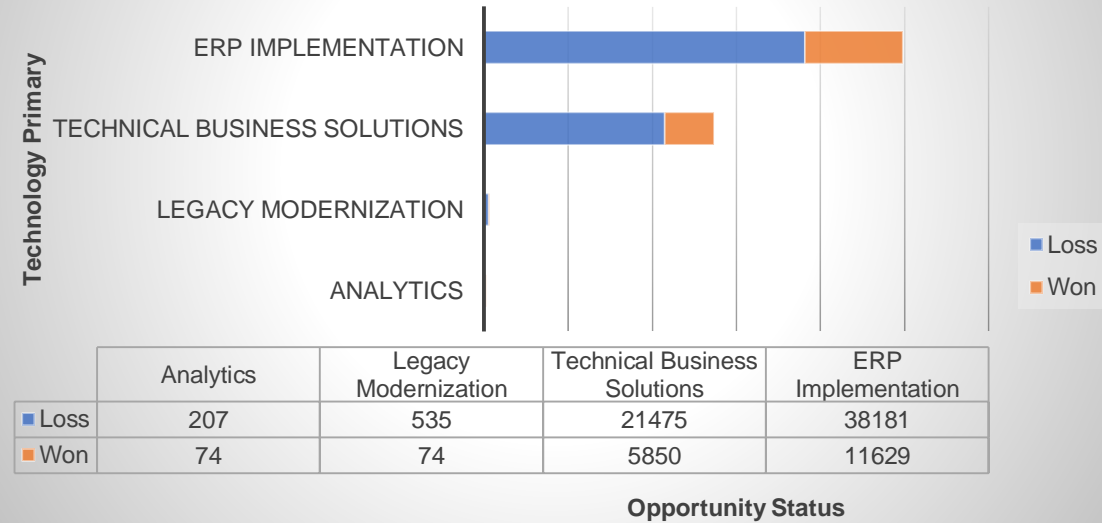| Variable	Insights if any	Pattern of Insight
1. Technology Primary	An unusually large number of opportunities come from ERP Implementation category and they have a better than average opportunity conversion rate	Significant Outliers
2. B2B Sales Medium	Most Opportunities are from Marketing and Enterprise Sellers with the Enterprise Sellers having a better than average opportunity conversion rate.	Significant Outliers
3. Client Revenue Sizing	An unusually large number of opportunities come from clients who are less in revenue size(100K or less)	Significant Outliers
4. Opportunity Sizing	The opportunity conversion rate is significantly higher for clients with potential revenue in 10K(or less)-30K range.	Surprising Comparison
5. Business from Client Last Year	The conversion rate is higher for existing customers despite the number of opportunities unusually large from newer customers	Surprising Comparison/Significant Outliers

PART III A : Generating Insights (Sheet 1)
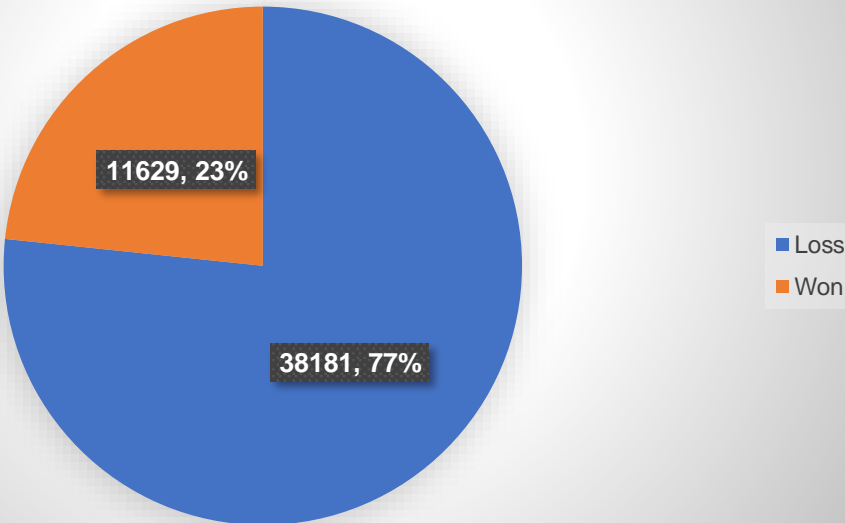## Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Technology Primary

An unusually large number of opportunities come from ERP Implementation category and they have a better than average opportunity conversion rate

Count of opportunity ID by Technology Primary and Opportunity Status

	Analytics	Legacy Modernization	Technical Business Solutions	ERP Implementation
Loss	207	535	21475	38181
Won	74	74	5850	11629

Opportunity Status

Opportunity ID by Opportunity Status (Including ERP Implementation)
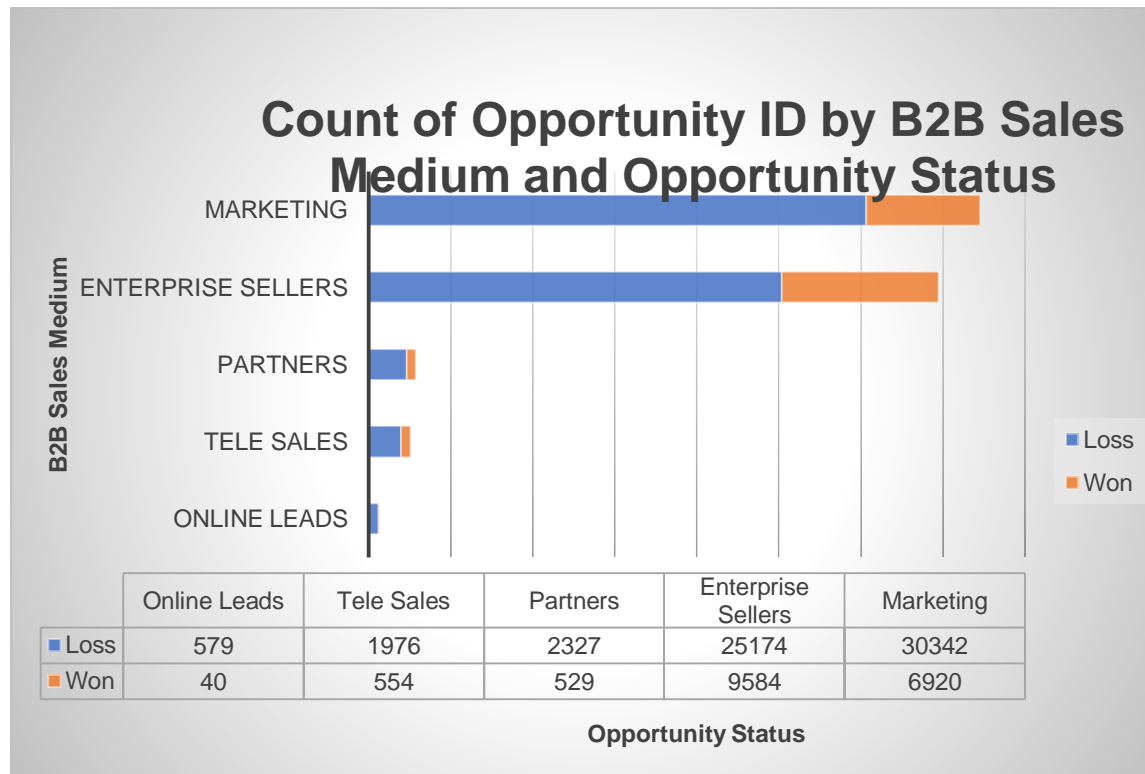
11629, 23%
38181, 77%

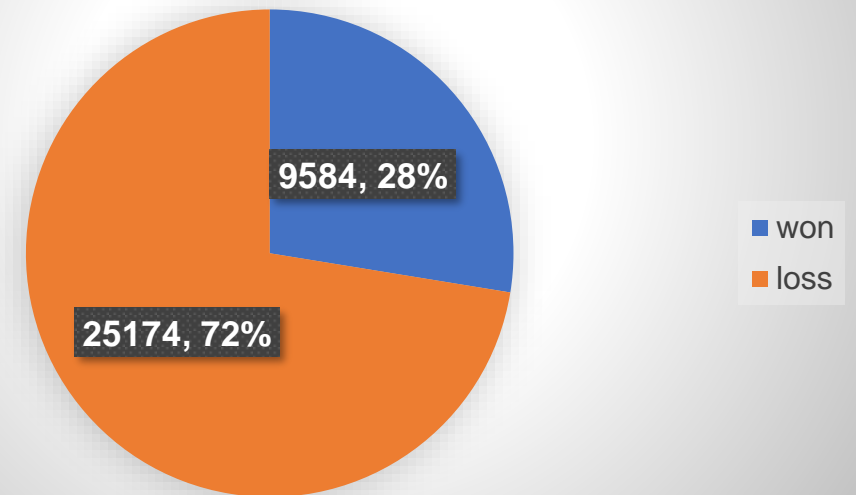# PART III A : Generating Insights (Sheet 2)
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: B2B Sales Medium

Most Opportunities are from Marketing and Enterprise Sellers with the Enterprise Sellers having a better than average opportunity conversion rate.

Count of Opportunity ID by B2B Sales Medium and Opportunity Status

	Online Leads	Tele Sales	Partners	Enterprise Sellers	Marketing
Loss	579	1976	2327	25174	30342
Won	40	554	529	9584	6920

Opportunity Status

Count of Opportunity ID by Opportunity Status (Including Enterprise Sellers)
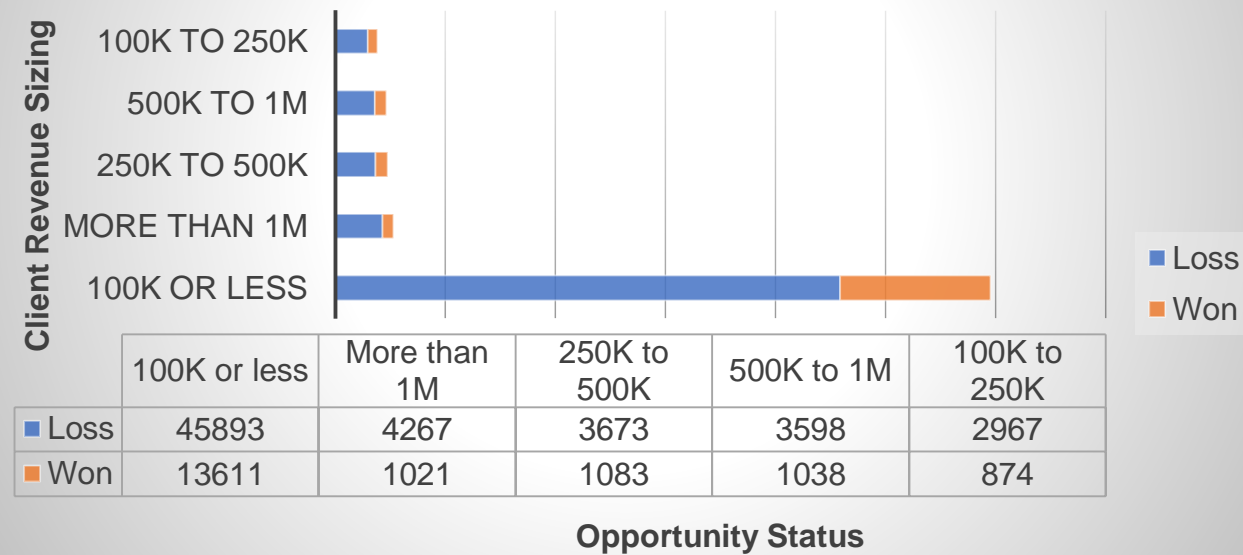
9584, 28%

25174, 72%

won
loss

PART III A : Generating Insights (Sheet 3)
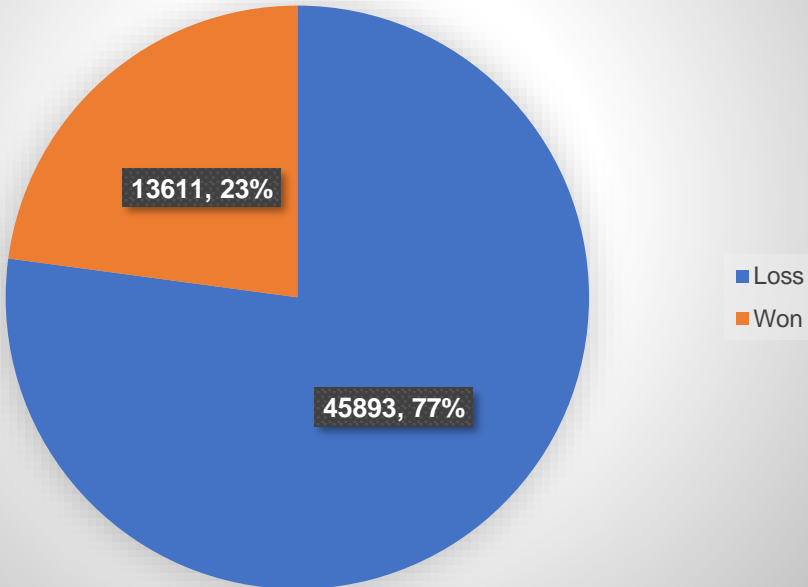## Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Client Revenue Sizing

An unusually large number of opportunities come from clients who are less in revenue size(100K or less)

### Count of opportunity ID by client revenue sizing and opportunity status

	100K or less	More than 1M	250K to 500K	500K to 1M	100K to 250K
Loss	45893	4267	3673	3598	2967
Won	13611	1021	1083	1038	874

Revenue sizing form 100k or less

13611, 23%

45893, 77%

PART III A : Generating Insights (Sheet 4)
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Opportunity Sizing

The opportunity conversion rate is significantly higher in 0-30K range.

Count of Opportunity ID by Opportunity Sizing by Opportunity Status
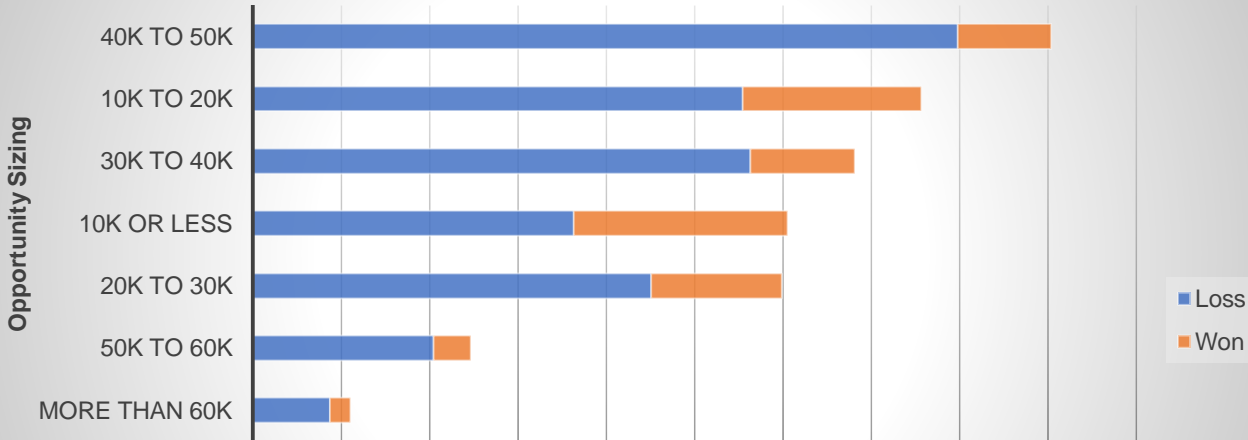
	More than 60K	50K to 60K	20K to 30K	10K or less	30K to 40K	10K to 20K	40K to 50K
Loss	1741	4082	9016	7264	11262	11079	15954
Won	462	852	2952	4831	2366	4044	2120

Count of opportunity ID by Opportunity status (Including 10K or less to 30K)
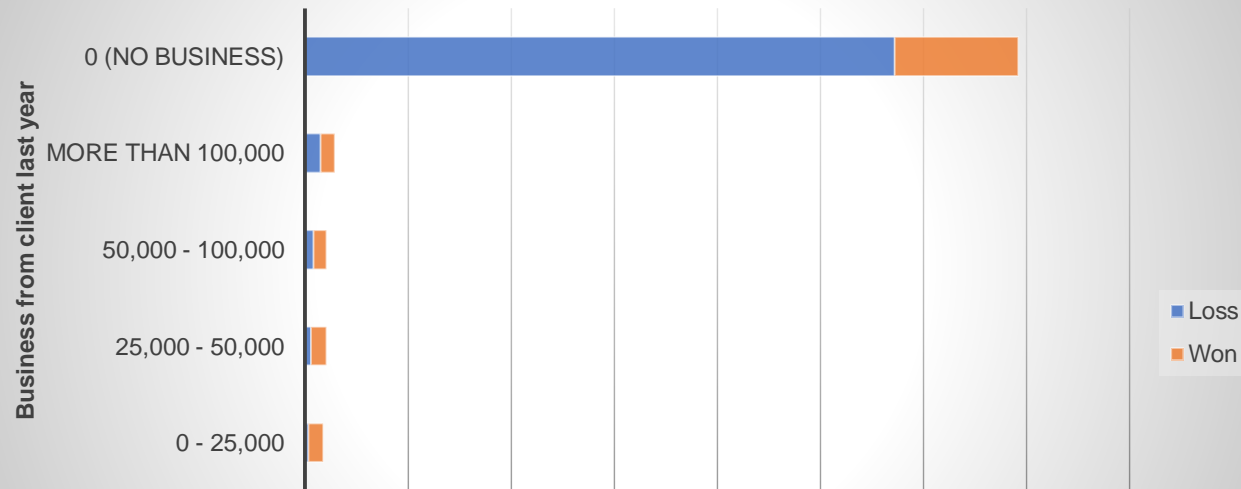
11827, 30%

27359, 70%
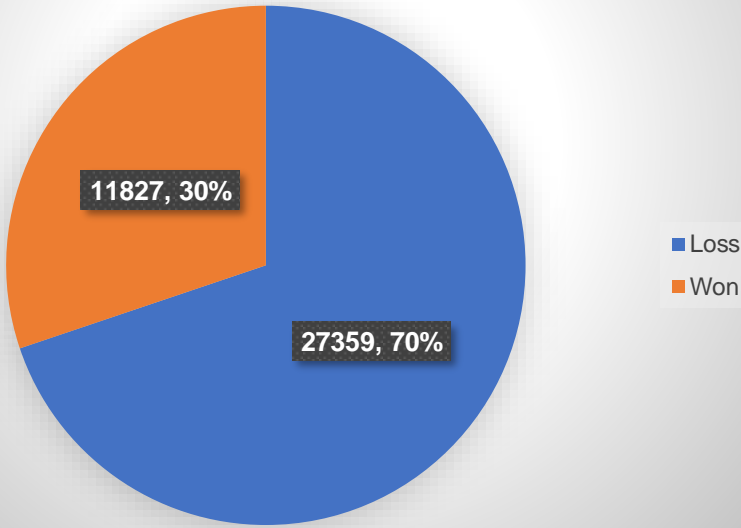
PART III A : Generating Insights (Sheet 5)
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Business From Client Last year
The conversion rate is higher for existing customers despite the number of opportunities unusually large from newer customers.
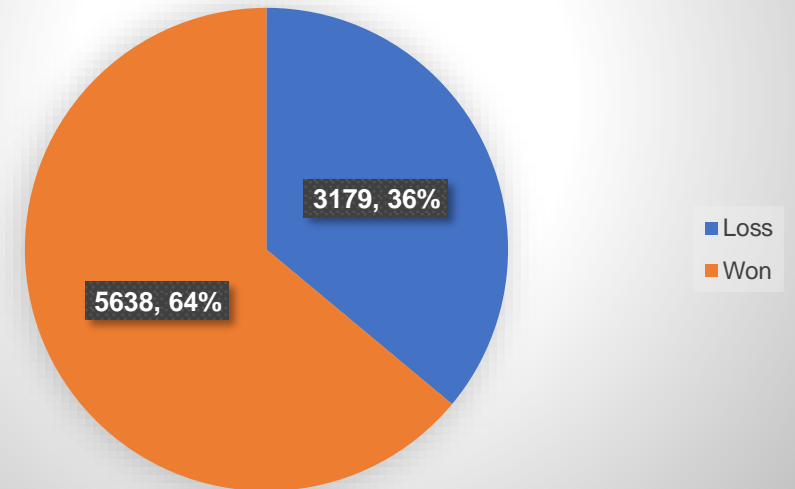

Count of Opportunity ID by Business from client last year and Opportunity status

	0 - 25,000	25,000 - 50,000	50,000 - 100,000	More than 100,000	0 (No business)
Loss	310	548	801	1520	57219
Won	1472	1535	1291	1340	11989

Opportunity Status

Count of Opportunity ID by Opportunity status (0(No business Not included))

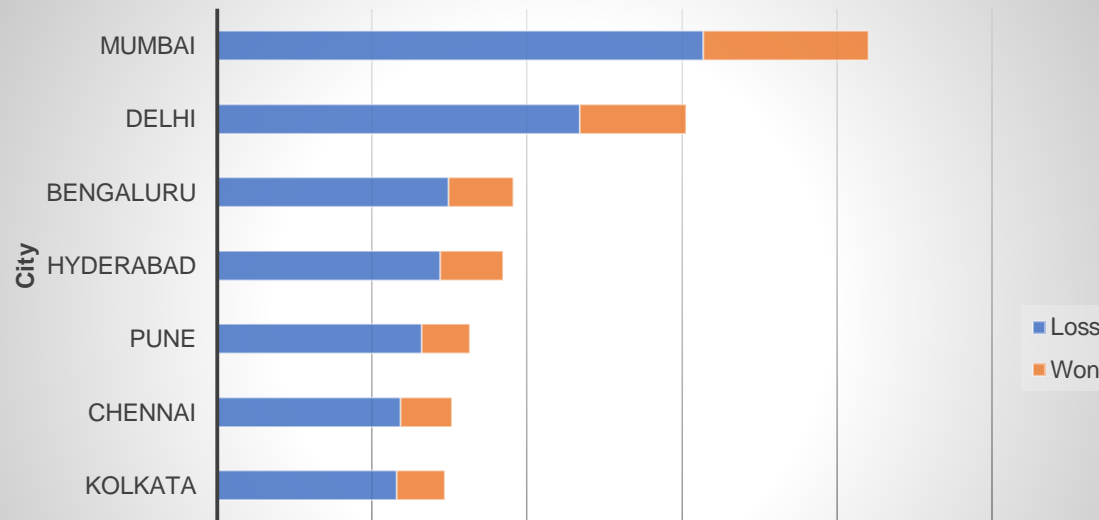3179, 36%
5638, 64%

Loss
Won

PART III A : Generating Insights (Sheet 6)
Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: By Cities
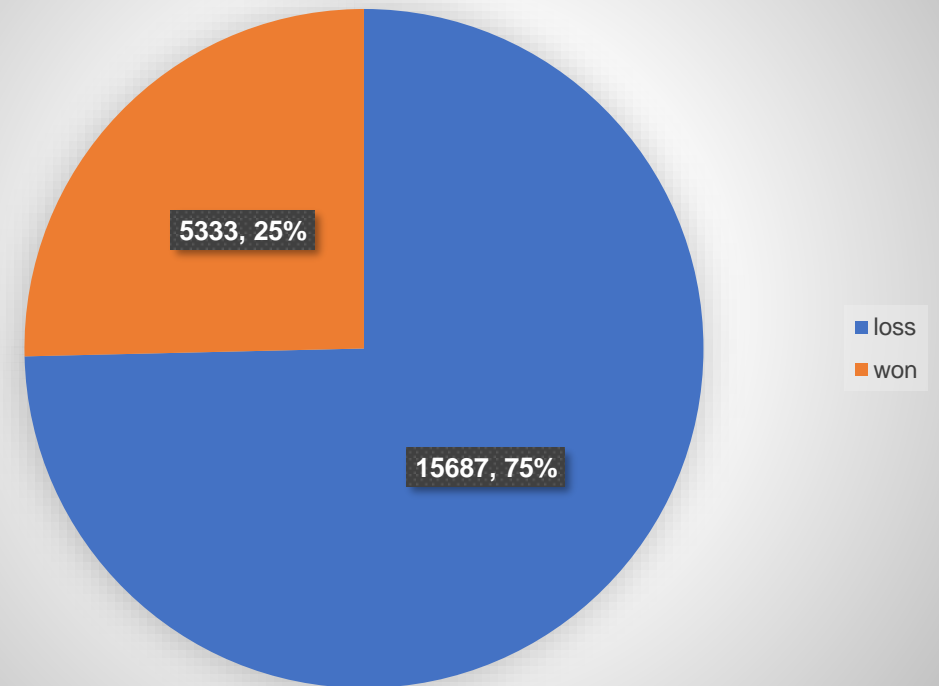Focus More on Mumbai Customers as it performing better than other states.

Count of City by Opportunity status

	Kolkata	Chennai	Pune	Hyderabad	Bengaluru	Delhi	Mumbai
Loss	5793	5917	6614	7211	7478	11698	15687
Won	1565	1651	1539	2021	2074	3444	5333

Mumbai

5333, 25%

15687, 75%

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

Recommendations

Focus on the following categories for newer leads for ensuring high conversion rate

-ERP Implementation as the type of solution offered to the customers

-Enterprise Sellers as the B2B Sales Medium

-Client Revenue Sizing(100K or less)

-Opportunity Sizing (0-30K)

-Existing Customers

-Cities

Corresponding Insights

-An unusually large number of opportunities come from ERP Implementation category and they have a better than average opportunity conversion rate

-Most Opportunities are from Marketing and Enterprise Sellers with the Enterprise Sellers having a better than average opportunity conversion rate.

-An unusually large number of opportunities come from clients who are less in revenue size(100K or less)

- The opportunity conversion rate is significantly higher for clients with potential revenue in 0-30K range.

-The conversion rate is higher for existing customers despite the number of opportunities unusually large from newer customers

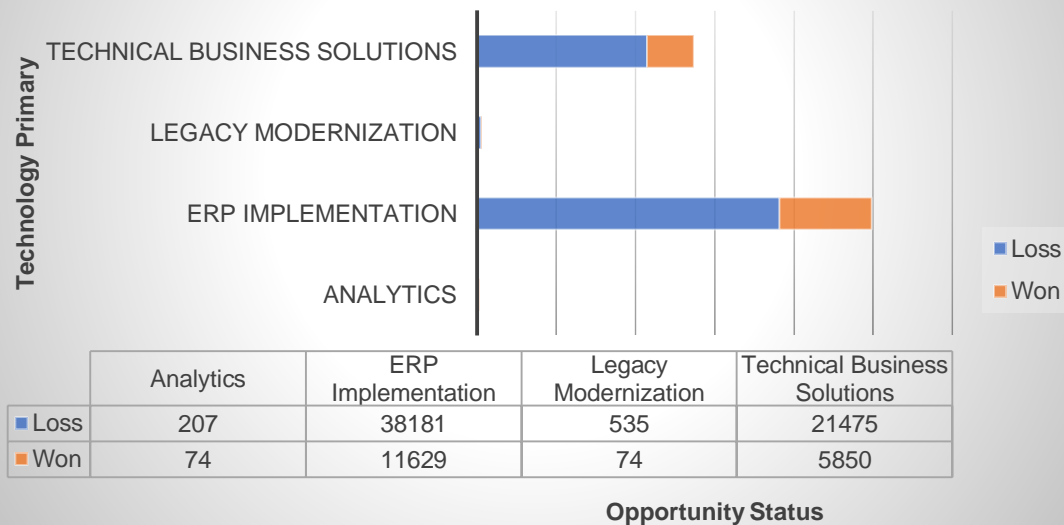- More focus should be on Mumbai Customers as it performing better than other states.

PART III B : Presenting Findings
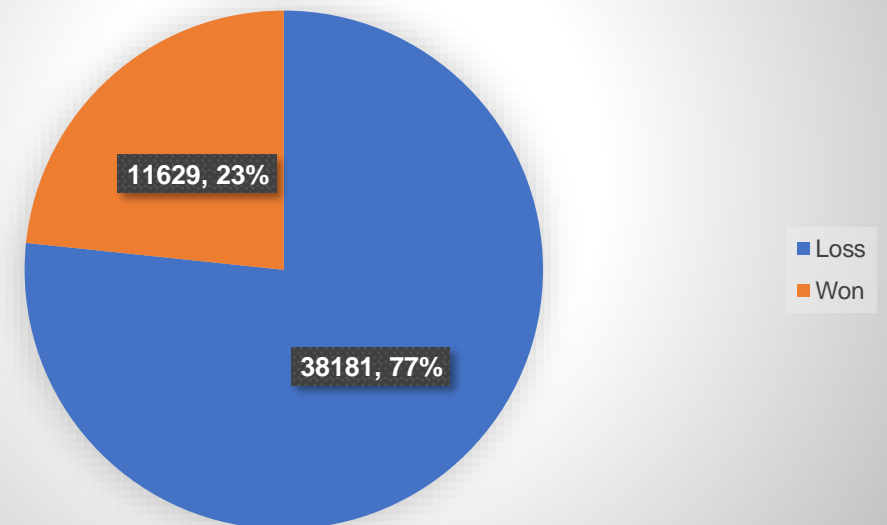## Sales Pipeline Conversion at a SaaS Startup

Focus on ERP Implementation category of solutions

An unusually large number of opportunities come from ERP Implementation category and they have a better than average opportunity conversion rate.

Count of opportunity ID by Technology Primary and Opportunity Status

	Analytics	ERP Implementation	Legacy Modernization	Technical Business Solutions
Loss	207	38181	535	21475
Won	74	11629	74	5850

Opportunity Status

Opportunity ID by Opportunity Status (Including ERP Implementation only)
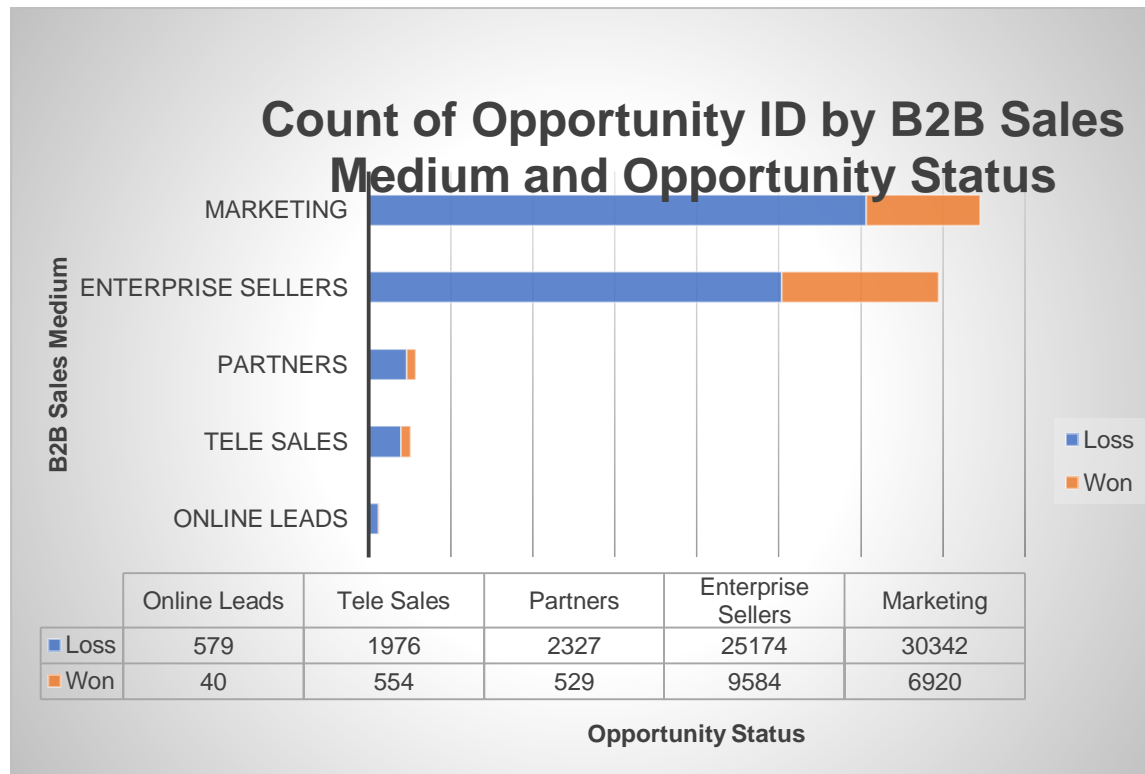
11629, 23%
38181, 77%

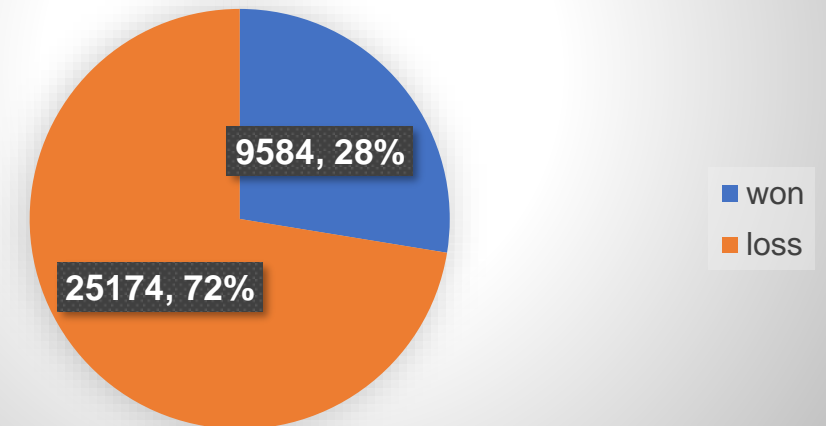# PART III B : Presenting Findings
Sales Pipeline Conversion at a SaaS Startup

Focus on Enterprise Sellers channel as the B2B sales medium

Most Opportunities are from Marketing and Enterprise Sellers with the Enterprise Sellers having a better than average opportunity conversion rate.

Count of Opportunity ID by B2B Sales Medium and Opportunity Status

	Online Leads	Tele Sales	Partners	Enterprise Sellers	Marketing
Loss	579	1976	2327	25174	30342
Won	40	554	529	9584	6920

Count of Opportunity ID by Opportunity Status (Including Enterprise Sellers only)
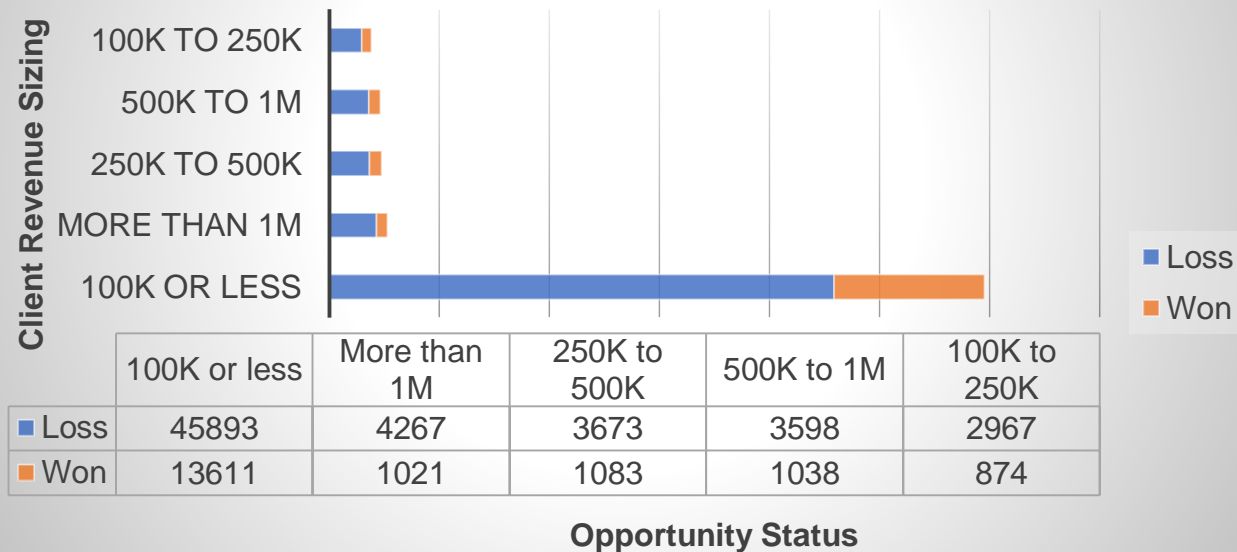
9584, 28%

25174, 72%

won
loss

PART III B : Presenting Findings
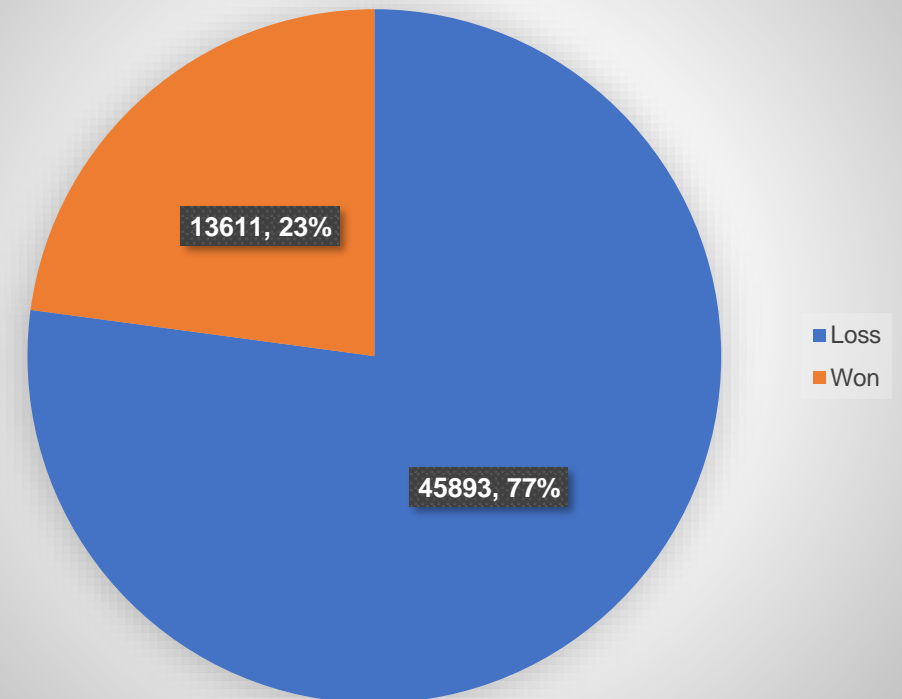## Sales Pipeline Conversion at a SaaS Startup

Focus on clients who have a revenue size(100K or less)

An unusually large number of opportunities come from clients who are less in revenue size(100K or less)

Count of opportunity ID by client revenue sizing and opportunity status

	100K or less	More than 1M	250K to 500K	500K to 1M	100K to 250K
Loss	45893	4267	3673	3598	2967
Won	13611	1021	1083	1038	874

Revenue From 100K or Less
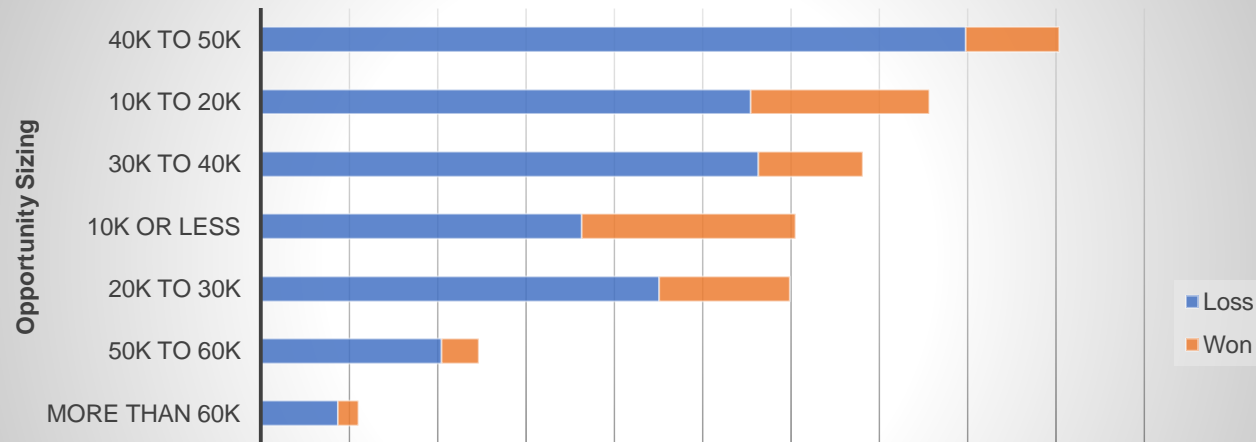
13611, 23%
45893, 77%

PART III B : Presenting Findings
Sales Pipeline Conversion at a SaaS Startup

Focus on clients where the revenue generated is between 0-30K range.

The opportunity conversion rate is significantly higher in 0-30K range.

Count of Opportunity ID by Opportunity Sizing by Opportunity Status

	More than 60K	50K to 60K	20K to 30K	10K or less	30K to 40K	10K to 20K	40K to 50K
■ Loss	1741	4082	9016	7264	11262	11079	15954
■ Won	462	852	2952	4831	2366	4044	2120

Opportunity status

Count of opportunity ID by Opportunity status (Including 0-30K range only)

11827, 30%

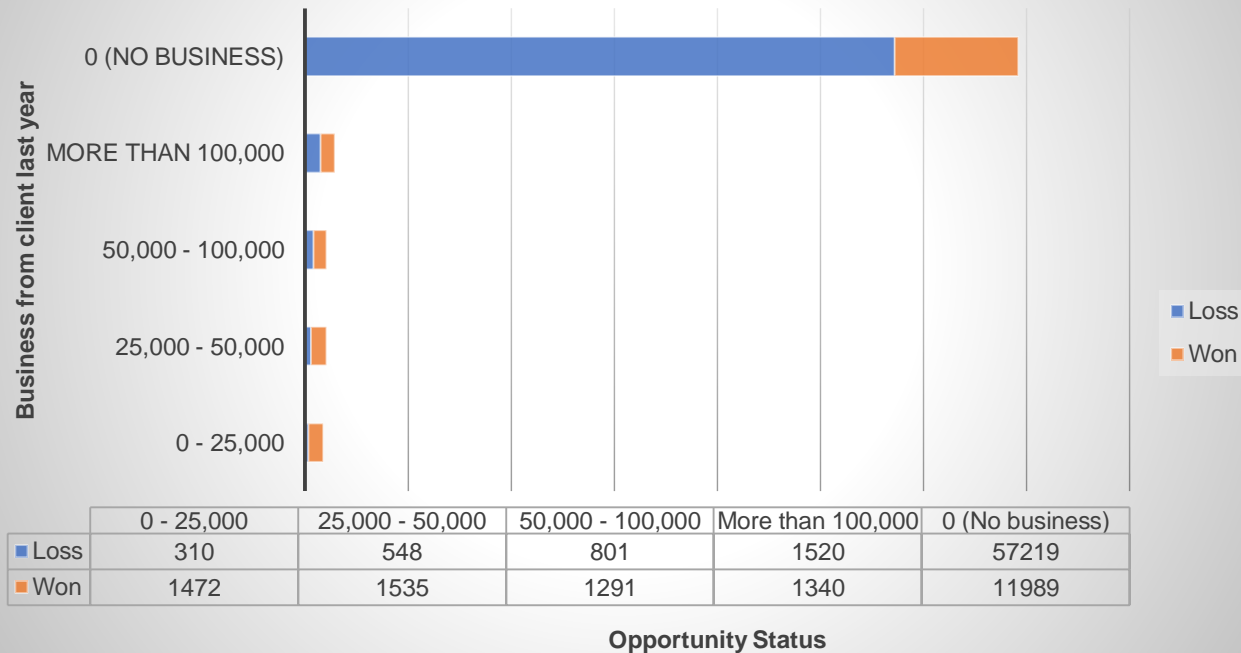27359, 70%

- ■ Loss
- ■ Won
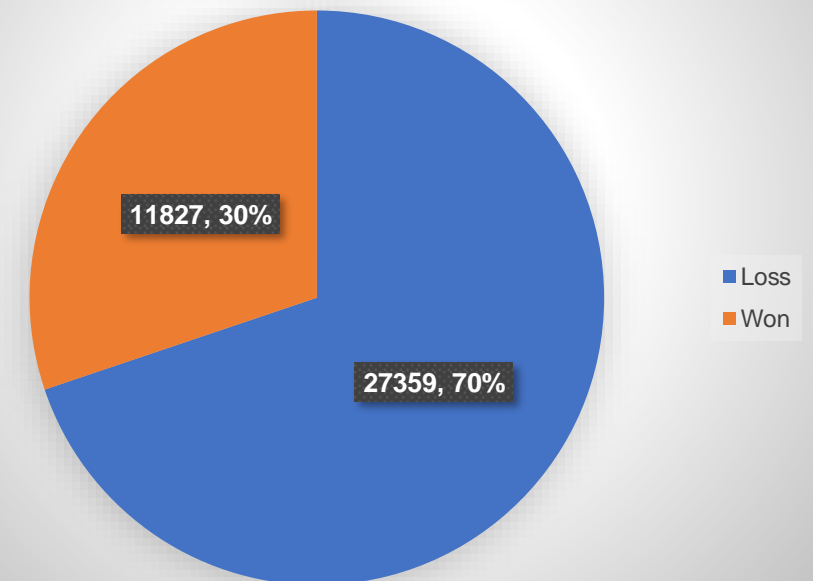
PART III A : Presenting Findings
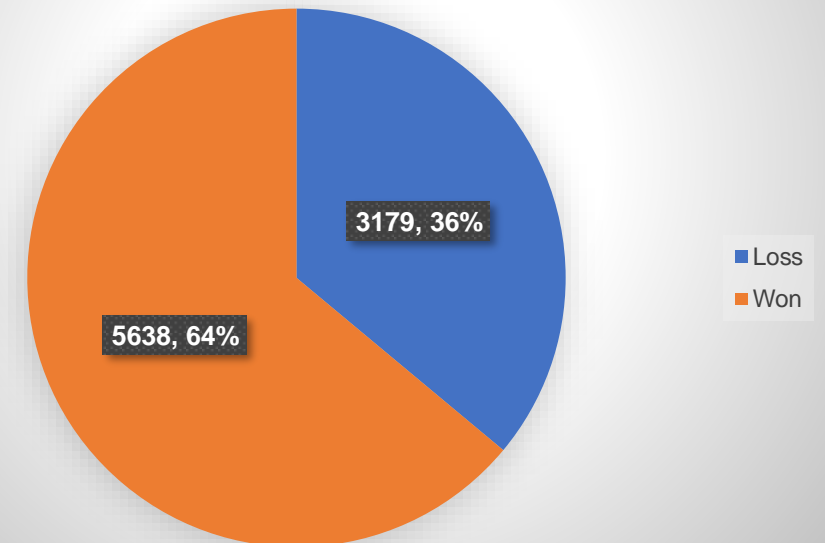## Sales Pipeline Conversion at a SaaS Startup

Focus on Clients who are already existing customers

The conversion rate is higher for existing customers despite the number of opportunities unusually large from newer customers.

Count of Opportunity ID by Business from client last year and Opportunity status

	0 - 25,000	25,000 - 50,000	50,000 - 100,000	More than 100,000	0 (No business)
Loss	310	548	801	1520	57219
Won	1472	1535	1291	1340	11989

Count of Opportunity ID by Opportunity status (0(No business Not included))

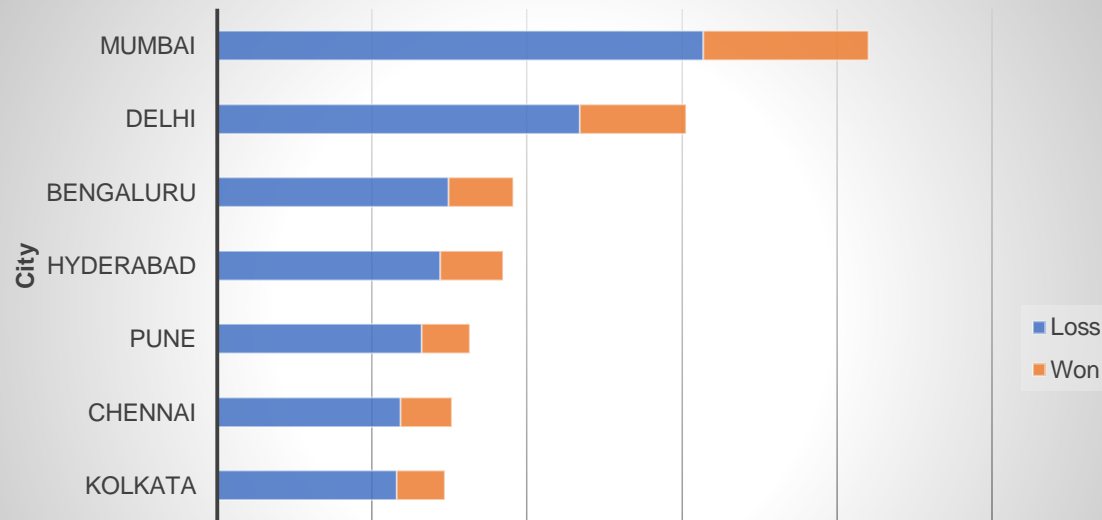3179, 36% — Loss
5638, 64% — Won

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Focus On Mumbai Customers.
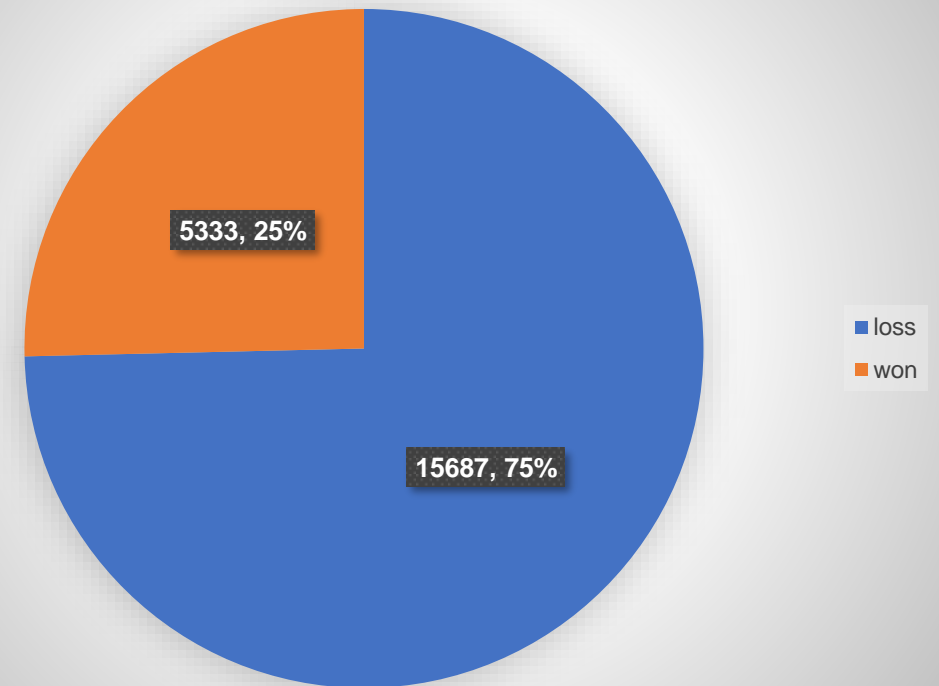Focus More on Mumbai Customers as it performing better than other states.

Count of City by Opportunity status

	Kolkata	Chennai	Pune	Hyderabad	Bengaluru	Delhi	Mumbai
Loss	5793	5917	6614	7211	7478	11698	15687
Won	1565	1651	1539	2021	2074	3444	5333

Mumbai

5333, 25%
15687, 75%

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Final Recommendations

Focus on the following categories for newer leads for ensuring high conversion rate

-ERP Implementation as the type of solution offered to the customers

-Enterprise Sellers as the B2B Sales Medium

-Client Revenue Sizing(100K or less)

-Opportunity Sizing (0-30K)

-Existing Customers

- Cities (Especially Mumbai as it performing better than other cities).