

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: Manushankar PM

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?

TechnoServe, pune based IT solutions provider

What?

Pipeline conversion has decreased from 35% to 25% resulting in decrease in sales.

When?

Occurring since last 3 quarters

Where?

Small and medium enterprises where the customer of the tech firm is.

How?

- 1) Targeting wrong customers and also not giving the right offering for them.
- 2) Sales related issues.
- 3) Technology and innovation issue.

PART I : 2. Understanding the Problem

Sales Pipeline Conversion at a SaaS Startup

Situation

- The conversion rate of each channel
- What is the sales strength of sales team
- What is the length of project.
- How serious management is about innovation and technology.

Problem

- Is sales team skilled to answer the questions of customers.
- Is there optimal technology to add additional features in the product.
- Cites where conversion rate is less.
- Is company ready to hire well talented techno savvy person or hire technology consultant.

Implication

- It impacts the revenue and it can reduce more sales conversion piping rate in future.
- It will make an impact in the market share of the company in future
- It will also make an impact or decline in the profit of the company in future,

Need-Payoff

- Will be so beneficial for the increase of sales conversion pipeline rates.
- Will reduce your cost in future after investing in technology and innovation
- Will help the products to be good and make any change from the current situation and become relevant.

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Framework Used

5C framework with issue tree Framework

Reason for using the selected framework

5C's always helps in making informed business decisions; also it tells us about all possible ways to formulate a hypothesis by looking into the Company, Collaborators, Customers, Competitors and Climate. And issue tree with it will make it more easier to intake the problems.

How you have used the framework here

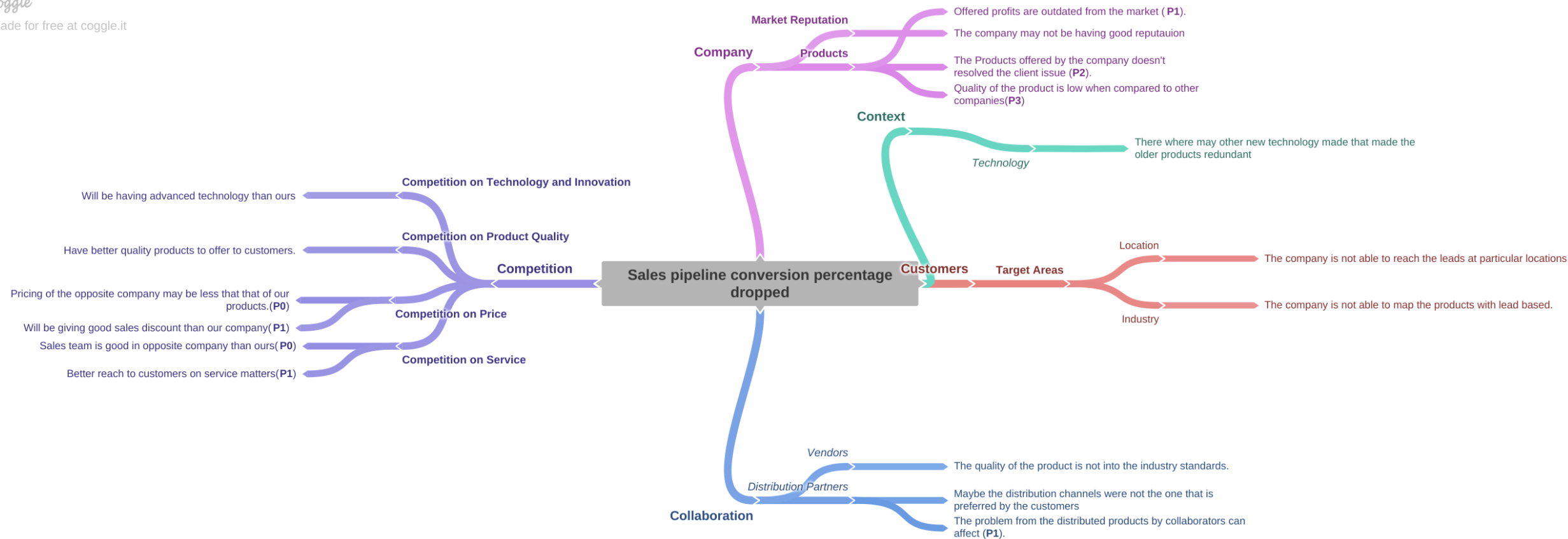
The problem is searched in all the C's of 5C framework and all the C's will be expanded using issue tree framework.

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

Sales pipeline conversion percentage dropped-Competition-Competition on technology and innovation

Will be having advanced technology than ours

Branch 2

Sales pipeline conversion percentage dropped-Competition-Competition on Product quality

Have better quality products to offer to customers

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 3

Sales pipeline conversion percentage dropped-Competition-Competition on Price

Price of opposition company may be less than our products (**P0**).
Will be giving good sales discount than our company (**P1**).

Branch 4

Sales pipeline conversion percentage dropped-Competition-Competition on Service

Sales team is good in opposite company than ours (**P0**).
Better reach to customers on service matters (**P1**).

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 5

Sales pipeline conversion percentage dropped-Company-Products

Offered profits are outdated from the market (**P1**).

The Products offered by the company doesn't resolved the client issue (**P2**).

Quality of the product is low when compared to other companies(**P3**)

Branch 6

Sales pipeline conversion percentage dropped-Company-Market Reputation

The company may not be having good reputation

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 7

Sales pipeline conversion percentage dropped-Context-Technology

There where may other new technology made that made the older products redundant

Branch 8

Sales pipeline conversion percentage dropped-Customers-Target Areas-Industry

The company is not able to map the products with lead based.

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 9

Sales pipeline conversion percentage dropped-Customers-Target Areas-Locations

The company is not able to reach the leads at particular locations

Branch 10

Sales pipeline conversion percentage dropped-Collaboration -Vendors

The quality of the product is not into the industry standards.

Sales pipeline conversion percentage dropped-Collaboration -Distribution Partners

Maybe the distribution channels were not the one that is preferred by the customers(**P0**)

The problem from the distributed products by collaborators can affect (**P1**).

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

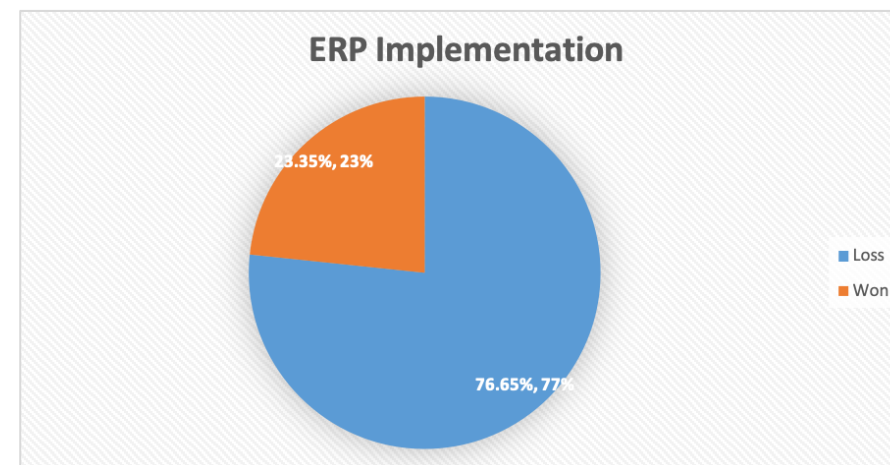
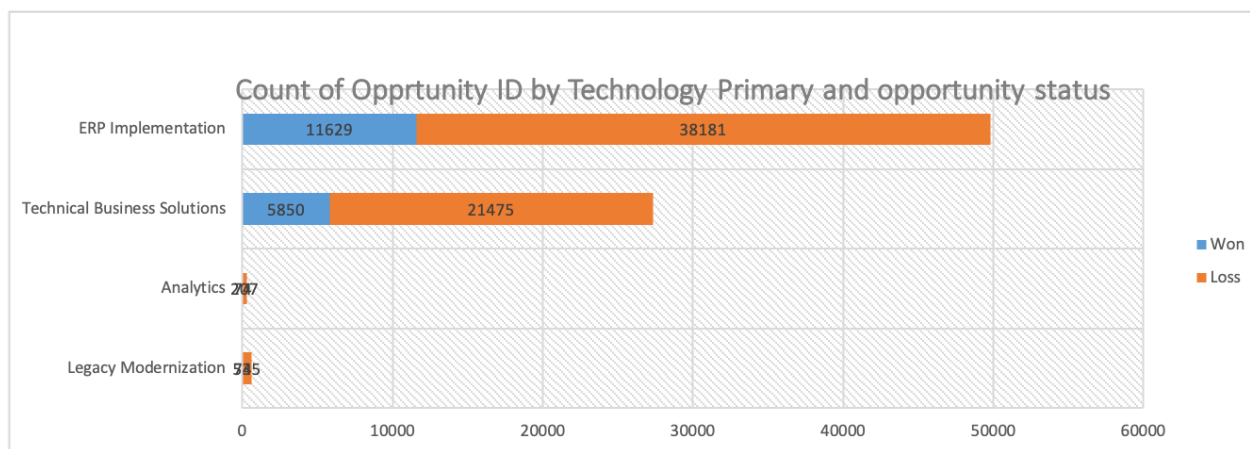
Variable	Insights if any	Pattern of Insight
Technology Primary	An unusual large number of opportunities come from ERP implementation category and they have a better than average opportunity conversion rate,	Significant Outliers
B2B sales medium	Most of the opportunities are rising from the Marketing and Enterprise sellers having a better average opportunity conversion rate.	Significant Outliers
Client revenue Sizing	Large number of opportunities are from clients who have less revenue size(100k or less)	Significant outliers
Opportunity sizing	Clients with potential revenue in 0-30K range has significantly higher conversion rate.	Surprising Comparison
Business from client last year	The conversion rate is higher for existing customer despite the number of opportunities unusually large from newer customers.	Surprising Comparison/Outliers

PART III A : Generating Insights

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

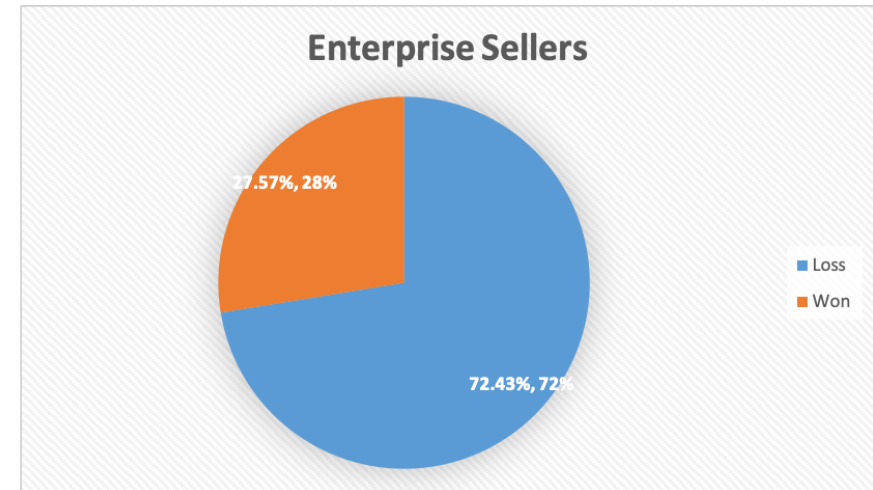
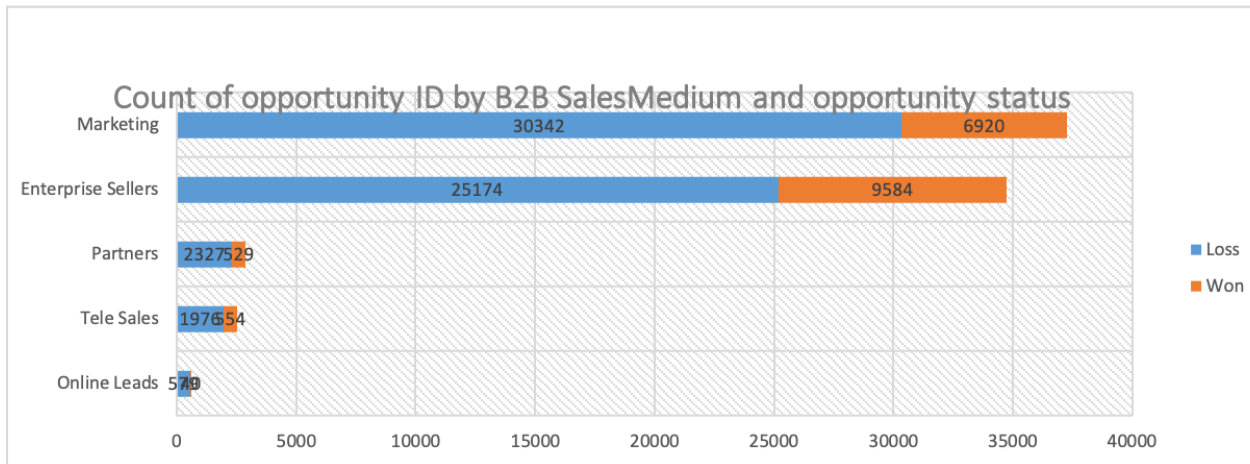


PART III A : Generating Insights

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.

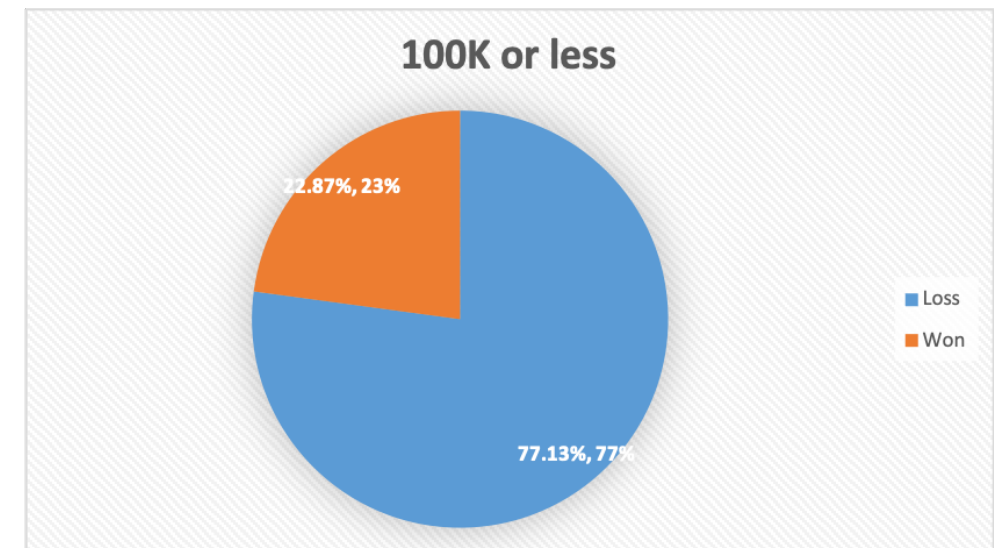
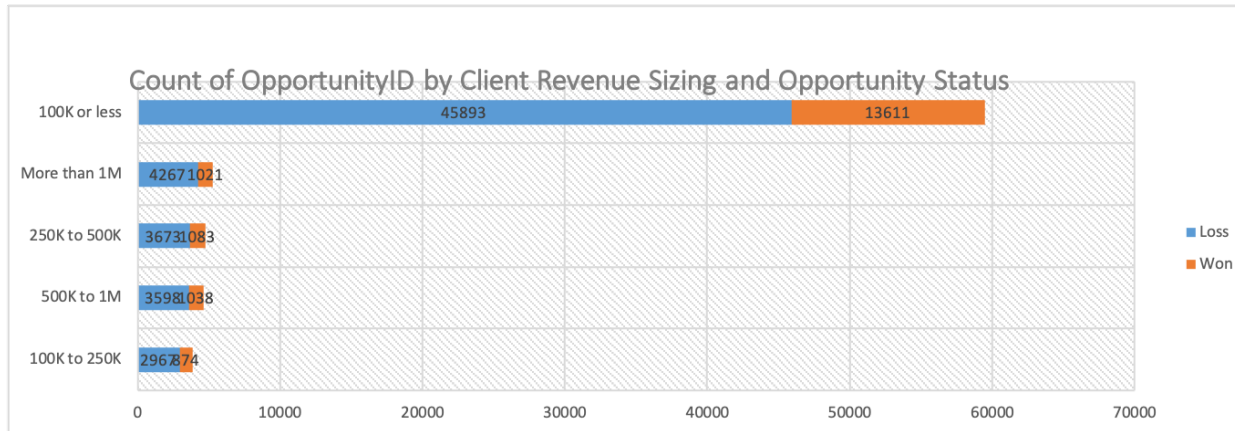


PART III A : Generating Insights

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)

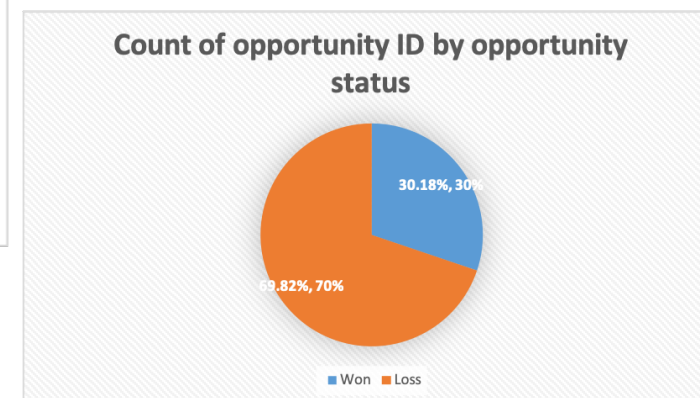
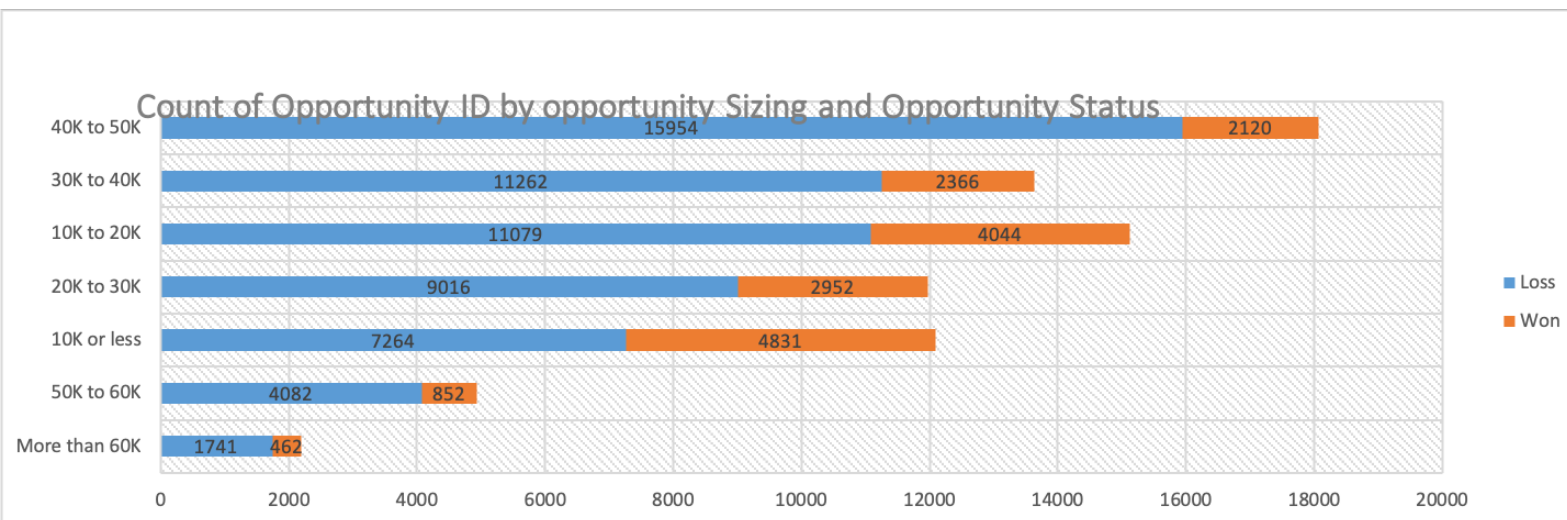


PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration: Opportunity sizing

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

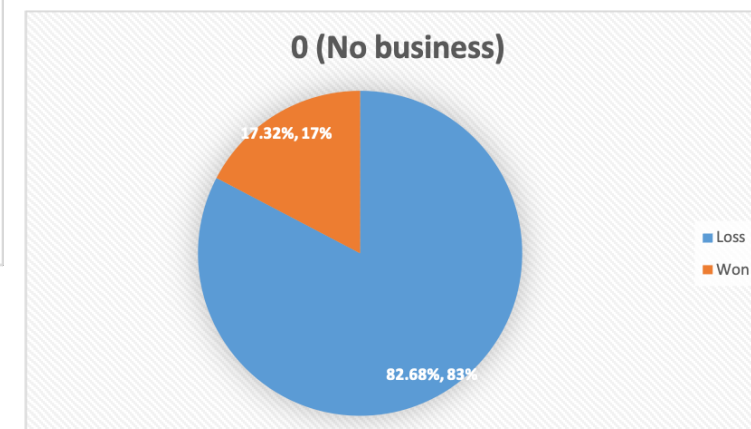
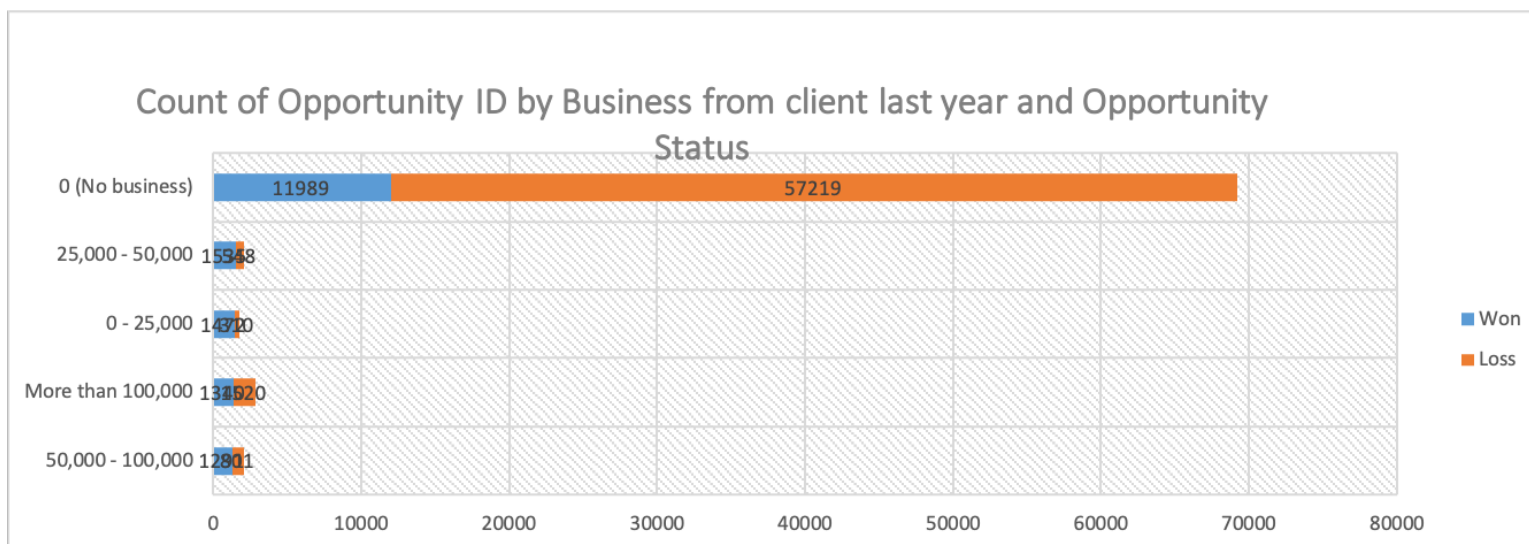


PART III A : Generating Insights

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.



PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Recommendations

Focusing on this points can make newer leads high convert rate

ERP implementation as the type of solution offered to the customers.

Enterprise sellers as B2B sellers Medium

Client revenue sizing (100 K or Less)

Existing customers

Opportunity sizing (0-30K)

Corresponding Insights

As large number of opportunities are from ERP they have better than average conversion rate

Most opportunities are from Marketing and enterprise sellers

Large amount of opportunities are from clients with less revenue(100K or less)

Conversion rate is higher for existing customer even the opportunities are larger form newer customers.

Potential revenue clients have significantly higher conversion rate, revenue ranging from 0-30K range .

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Findings:

ERP implementation category 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.

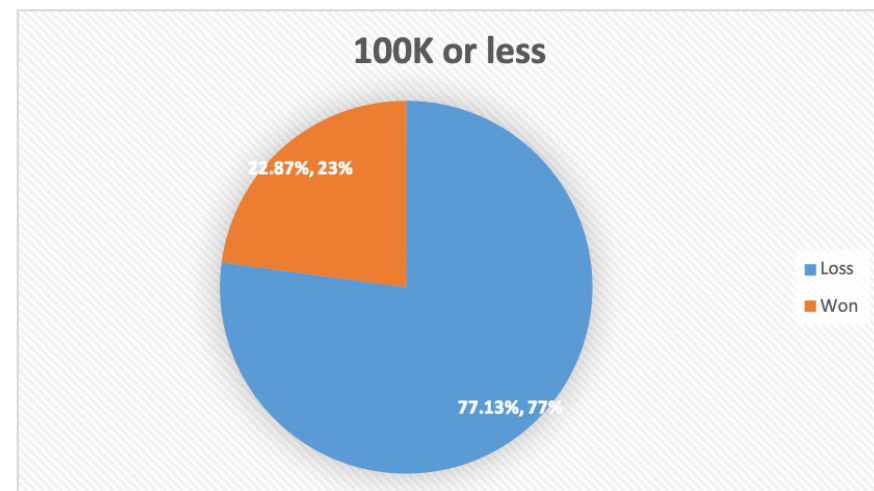
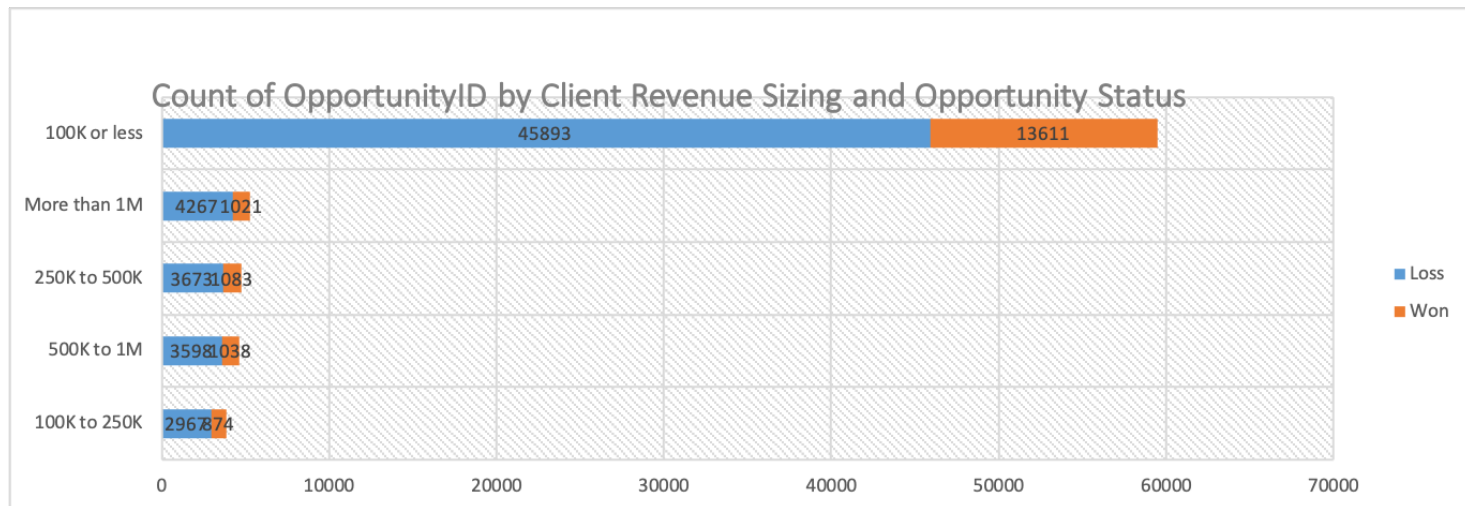
These are the main final findings that can be told from the above problems.

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Focus on client Revenue sizing

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



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

