

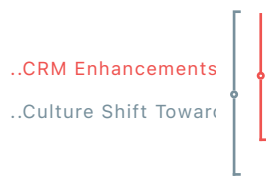
Organizational Adaptab

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1 Siddhant Pratap: Yeah. So Company B, thanks for joining. I think to reiterate how the interview will be: I've broken it down into 16 questions, and I've organized them hierarchically. I'll start with some general company and role questions, then divide it into two parts. One is the sales forecasting process, and the other is data and tools that go with it. Regarding the sales forecasting process, we'll talk about the forecasting methods that you use, how you measure the accuracy of the forecast, and how it impacts performance directly. For the data and tool side, for the tools that you use, how do you adjust and keep on learning from the forecast that has been done, and within that, like continuous improvement? How do you collaborate and communicate with the different teams and the challenges and uncertainties that you face while using those tools? And the last part would be around what future trends do you see with respect to the forecasting that you do? So the first question is, can you please provide me an overview of your role within the organization and your responsibilities related to the revenue operations process and sales forecasting? I think I'm muted.

2 Interviewee 2: Oh, okay, yeah. So, I'm not very much into forecasting always. I'm more on the support side of the roles. My overall responsibility is sales support for back-end, back-office support to the sales teams or revenue teams so that they can focus more on the market, and we can handle all of the back-end, back-office work for them. I do manage or oversee the entire support teams in India. Currently, we have 29 people in India, and all of those people are divided into multiple teams. At the end of the day, either they are providing pre-sales support to our sales organization or post-sale support to our sales organization. We have teams like sales operations, which is pretty much working on addressable markets, lead generations, or lead information capturing, so that sales don't need to do those typical activities by themselves, and they're getting qualified leads to engage with clients. Then we have order processing teams. Once sales close deals, they don't need to worry about user access, following back-end processes. We confirm those deals, review the contracts, try to match opportunity details, everything is correct, and then confirm that opportunities for sales, and that generates the next year's renewal tracking opportunities and all that. We also have a content authorization team, which is pretty much equivalent to our content set knowledge. And whenever clients subscribe to our products, based on that, they are enabling content sets, helping sales with enabling trials to the users, and disabling users if not getting converted, and all that. So that's pretty much what that team manages. Then we have the revenue operation tool spin over here. That's where we have a portion that is managing the entire onboarding, offboarding, and promotion of the teams. We support 500-plus sales users today. They do require a wide range of tools that we are using for automations and sales automations perspective. So that's where, whenever any new people join, anyone leaves, anyone gets promoted, it's important to manage their quotas and all that thing. So that's where that team is helping. Then we have a Salesforce admin team over here.



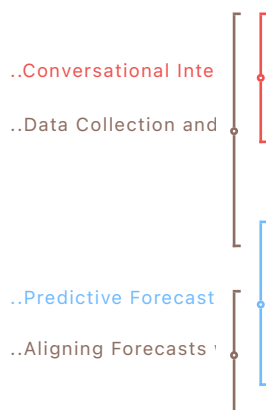
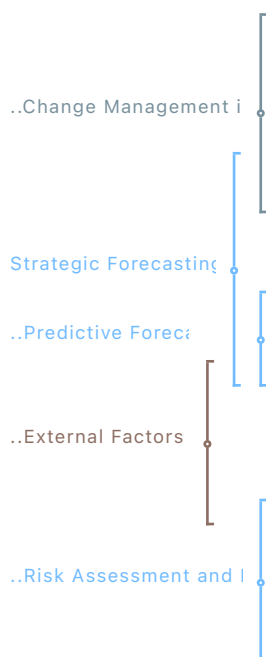
Primarily, we are using Salesforce as our CRM tool, and whatever enhancements, new features, functionality that we need to release in Salesforce, that's where these teams come in, and they can develop things, whatever we wanted to out and all that. So that's how my overall role is, and I oversee this entire operation. Yeah, perfect, perfect.

3 Siddhant Pratap: Amazing. I think that probably, like you said, you don't deal with sales forecasting process, but I'd be happy to know, at a high level, so like, could you walk me through not the key steps, but the steps that you know that is involved in the sales process, like what tools do they rely on, and how do you tackle this?

4 Interviewee 2: So in the sales forecasting role, I think, the first and primary thing I've learned is a lot of times, people are using the diagnostic sales approach. Right? So, in the event, whenever they find out the company, instead of targeting directly which product, they are trying to identify who are the cost of characters, that's right, and who is the decision-maker, who is going to use the products, and all that. They do that diagnostic, and accordingly, they pitch the products to those people. They will try to understand, before they go in, and that's how, if they even try to understand and like what kind of like opportunity, how many seats, they would be able to sell it as a sale to the people and all that, and based on that, they would be starting with the forecasting at a very general level. Even though, like I think, whenever you talk with the right people, your forecasting would go very right because, like lots of times, you get one lead, and you would be talking with that one person, probably you would be identifying one seat as a sale. But if you use the diagnostic approach, understand the organization, what's their need for the products and all that, talk to the right people, probably you will get the right amount of number of the opportunity to understand what's the bandwidth you have to sell that for that particular account. So that's that. So, I think, identifying the cost of characters and understanding the, it did due diligence, or like proper diagnostic approach, would help you to figure it out, the right amount of the opportunities. Yes.

5 Siddhant Pratap: Is there a tool that you use to track, like, for example, Gong, or any other tool?

6 Interviewee 2: Yeah. So we do use Gong over here, to track forecasting, and even Gong is a good enough tool to track different how that particular kind of annotations are helping out to kick. I mean, how that particular point of conversations or meetings is helping out in terms of increasing the interest, or probably declining interest in what are the particular key points people talk about. I mean, that's where that provides tons of insights and details regarding your particular opportunities, forecasting related things and based on that, using AI, it can also provide you with certain levels of scoring models where you can at least understand what's going to be with this opportunity. So that



is really a good tool right now, that we are using. And definitely, we are developing our capabilities in terms of, like, more, we are already using it, but using it fully leveraged like function piece of that tool.

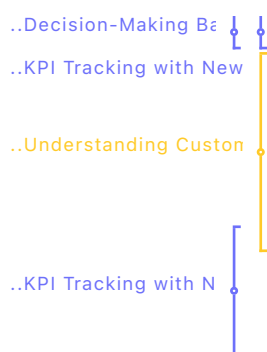
- 7 Siddhant Pratap: Perfect. So given like these tools, like Gong, which is a conversational intelligence which has its own forecasting module as well, and some other features like you said, provide good points, negative about the deal, so people can know how it's going. But I'm pretty sure there is a separate data team as well, making reports and dashboards that's also focusing on it. But who are the senior people more engaged with, like the data-centric approach, like building and like data models that they're building on Python, or more on the tool side, which is enough for them, like, for example, Gong?
- 8 Interviewee 2: So, I think, we are using Salesforce. I mean, I think, my career, what I have learned is, whenever we use Salesforce, there are tons of applications that are integrated with it, and they are pretty nice in themselves to provide insights, whatever insights you know. So I believe out of the box, Salesforce integrated tools are helping a lot in terms of gathering the required insights. Because they are specialized to provide that insights whereas, if you need to use Python or other tools, you need to invest lots of efforts to develop and maintain those tools. Right? So, for example, like Gong, right? Many thousands of organizations are using that particular platform to track their deals and purpose is very common. There are lots of best practices, lots of other organizations, they are adopting that doing. And that's how that particular tool is designed, and that will be very much helpful. Let's say, for example, even if your company is not thinking about, probably, like your workforce is not thinking about implementing forecasting models like base model and all that. These tools are already providing you built-in like function piece, ready to use functionalities. And that's where you don't need to put lots of effort. It's easy to use, just integrate, and you can use it. So with Salesforce, over the period of time, what I have seen is most of the times, these add-on tools which are integrated with it, Salesforce, they are purpose-built, and they are specifically helping out a lot instead of developing different tools for your purpose, maintaining it. It is a lot of cost adding to the company. So that's what I think, they're using whatever is already available would be the good choice, at least for the smaller organization, mid-size organization as well, then provides lots of flexibilities, lots of better functionalities, best practices, even though you are knowing it or not knowing what is available.
- 9 Siddhant Pratap: I think part of it is also like assuming how the whole trend is shifting towards these tools because my company also uses Gong, for example. And I think it's enough for people to just rely on that. Amazing. I think then the next question would be, how do different departments, for example, in your company, like growth, sales, or who handles renewals, how do they collaborate with each other?

Interviewee 2: So I think the Company A modules are like a lot, because I think we do have SDR teams. So we do have basically five internal teams within the sales team or entire sales organization. First and foremost is SDR teams. So they are basically focusing on opportunity generations or early-stage opportunity generation. They are just trying to identify the right prospects or talk with the prospects who can purchase our product, right? And that's where their job is not to close the deal. Their job is to navigate the market quickly and identify the premature prospect kind of things. And then once they set up the meetings, they will be transferring those prospects to sales. We call them salespeople or AEs, account executives, and those account executives will be navigating into complex organizations, understanding what they are using the products, what they need, and all that. And their job is particularly to negotiate and make a high-value deal for the company. They are mastering contract negotiations and all that. And then once that first-year account or new logo has been sold, then I think most of the time, their job is almost over, right? And then that particular account would be transferred to AM, which is account managers, and those account managers would be responsible for maintaining their renewals. So that's where, as soon as the deal is closed, we are generating the next year's renewal opportunities. So account managers have enough time to understand how big the account is, what they have purchased, what licenses, what are the users, everything like that, they are aware. And most of the time, we kick off our renewal process 3-4 months in advance. So that's our renewals are getting close 3-4 months in advance as well. So managers are not only working on the date of an annual to check with the clients. But throughout the year, they are in touch with the client, and that's where there is a risk of reduction of account getting canceled. They understand the user, bet the user's patents. They understand the challenges. They understand how the Company A is getting benefited from them and all of those things. Apart from AMs, AEs still work collaboratively. Because if we do have seat-based subscription, so they may find out more opportunity. An AE may find out some opportunity. So they both work on, like to combine opportunities as well, or upsell opportunities as well in the same account. So that's where we can increase our net dollars at retention at that particular account and we continue to try to upsell that account or cross-sell that account. So that's how AEs and AMs function together once I think a client is onboarded. Then there is like a customer success team. They came in picture and they help it out like clients onboarding, answering like a client questions, or any like a support they required. So they sound like a day be like a first point of like a contact for clients in terms of like any support requirements instead. And they also, like it, tried to build the relations with like a clients because they are day to day like interacting with the clients and sometimes they are also like a generating like referrals, and some sort of like requirements for AMs to like about one like for us. So then we do have like a product specialist team over here. They are mastering like our products, but they are also mastering like a different brands in

different industries. They are industry-specific, like a knowledge that they're having the highest knowledge in their industries. So whenever they are like, let's say, for example, AE is like a doing the like deal in pharmaceutical industries. Probably AE won't be knowing, like in an outs of like everything up there like a partner's particular industries, even probably not AM will have like all the information in that particular industry site. So that's where they can leverage that particular like a specialist, and that specialist will have like a new knowledge of like farmer's particular as well as like like a product. So that's where they can easily answer the client questions, what client is trying to understand whether we do have like that available in our particular platforms like that information that way, like a client can search it not. So I think, like they can easily provide that answer. Apart from that, like a unlike multiple client calls, and all that. They understand the how industry transitioning, what client wanted to look at so many of the times they do influence like our product for map as well. Right. So that's they can provide like continuous announcement, like, what needs to be done and all that. Yeah. So that's how like we do have like a different roles. And our teams basically support all of these roles in different labels. So that's where, like, they can focus on their core job. And we can have like a back-end, back-office like operations for that.

11 Siddhant Pratap: Basically, amazing. Yeah, I think that sounds like a very collaborative work, not even just when the deal is closed, but even through the renewals at the whole journey, just back and forth of different teams. Pretty nice then, I think the next part would be around the data and tools. So you mentioned, you use Gong for sales forecasting. And then there's a separate team. So I think, but I think that would be repeating question. But okay, the next question would be, what type of data or metrics do you think like these tools or the data team they probably focus on to analyze?

12 Interviewee 2: So I think, like first and foremost, I think like a pipeline is the number one important thing like and pipeline health as well. Right? So not enough like a pipeline. Do you have what pipeline you have? But is that healthy pipeline, right? So I think that's the number one thing like every like sales manager, every like revenue office probably wanted to know. So because I think, like the people are like setting up the targets. But do we have enough pipeline to meet that targets? That's what we need to understand. And then a pipeline help would help. You might have more pipeline. But lots of those pipeline is, is it is in these tails stage, and you might not be getting enough like a revenues and all that, or maybe, like your forecasting would go wrong in that particular, like a case. So I think, like keep up with the like a forecasting. Definitely. You need to analyze like your pipeline health and understand like how healthy your pipeline is. That's one apart from that, like, I think, like a for ourselves, like whenever I think like this, spas and all that teams they're working. So their target is to setting up the meetings right? Their target is not to closing up. So we do have like different different metrics for



different different teams. Right? So how many meetings does that it's one goal, because, like, if they're setting the right meetings. probably it will end up into the pipeline. Then second goal for those SDRs is like a number of like a pipelines, or number of like dollars, like a pipeline dollars like they are generating right? That they are being evaluated. They are not being evaluated on the closed pipeline. They are only being evaluated based on the pipeline generation. So that's where that's like specific more mathematics. For them sales is like, always evaluated, based on quotas. Definitely they need. They are getting the pipeline from multiple stage multiple holders. Maybe like they are getting to the AM referral. They are getting to the marketings. They're getting through the SDRs everywhere. They also, like, try to generate, like self, source, pipeline, and all that. But at the end they are like being evaluated, based on their quotas. Nice to go here. That is the matrix for them. For account management teams like that. They are being evaluated, based on their net retention rate right? And we are like a pretty much like I think, like up to the mark or best in class for the like net retention rate. We are renewing like 90 sorry 90 per plus percentage of renewals every year, and which is like a good sign, because it's best in class for any of the like SaaS company to be. And we are probably like managing that like every year. So that's where the account managers are being only evaluated, based on the success in that, like a net retention rate like dollars. So every team has like their different, different, like a matrix to be like evaluated. And that's how like entirely like we divided that fixed bucket. And that's how we look at the overall performance of the like. Yep.

13 Siddhant Pratap: Okay, yeah, perfect. Perfect, I think. The next was, the next question would have been like, what forecasting method or technique. But you, said Gong, and Gong uses again. The best commit pipeline thing again right then. and okay. I think one question is is like the forecasting, say, done mostly for a specific kind of product or the most selling products? Or is it none just like as a whole?

14 Interviewee 2: So I think, forecasting like always we do at like, understand the products, understanding like a trend as well. Right, not only for the base selling products, but I would say, like, there's a wall, because some point of times, I think, like, in my like, I have seen that like sometimes like, you might identify the different brands as well. If you are doing the forecasting like a regularly sometimes I mean, like you might see like whatever is like, not usual. You might be seeing depends around that. So I think what I have seen is like, earlier. we were like selling the like a metals and mining products like in my earlier companies, right? And that's where we have observed, like all of a sudden, there are, like, some of the hotel industries or catering services. They have started to subscribe like metal and mining products. And that's like a completely like a reverse trend, completely like a different things. But how we came to know is like, okay. when we evaluated like a pipelines and things, inquiries like you are getting more. But then we realize, like when we dig into that like, okay. so metal and

mining companies that do have like a their plan like at lots of like the, I think, like remote areas and all that like or like a specific locations so that's where all of these, like restaurant companies or hotel companies like, if they wanted to provide catering service to that company. So that's how they wanted to look at the data. Right? So sometimes I think, like, if you target on like a one specific company product, you're based selling products. or probably like your I think, like a particular industry. Then you are definitely going to miss this kind of like. I think, like, analysis. And probably you want be like focusing on like a dark markets, and you would be like just targeting on like your markets. So you may like lose out the revenues around like that particular set. So I believe, like a total forecasting, would like always. and that and and within total forecasting definitely your best selling products and everything would be in work. So you would definitely have like a better idea sometimes. Yeah. open me. Yup, yup.

15 Siddhant Pratap: Hmm! So I think the next question would be like the accuracy so like from what I've noticed, even like with Gong. Ho! The measurement of the accuracy of it like, say, it's just the pipeline, right? So like, how many, how much deal are you going to close? Maybe quarterly? Some, I think, do monthly. But like, how do you measure like? Okay, you get 1 million in. for example, 3 months. That says, going okay, you'll close, but you close like probably 1.2, or you close 800 K. But is there any benchmark that is being used from the data that comes in from Gong? And how do you like measure the accuracy of it?

16 Interviewee 2: So I think like on the accuracy side, like definitely like any tools. Even, I think, like a forecasting itself is like assumption-based. It's not like always going to be like accurate right? Norman does like whatever tools or whatever techniques you will use like a forecast would be like a forecasting. Always right? So let's say, for example, you are forecasting like a 1 million out of that. 1 million like one of your bill is like 500,000 dollars right? Then, I think like, if that one deals like a get close, then you would be definitely at the back. If that does, it goes, then you would be like at 50. So that is always like a risk with the like. A forecasting, forecasting. Always tell you like what is like a base can go. What be like a go like on the like other side or worst case scenario? Right? So that's how like we like a prepare. It's not actual. It's always like a forecasting for sure. So the that's what I think, like a no tools will like give you to like a perfect assessment, but I think, like adding more questions to your forecast. Things will solve your like a forecasting process, right? So adding more logic to your forecast, so that will give you like a lot better sense in terms of like understanding, like what would be like a closing and all that. And I think, like in part of the things is like a data accuracy of that, like a forecasting. So I'm like, if there is a non duplicate you control, like all of that things. No scale. 5 plans, no stale records around that product is putting a little lot more like, I think, like creating lot more like a regards around like your forecasting process. So that's where like people do not have like a lot of chance to like bypass those things and all that. That's how you

come to the like accurate, like prop forecast? And do you like the forecasting in your company? Is it done like quarterly or monthly, or or is this like continuous? The people? So it's it's it's a continuous like a process. Because I think, like we are doing like a mostly like a forecasting on a like a monthly basis to see our what target. But definitely at the sales manager level, I'm like, it might be like a weekly job itself might be like a daily job to keep up the pipeline. That's how like a role like a roll up number at the like, a form level with be like, always accurate. And I believe, like a forecast, is definitely like chops that like triggers like every day for the like salespeople, and then, like as it goes up like then it might like reduce the frequency. But I think, like we cannot under review at that. Maybe like doing quarterly forecast. Only yeah.

- 17 Siddhant Pratap: Is there also a benchmark that is like, say, for a month it's 1 billion. But in the end it was Billbo 20. So is there a benchmark that Company Auses, and then the whole SDR team or AE team are told you should do more and stuff?
- 18 Interviewee 2: Yeah. So benchmark like is always there. Right? So I think, there are like a continues, I'm like, so what we are like doing like we have like they're like a pipeline targets, their meeting targets, and everything is already set. So those are the like the standard batch months for that that AE. So if they are like generating less or more based on that. Then there would be like that is number 1 thing, then we do have like a Rev on right? So that's where they are discussing like every week, every other week like per month of those teams. And if they are going up or down like, let's say, for example, like a 15% month. 50% month is like already gone are the meeting. That 50 are there like a target is also achieved. More than 50, less than 50%. And accordingly the feedback would be like a provided to like a leadership. And then that feedback would be like transfer to every people in that like team. So that's how like, we are like, a continuously like month.
- 19 Siddhant Pratap: I think, yeah, I think the next question would be on the performance impact like. So there's Gong which is doing the sales forecasting. But like, how does it contribute to the performance in the sense like? Does it affect the working of one specific team. I don't. Or just any example that you think. Okay, a forecast in the past for a month or a quarter has actually made a difference in the functioning of things.
- 20 Interviewee 2: Okay? So corcor, I think, like, I have seen that like. let's say, for example, like last month itself, like we had, like a different, like a teams within the sales teams. And both of those are like a forecasting. Okay, they would be able to like a close this 1 million to this 1 million. So they are like a forecasting as a like a ranch, right? And then that final forecast would like come up as like a What is the like Alpha is going to be, and that would also like come as in like a ranch like based on like. Sometimes it may happens, like some teams, is forecasting more versus some teams is like forecasting, let less. And sometimes we have seen

that, like the reverse things as well, like someone has like forecasted more. But they are not able to achieve like their deals, or the targets and all that. But other teams like is like able to achieve like their deals and targets. And that's how we are still like able to meet the final for testing for the Company A. So so that's how like we usually like to see over here.

21 Siddhant Pratap: Okay, no problem And then perfect. I think the next question would be around like, How does the management, or how does like, how do people handle situations where forecast don't align with actual results? Like. Of course, there would be, like, maybe getting more book of business where people like work more to close the forecast probably deal with the like the benchmark that is there. But like, how does how do people handle where forecast don't align with the results?

22 Interviewee 2: So I think if forecast don't align with the results. Then there is definitely like a lack of like rigors in like how you like a forecast, right? So I think like forecasting is not just like whatever you see at the primary labels. I mean that you are like going to forecast and coming alright. So normally, you need to like a create the around that you might be seeing like 1 million deals, but actually like a try to be realistic, like what you would be like able to close, maybe, like a breaking down. Your deals, like a very effective is like what let's say, for example, even if it is 1 million deal. But how you are seeing like a closing down in this month, particularly how many seats, how many like users you are going to get on board, particularly this month like. And let's not talk about 12 months. Let's talk about this on this week only, and try to be like a very accurate with that. Otherwise what would happen like you would be setting up the target of like 1 million, and then you are getting like a few \$1,000. Only so, then it would be like always be I think, like gaps between, like your actual port and like your a a actual targets right? So I believe, like, we need to create like a more rigorous as we understand our sales process our our like. A client base how our prospect is what kind of like average timeline to close to deals what's like our windows like issue ratios and everything so based on that we need to create like a more rigorous, like a process to do the forecasting. Otherwise, I think, like people will like to try to adopt like there are initial, like guts, fillings. And that will not like match with the and results.

23 Siddhant Pratap: Yeah, yeah, yeah. Perfect. I think the next, I think, is probably the last one around forecasting, but like what have been some key learnings from your past safe forecasting experience that has led to like, how how does like apparently change the approach of how sales forecasting is done like how it was done previously, or something?

24 Interviewee 2: Alright. So so, I think, like a self forecasting like earlier. It was like, as I mentioned, like, it was like mostly like that spilling of the like cells out there, like a looking at the deals and all that things I'm like earlier years like, that's what like it used to be. But right now we do have like a lot of different mentors like lots of

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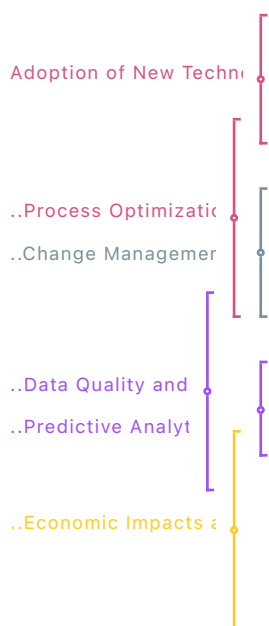
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different, like tools available, which help us to even like predict more than like like a human that like how likely this deal is going to be closed and all that. So there are definitely like a tools like, are there to help around us? Definitely, we need to create our own rigors on process, and sometimes it's hard to follow by the like a salespeople, and all that, because, I think like some point of time like you do have like everything. But if you do not have the right process, I think like I've not. Tools is like going to help you out. So it's all about creating rigors, creating things all that like, and no one likes to like a good deal in this helpful spending like time on writing down like comments off like every meetings. Everything's what is happening and all that. So that's where most of your energy is like a sales. Managers like it should go to create those rigors, because I think I have worked with like one of the crows like earlier. So his goal was like a very common I'm like, no matter like how big your deal is, everybody is not himself, cause it's not happening. That's it. Like, I'm like they are not like they are to like allow like exceptions, or anything, first in the right manner, and then like, see? Like with you are winning or losing. That's not like huge difference. I'm like, but you need to create those kind of like a rigors as a like sales management. And once you have like those right tricks, then I think, like probably tools are there to help you out. If you do not like a put like those rigors, then no matters like what tools you will have. But at the end of the day, like those, toll won't be like a providing you like useful analysis or insights, because hub of your like. People, they are not following that way. Yup, Yup, yup, yup!

25 Siddhant Pratap: Amazing! I think the next is. I think the other 3 questions left so how like, what is there any start, strategy, or initiative that the company has implemented to continuously improve the the question is around like accuracy of the sales focus and the overall revenue operation process like, could be an audit that happens every 3 months or any strategy. Do you like recheck like? Say, there's a sales forecasting the whole. Say, sales process is there? But then there's a feedback that goes every 3 or 4 months to SDRs. What would you like to get improved? And then the process has changed. Is there any strategy that is being followed?

26 Interviewee 2: So my thing like we are into like a continues like improvements, kind of like John right now, and every time I'm like, not every like a 3 months, but probably, like every month we are looking at like what work like a last month's like particularly well. how we can like a continue to like a practice that what didn't work, how we can like a change. That. So I think, like also, we are like a trying to understand, like, what's our like a pipeline. Generations like expenses, right? So how we can like it do better at like spending less expenses, how we can like adopt like a different models of like a pipeline generation. Generations. How we can like the cost and like, still generate the same amount, or probably more amount of the pipeline. How we can like mark every single account with the same budget. So I think, like we are trying to evaluate like continuously like, you know what is like a needed in



terms of like our results. And like, I think, like, it's always kind of like about what monthly, retrospective kind of things like, what work? Well, and what like, we can like, improve. Yep.

27 Siddhant Pratap: Perfect, perfect, amazing. I think the next question is around the challenges and uncertainties that is being faced in your role? Or and the question, what are the main challenges on certain teams you encounter when you see people using like, say, gong, and how it is being addressed, I'm pretty sure there would be. Some people wouldn't be quite happy using it, or I don't know. Yeah. So I think, like, as I mentioned, right? So lots of times like, I think, like most of the I think, like you talk for coming like this salespeople

28 Interviewee 2: In your companies. They might not be like it. Those tech service, and always like, are facing the challenges like in using that. And they might feel like, okay, like they are spending like lot time in like. Otherwise, like they spend in the market and all that. So I think, like a, as I mentioned, like one of the earlier questions, like, if management at the top management, like, there is a like a continuous push to like use the advance tools that would like help every managers, every like teams to get adopt to the technologies. That is number 1. Second things, I think, like a tools nowadays, I think becoming like a lot easier to use. And I think, like most of tools, are like sales explanation. So lots of people are getting it. If they have like a right interest to learn that things that's do. How do we do have like a world class like sales enablement team over here. They are doing like rigorous training on all of these tools. They are trying to break it down decisions in the like by size level courses for them, and then they to like use that courses. They are like holding hands like if they need any help or anything. And then we do have like our own like support team, so they can just flack as they can just like. And we would be like solving problem for them. If we need to do the screen sharing will be helping out. So I think, like a new screening first thing is like, I'm like, if you are not comfortable with that tools I'm like, there is no bypass. You cannot like a user like a mandate, that we need as an like organization, and then, second, is like a hand holding to get used to those tools and a at the end, like whenever people see like the results, or insights, they probably want to use it like by themselves, because, like that is, giving them like a more insights. then have a human, or that, like particular like that got gut feelings like it gives them right? So I think like it's some mix and match for everything like the forties, definitely like a mandate like it, or don't like it. But you need to use it like we need to make it like a very powerful like a change management that. And then I think, definitely like a providing them, helping and planning whatever planning, getting quiet, and thought is like a providing them. The insights like how they are like making their job easy, so making their job like a more accurate and all that.

29 Siddhant Pratap: Nice? I think. And okay, I think this question is interesting, like, How do you account for, say, external factors, such as like market trends or economy conditions that could

impact like this sales forecasting is in a totally separate thing which is being handled by the company. Or there's still a factor that you consider like say, when of course, no one knew it was gonna happen. But say, if it changes the numbers drastically so hot like how it is being handled.

30 Interviewee 2: So I think, that's a good question. And lots of times like what happens like I think in the sales process. There are definitely like economic headwinds always, and all that things happen during last couple of like years. But the what we have learned as a company is like most of the times, like, whenever your sales process or budget discussions like kick off. those are like kicked off with like always like at this, nuances like, like, okay. There is like a Covid situation. Company is not doing well. All these things we have like very thin budgets and all that things. So these are like new net. I'm like, these are the like a normal. These are not like something unique, like every deals wherever you are going to go, like you are going to like last year, like lots of layoffs happening like lots of like a deal discussion was starting with that. Our company is like doing well. But to manage the post and all this like we are doing now. So I think, like a good we do have, like a good tools like gongs, and all that. So that provides us the insights like, what's the kind of like normal like what we can say, like a barriers or like how people are using these like words. how often they are using words right? So based on that, like as a company's like if we come together as we can like, and try to explain in our own words, like how to counter those kind of like a barriers when you are like a sales people when you are like account managers, you are definitely like any of the call. You will go like you will hear these things. So this is normal. So how you how, as a like salespeople, you are ready to answer those questions right? So that's what I think, like you need to learn. And that's where, like our sales enablement teams, they are continuously like a finding this kind of like a barriers which are like at that in the closing details, how to count those things like a very effectively with the data-driven approach and all that. And that's how like they are equipping our sales people to like close to deal in the market. So that's what like. Normally, we use this different tools to analyze the trends like, how many times, like different companies and all that?

31 Siddhant Pratap: Yeah. Oh, okay, yeah. Interesting. I think the last question would be around, so are there any like, say, like there's so much stuff coming with AI right? Even Salesforce, coming with its own AI module that can scan Pdfs and quotes and tell you stuff. But are there any emerging trends or technologies in the field or sales forecasting, or the sales process that you believe will have a significant impact on the way your organization operates?

32 Interviewee 2: So I think, like right now, the things are changing like a rapidly, probably, I think, like whatever is not changed in like the last 50 years, probably like in like next 15 months. Right? So I think, like a lot of changes is like happening. And sometimes it's amazing to see. See like, how big changes are like happening. So

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lots of times, I think, like, we were like, trying to understand, like, what's the company size is really aware Googling it, we will find it out. And all that thing. So right now, like a lot of tools, are available to get that information like, Okay, the person you are talking is the right person, what they are like interested about. So lots of like information like that. They are giving to the cells before they are going to that particular like salespeople. Right? Whatever social profiles or information available to that particular for that particular per per person, and then also like for that company. So before you go to the companies like, you understand? Like, what's there like a. Let's say, for example, if it is a start up, what's their funding around like how they are what? The which companies like a lot in that. So I'm like, if they're giving like a lots of like a talking talking tracks, and probably like a very perfect and well informed like informations instead of like I just starting with like something else. And then you understand. So I think, like as a sales people, you have like a lot more information. And to the point information and customize for that particular person and company to start that proct text on the deals, and win probably with the like the highest margin, or I would say, like to increase their Vindy issue, because earlier, I think, like, you don't know, like a right people, you are finding the information. Maybe you do not have the right information. You may be able to summarize at your own way, not able to summarize, and all that. But right now there are tools like for which which is like a changing lots of these, making like lots of like easy sales process for you as well. And that's how I think, like increasing the chance of like a winning to deals. Yep.

33 Siddhant Pratap: And like you said, there is no privacy laws as such like in Europe so free to use those.

34 Interviewee 2: But

35 Siddhant Pratap: Amazing. I think. Yup, that pretty much answers all my questions. I'll just stop the recording.