

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: Taniya Chamoli

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?

The company's potential customers.

What?

Opportunities of converting prospective customers into direct customers going down .

When?

Over the last three years.

Where?

In the company's sales pipeline.

How?

Because of wrong leads, low budgets, wrong channels .

PART I : 2. Understanding the Problem

Sales Pipeline Conversion at a SaaS Startup

Situation

Which type of service you are giving to the customers?

How many sales team are involved ?

Which is the current channel you are using?

Problem

Why the leads are not converting ?

Why the pipeline conversion has been decreasing?

Why the right point of contacts are not targeted?

Implication

How does the expectations of customers are impacting the leads ?

What are the budgets of the market events ?

If the right point of contact will target' does it make any changes in the conversion ?

Need-Payoff

How much time it will take to change the channel?

How much time it will take to find out the expectations of the market?

How does the budget impact the conversion of the marketing leads or the performance ?

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Framework Used

SPIN framework.

Reason for using the selected framework

SPIN (situation, problem, implication, need payoff) helps to better understand the problem. It is a strong choice for improving pipeline conversion in b2b Saas environment.

How you have used the framework here

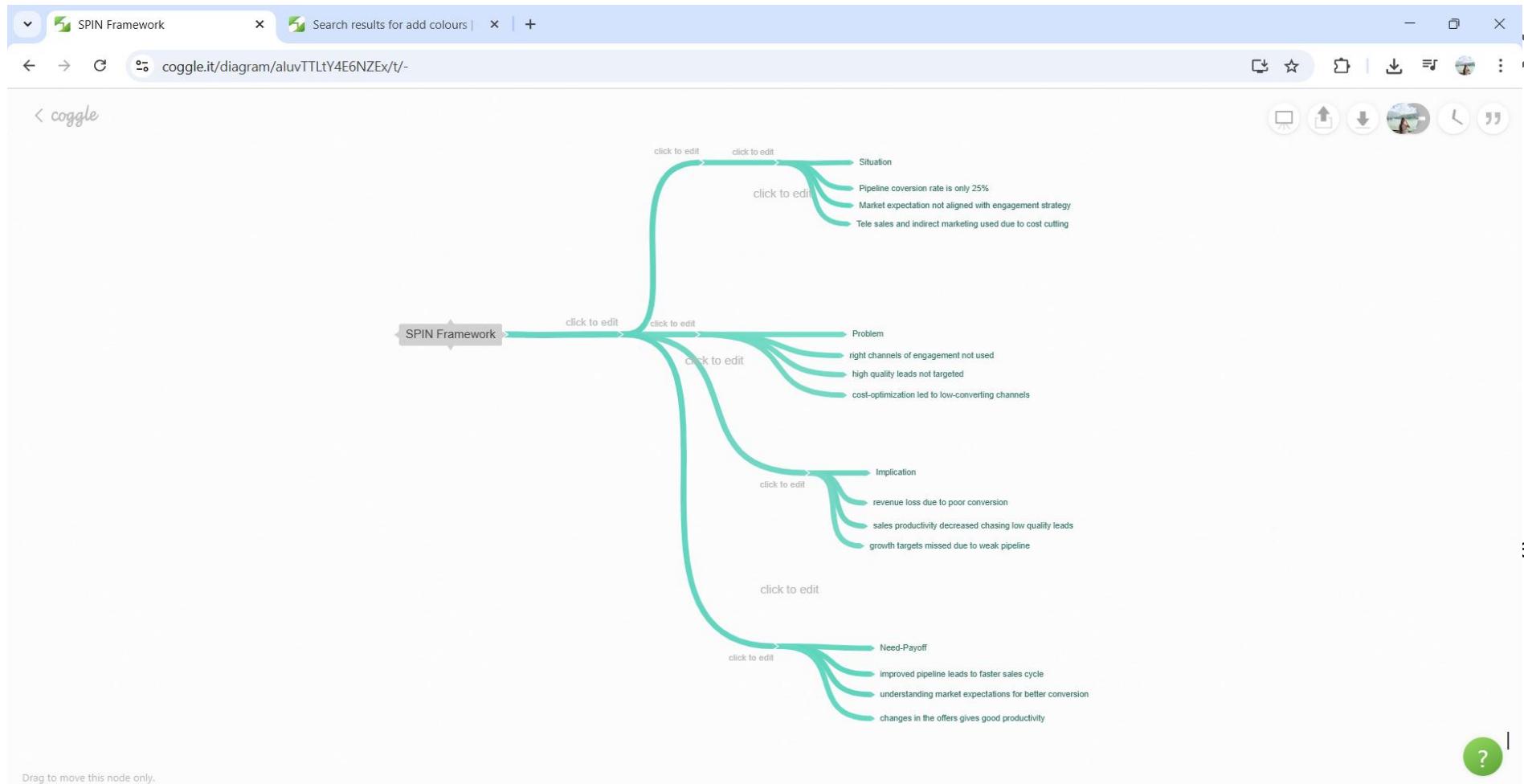
Situation- Collected data on client size, industry, and engagement level.

Problem- Identified key blockers like delayed decision making , wrong point of contacts are targeted, incorrect channels, low budget.

Implication- Mapped how those problems affect the customer and the conversion rate .

Need –Payoff- Developed value driven pitches and success stories to overcome with this problem.

PART II : Formulating Hypotheses



PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 1

Pipeline conversion rate is only 25%

Branch 2

Market expectations not aligned with engagement strategy

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 3

Tele sales and indirect marketing used due to cost cutting

Branch 4

Right channels of engagement not used

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 5

High quality leads are not targeted

Branch 6

Cost optimization led to low converting channels

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 7

Revenue loss due to poor conversion rate

Branch 8

Using appropriate assets

PART II : Formulating Hypotheses

Sales Pipeline Conversion at a SaaS Startup

Branch 9

Understanding market expectations for better conversion

Branch 10

Change the offers for good productivity

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

| Variable | Insights if any | Pattern of Insight |
|-------------------------|---|----------------------------|
| B2B sales medium | Enterprise sellers show a higher win rate in B2B sales medium | Comparison |
| Client revenue sizing | Clients with revenue over 1M have an average opportunity size | Segment based distribution |
| Technology primary | ERP implementation shows highest win rate in total pipeline | Distribution |
| Opportunity size | An opportunity from small client is higher | outlier |
| Business from last year | Opportunities of new clients are higher than repeated clients | correlation |

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration:

B2B Sales Medium

I analyzed the impact of different B2B sales mediums on the win rate of opportunities .

Using the pivot table and pie chart in excel I analyze that enterprise sellers had a win rate of 54% .

This indicates that enterprise sellers is more effective in converting leads as comparison to other.

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration:

Technology primary

I analyzed how different technology categories impact opportunity outcomes .

Using the pivot table and chart I analyze the data.

According to the data the ERP implementation gives the highest contribution with 66% of win rate .

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration:

Client revenue sizing

I analyze how client revenue impact win rates and opportunity size .

Using excel pivot tables and chart I calculated the both average opportunity size and the won conversion rate .

The analysis showed that clients with revenue greater than 1M had higher conversion rate and also had the larger opportunity sizes .

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration:

Opportunity size

By sorting the dataset in Excel by opportunity sizes, I identified the top 5 largest deals then reviewed the client profiles.

I found that one of the top deal was associated with the client whose revenue was listed as <100k which is lower than expected .

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Variable under consideration:

Business from client last year

I explored the data using pivot table ,I compared the win rates between the new and the repeated clients.

The data showed that the new clients are converting higher than the repeated clients.

PART III A : Generating Insights

Sales Pipeline Conversion at a SaaS Startup

Recommendations

Enterprise sales and marketing mediums have higher win rates

New clients have a higher conversion rate

ERP implementation gives the highest contribution

Clients in the more than 1M revenue category had a higher won rate

Corresponding Insights

Focus on high performing channels like enterprise sales .

Gaining new clients can lead higher conversion rate.

Focus on highest contribution giving technology like ERP implementation

Prioritizing these accounts could increase average revenue per sale .

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

Focus on high performing channels like enterprise sales .

Focus on highest contribution giving technology like ERP implementation

Gaining new clients can lead higher conversion rate.

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

I analyzed the impact of different B2B sales mediums on the win rate of opportunities .

Using the pivot table and pie chart in excel I analyze that enterprise sellers had a win rate of 55% . This indicates that enterprise sellers is more effective in converting leads as comparison to other.

I analyzed how different technology categories impact opportunity outcomes .

Using the pivot table and chart I analyze the data. According to the data the ERP implementation gives the highest contribution with 66% of win rate .

I expored the data using pivot table ,I compared the win rates between the new and the repeated clients.

The data showed that the new clients are converting higher than the repeated clients.

PART III B : Presenting Findings

Sales Pipeline Conversion at a SaaS Startup

