

2024 NORAM Bid Support

, Danny Wahl

The Team

2023

- [Redacted] [Redacted]
- [Redacted] [Redacted]
- [Redacted] [Redacted]
- [Redacted] (K-12)
- [Redacted] [Redacted]
- [Redacted]

2024

- [Redacted] [Redacted]
- [Redacted] [Redacted]
- [Redacted]
- [Redacted]

2023 Workload

- 118 RFIs / RFPs submitted
 - New Logo: 101 (86%)
 - Renewal: 17 (14%)
- Target: 20 - 22 / writer
- Actual: 21.5 / writer
- [REDACTED]: 47 (39 RFP, 8 RFI)
 - Consortia: 4 (9%)
 - PD: 6 (13%)
 - Edu: 37 (78%)
- [REDACTED]: 71 (61 RFP, 10 RFI)
 - Corp: 17 (24%)
 - Gov: 2 (3%)
 - Edu: 52 (72%)

119 other Opp-related projects

- Vendor registration
- Sole Source
- Questionnaires
- Follow-ups

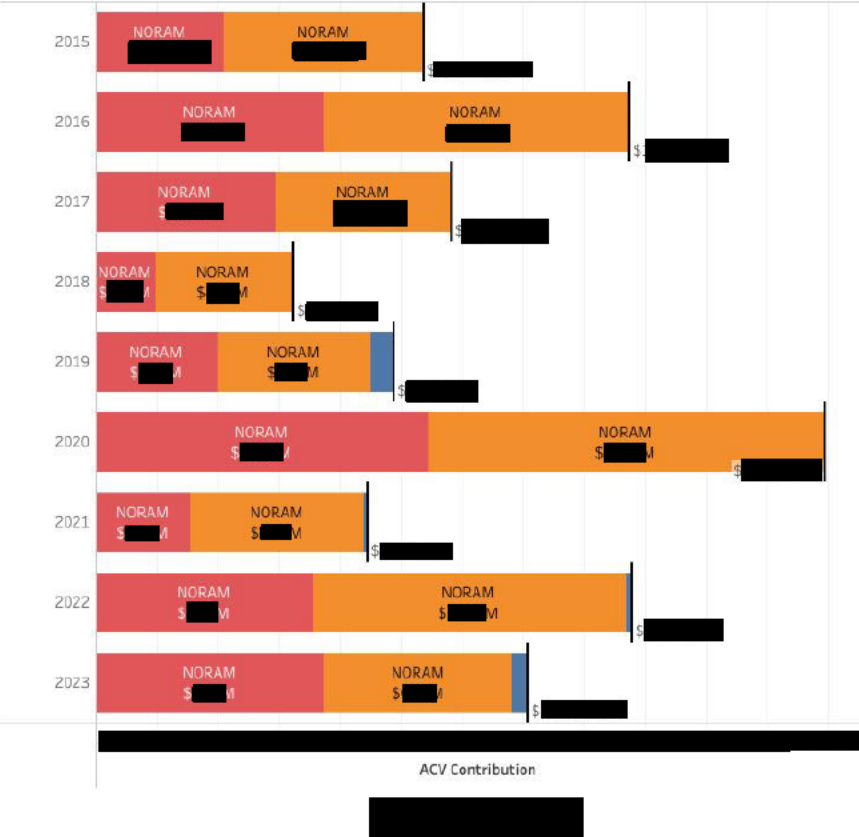
Other non-opp-related projects

- Compliance Packages
- Reference Content
- Template Proposals
- Sandbox maintenance

2023 Results: Pipe

- \$ █████ M in Pipeline (\$ █████ avg ACV)
 - █████: \$ █████ M (█████ K avg ACV)
 - █████: █████
 - █████: \$ █████ M (█████ avg ACV)
 - █████: █████ M (█████ K avg ACV)
 - **Corp: \$ █████ K (█████ k avg ACV)**

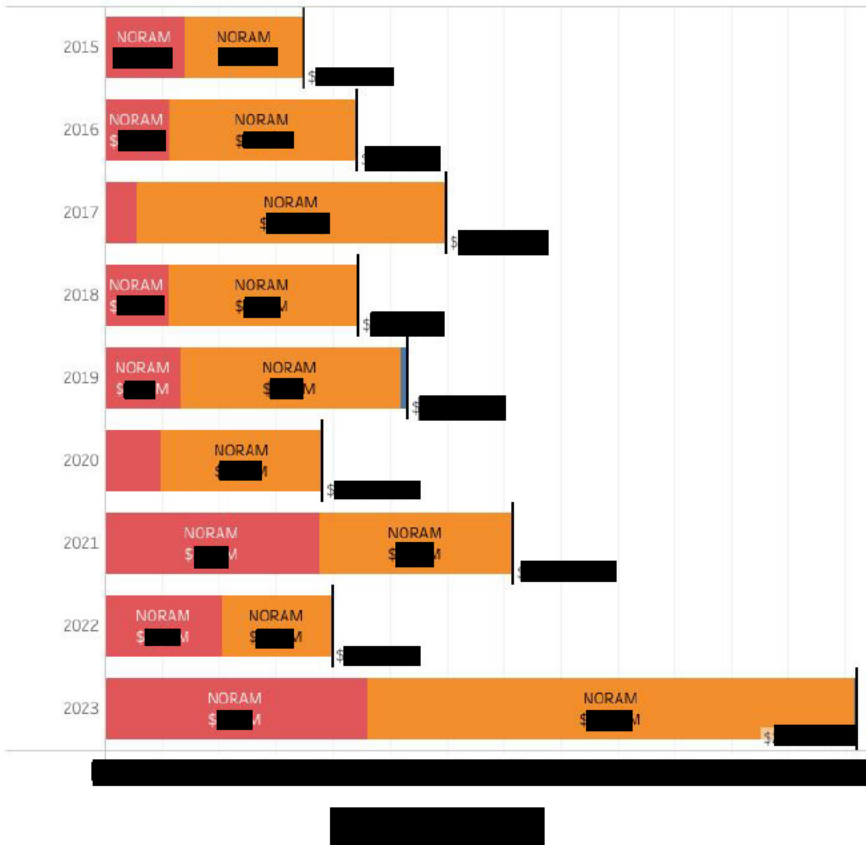
Pipeline by Segment



2023 Results: Bookings

- \$ █████ M ACV (█████ K | █████ K avg ACV)
 - █████ M Sales ACV (█████ K avg ACV)
 - █████ Renewal ACV (\$████ K | \$████ K avg ACV)
- █████: \$████ M ACV (\$████ K avg ACV)
 - █████ M Sales ACV
 - \$████ M Renewal ACV
- █████: █████ M ACV (\$████ K avg ACV)
 - █████ M Sales ACV
 - █████ M Renewal ACV
- **Corp: \$████ K ACV**
 - **\$████ K Sales ACV**

Revenue by Segment

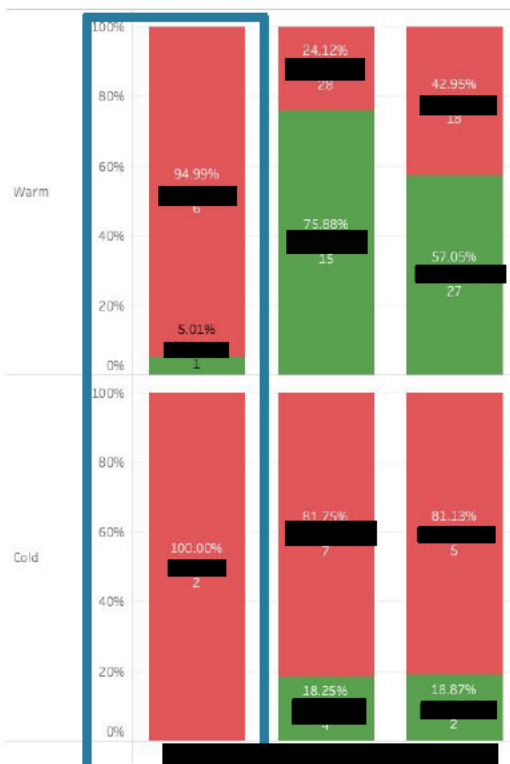


2023 Results: Win Rates

Win Rate by Segment by Opp Count



Win Rate by Segment (2) by ACV



Cold* Rates:

- [Redacted] 20%
- [Redacted]: 13%
- PD:
- **Corp: 22%**

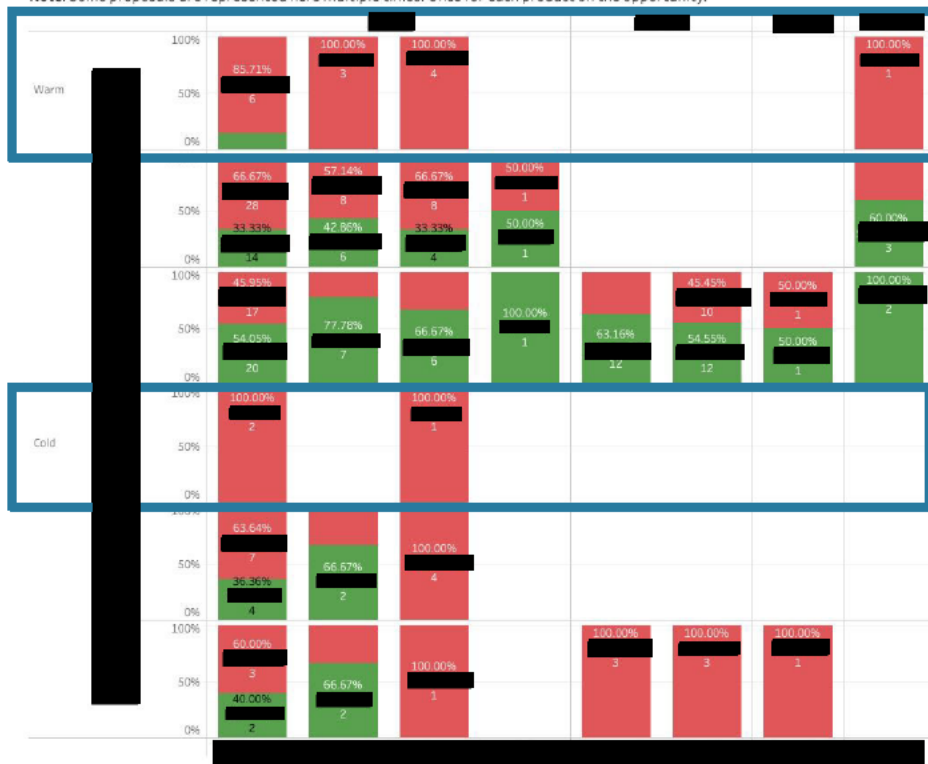
Summary:

Formal corp RFPs do not perform, regardless of whether warm or cold.*

2023 Results: Win Rates by product (Opp)

Win Rate by Product (2) Family by Opp Count

Note: Some proposals are represented here multiple times. Once for each product on the opportunity.



2023 Results: Win Rates by product (ACV)

Win Rate by Product (2) Family by ACV

Note: Some proposals are represented here multiple times. Once for each product on the opportunity.



2023 Results: Win Rates (+Template Proposal)

Average Deal Size									
	All	All	Open	Open		Closed Won	Closed Won	Closed Lost	Closed Lost
User	7,717			4,862	\$	500	\$	15,225	\$
Enrollment	19,660			3,943		1,667		52,608	
FTE	9,759			3,683		1,307		29,054	\$

Of closed opps: **40%** of opps in Won. But we only booked **6%** of the dollars on the table.

40% of opps are still open, but on **20%** of the \$ remain.

We win the smallest deals, and lose the largest deals.

No discernible trend based on vertical, user type, or rep.

2023 Results: Win Rates (+Template Proposal)

Total ACV	\$ [REDACTED]		
Open	\$ [REDACTED]	21.11%	
Closed Lost	[REDACTED]	71.86%	93.76%
Closed Won	[REDACTED]	4.78%	6.24%

	Count	Percentage	Win Rate	Slip (AVG)
Number of Opps	62			53 days
Open	26	41.94%		105 days
Closed Lost	19	30.65%	59.38%	8 days
Closed Won	13	20.97%	40.63%	118 days

Bid Rate

Bid	27	43.55%	84.38%
Template	30	48.39%	-
No Bid	5	8.06%	15.63%

Our bid rate is too high.


Industry average is ~**60%** That would mean **no bidding 13 opps.**

Our bid rate should be lower in green field.

2024 Resourcing



Ideas:

- Net new headcount (or reallocate)
- Contractor resources
- Enable sales/SEs/renewals to write responses
- No bid more
- Leverage Template proposal more.
- Leverage existing consortia agreements 
- SVP approval for strategic support

Resourcing:

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