



Experiments

with Product Growth &

Learnings

from New Product Launch & Sales



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SALES MOMENTUM





SALES MOMENTUM

SALES/CS OWNERS



SALES MOMENTUM

SALES/CS OWNERS

GROWTH OWNERS



LeadSquared

SALES/CS OWNERS

Certainly wants to help you,

Cannot slow down the sales momentum.

Will find the least resistance path to meet targets.

Not an easy job to do and has to meet weekly commits.





Growth Owners of
ANY NEW PRODUCT

Anxious to generate revenue/usage.

Not a complete version on day one.

Not sure who values the MVP most.

Not sure what to build next.



Growth Team x Sales Team

Match made in Heaven

(Rab Ne Bana Di Jodi)

2 Key Learnings

Find ways to leverage their momentum

Help them, to help yourself

BETA+

BETA, GTM, Pricing & Roadmap are all knit together

- ✓ Starting building relationships early with internal PoC & Customers
- ✓ Configured Goals to discover the gaps & usage patterns
- ✓ Built a GTM Plan & Product Roadmap
- ✓ Dipstick analysis of pricing

Learnings

- When it comes to paying, features aren't always adequate for customers.
- Pricing strategy of a product should start as early as possible.
- Sell Value, not features. Don't get anchored by LSQ Pricing.
- GTM is more important than we think.



The Imperfection

Perfect product doesn't exist.

- ✓ We build the product in the most basic version and find users.
- ✓ We have built mechanism to design and build features quickly based on learnings.
- ✓ Built a good feedback loop to design high-level roadmap.
- ✓ Built reusable modules to release faster. Incentive BETA version got 5 paying customers in 1 month.

Learnings

- Getting product to customers sooner, than later is important.
- There will always be some customers who will want & pay your MVP.
- Finding the early adopters can only happen when you are closely working with Sales & CS team
- Roadmap helps in keeping the interest high.



Fifty First Sales

Getting to know the Sales Teams, Developing Empathy & Building Relationships

- ✓ Understanding the sales process & nitty gritty
- ✓ Discovering hierarchy & right person for right customer.
- ✓ Understanding prospects & customising the pitch.
- ✓ Find patterns & scale it.

Learnings

- Frequent Connects & Building Relationship is the key.
- Being humble & patient will help you build relationships.
- Working with Leaders and Managers will get you SCALE
- Working with sales reps will get you REALITY



100 Not Out

Sales team will choose the least resistance path with maximum impact

- ✓ 100% Incentives worked in some cases and didn't work in many cases
- ✓ Even with 100% incentives, we worked with sales team in each deals.
- ✓ Even with 100% incentives, Ace wasn't pitched, as bigger incentive and target could be at stake.

Learnings

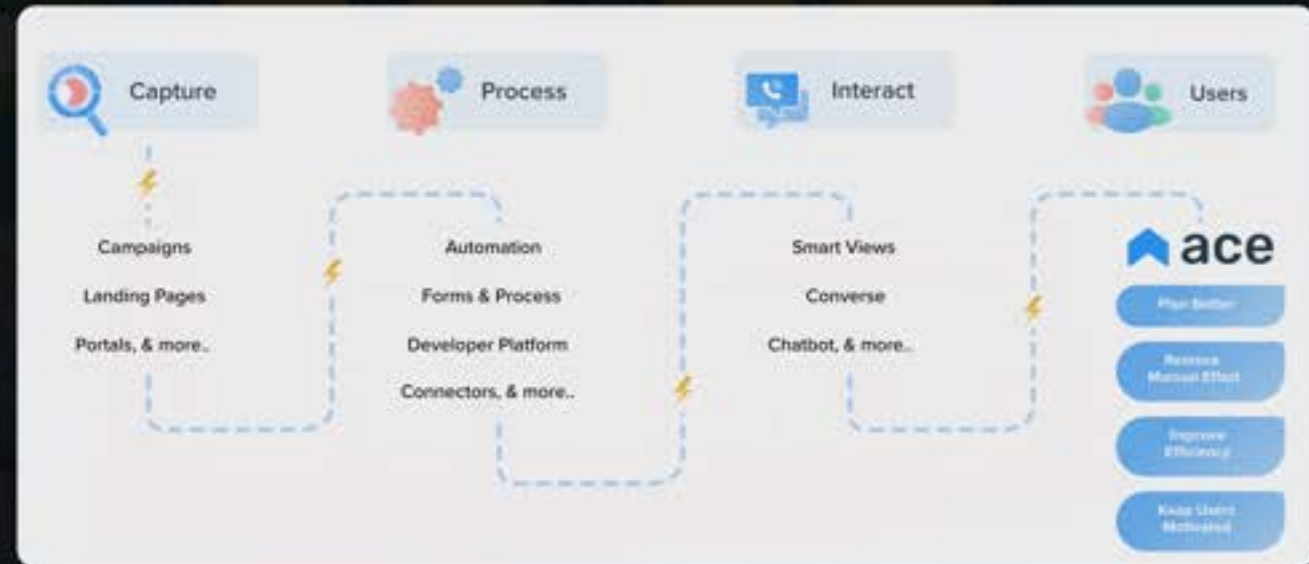
- Sales teams have multiple avenues to meet targets.
- They can get more users, new logos, or sell a simpler product at high price.
- They have stiff targets to meet every week. They will not let anything slow down their sales momentum.



The Story

Narrative is important. Features follow Value.

- ✓ We have built narrative around LSQ
- ✓ Worked with each team to fine tune demo based on their vertical, geography, and prospect base.
- ✓ Available for Demos whenever needed.



Learnings

- A product/feature cannot sell in isolation. It has to extend core value/narrative.
- Help sales team more than they help you. It pays back.
- Customers will value improvements in their sales, not features.
Back these improvements with data. (We are still finding ways to do this)



P.S. I Know You

Knowing your customer/users, world of sales and the market helps a lot.

- ✔ We have read a lot of content, book about sales management, gamification.
- ✔ Interviewed sales managers & users to know about their day to day life.
- ✔ Extensive competitive analysis helped us build better pitch & roadmap.
- ✔ Ace got its name from the book - Cracking the sales management code.

Learnings

- Building a domain knowledge helps you walk the talk.
- Industry specific knowledge & user journey is important than we think.
- Understanding patterns of where things are & aren't working.



Customers with Benefits

Leveraging customer success stories at scale.

- ✓ Every webinar we do, has existing customer as panelist.
- ✓ We also use case studies within sales team to boost confidence in pitching & selling Ace
- ✓ We also do consultative approach with potential customer. The idea is to not sell, but to solve their problems

Learnings

- Growth function shouldn't try to sell, they should always try to help.
- Customers will open up when you talk about their business first and not directly jump on presentation/demo.



Small Great Wins

Getting Big customers through smaller wins,

- ✔ Before getting MUJ, our biggest customer, we worked with Jigsaw(a subsidiary) & converted it first.
- ✔ We also closed customers like Nirogstreet in their early days, which are now growing accounts.

Learnings

- Knowing your customer, their business is critical.
- Building relationships with folks who know in and out about LSQ and its customer is key.
- Not all info is available in Tools & Database.



The Curious Case of US Market

Reinforcing Learning about Markets, BETA, Team, Patience & Persistence

- ✓ Found product gaps particularly for US Market
- ✓ Ran a BETA kind of program with folks who work closely with US customers
- ✓ Building confidence with just a handful of success story
- ✓ Involved Dev & QA in all conversations

Learnings

- Each Market is different and you need to cater product & pitch accordingly
- Slow BETA in each big market will help you understand PMF better.
- Engineering team should be closer to customers than we usually keep them.
- Patience & Persistence goes a long way, in getting your few early customers.



The Surprise

We don't know, what we don't know.

- ✓ Real Estate has emerged as one of the easiest vertical to sell.
- ✓ Few customers who said no earlier, came back as an inbound request.
- ✓ Early hypothesis was that Small customers won't need Ace, but we see strong traction there.
- ✓ Built a good channel for Inbound requests with Webinar, Trial Page & Constant Engagement

Learnings

- Tried everything, everywhere to find the best bet.
- Our customers' org is dynamic too. Some changes can increase fitment.
- Be on a constant lookout by being constantly in touch with CS/KAM team
- Reality is faster than Data.



I know you want me

Extended Trial & Usage ensures retention before acquisition

- ✓ Our Growth Team configures the product for customers who opt for trial
- ✓ We are also involved very closely with PS and Partner PS for implementations.
- ✓ Early hypothesis was that Small customers won't need Ace, but we see strong traction there.
- ✓ Built a good channel for Inbound requests with Webinar, Trial Page & Constant Engagement

Learnings

- Building an product implementation expertise in-house is very important.
- You will understand the real product fitment and usage.
- You can only scale the implementation when you discover the patterns Yourself first.



The Conclusion

Bahubali of the learning is Monetization & Gross Margins

- ✓ If we could go back and change one thing, then we would have started monetisation 10 months early.
- ✓ Understanding of your infra, architecture and the cost is critical.
- ✓ Finding ways to optimise cost not just from tech but from product side as well.

Learnings

- Building Monetisation plan early is critical.
- Having high Gross Margins is critical. Be on constant lookout to improve it.





Thank You

For your time