

What can Clearcode do to reduce the number of lost deals in order to increase the revenue of the Sales Department by July 2024?



CLEARCODE

Author: Emilia Domagała

HZ Supervisor: P.C. Raas

In-company supervisor: Radek Kostecki

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This is the final **graduation report** about Clearcode. It was written to investigate the lost deals in the company and provide it with an analysis & recommendations in order to improve or solve the existing problem.

1. Introduction

This chapter focuses on both, conducting a company & product analysis and discovering the trends and developments in the Advertising Technology industry as well as the specific product group.

1.1 Company/product analysis

To begin with, Clearcode is a **full-service software development company** that was established in 2009 (Clearcode, 2023). It's based in Poland, Wrocław, has 150 employees and focuses on the development of high-performance advertising and marketing technology, commonly called AdTech & MarTech. Moreover, the **niche and specification** of that type of service gives Clearcode an attractive position on the market. Next to their undeniable expertise, that is why the "non-competitive approach is used here" (Personal communication, 2023). What is more, a vast technical understanding of the AdTech & MarTech ecosystems, enables them to develop, and introduce custom market goods being in line with the requirements of firms from various industries like Telco, Adtech, Gaming, Publishing, Banking, DOOH and many more (Clearcode, 2023). Their clients are mostly international since Clearcode has partnered B2B with businesses from all over the globe.

Moving on, since Clearcode's **product** is highly customised, it is important to understand, there isn't any ready solution, but rather building platforms from scratch. An example of the most commonly built custom programmatic platforms are supply-side platforms - SSPs ([appendix 1.1](#)), demand-side platforms - DSPs ([appendix 1.2](#)), customer-data platforms - CDPs ([appendix 1.3](#)) and data management platforms - DMPs ([appendix 1.4](#)) but the company is practically able to build any AdTech and MarTech solution required. Also, the **full-service approach** to the product development is being used here from design to development, through the maintenance and support, according to the customer's wishes. Moreover, once the product is ready the IP (intellectual property) is being **handed over** and then **100% owned by the client**. Considering these above-mentioned reasons, Clearcode can allow itself a higher pricing system (Clearcode, 2023).

1.2 Trends and developments in their industry/product group

In order to undoubtedly understand the industry, a short explanation of AdTech is essential. The term "AdTech," which stands for "Advertising Technology," refers to the technology used to produce, distribute, and assess the effectiveness of marketing campaigns. AdTech refers to a variety of tools that publishers use to deliver tailored advertisements to the appropriate audiences, such as programmatic advertising platforms, ad exchanges, DSPs, SSPs and others. In order to plan and manage the ads and monetization strategies, advertisers, agencies, publishers, and other industry players use a variety of software and tech tools (Codefuel, 2021). When it comes to **general and technological trends** in the industry, these are: constant development, replacing the third-party cookies, connected TV, hyper-personalisation, geotargeting, data privacy regulations. The extensive description and the sources can be found in [appendix 1.5](#).

From the client's perspective, nowadays many companies need the most recent technological resources (softwares) in order to plan, execute, monitor, and evaluate their digital marketing efforts, or if they want to monetize their data. Grandviewresearch's industry analysis predicts that the US Adtech market would expand by more than 11% between 2023 and 2030 ([appendix 1.6](#)). According to Forbes the right AdTech&MarTech tool ensures that businesses remain competitive in their rapidly evolving



industry and continue to please clients (2023). But what actually decides who will be the technology partner of such companies, and what are the factors that determine this? According to Anastasiia Udovichenko, Sales and Business Development Representative in Lucid Reality Labs, a few of the **trends** ([appendix 1.7](#)) in **customers' choice** of AdTech partner are: communication, expertise, transparency, pricing, commitment and testimonials. The extensive description can be found in [appendix 1.7.1](#). All things considered, AdTech is quite a young and very profitable industry (Clearcode, 2023), constantly developing (Exchangewire, 2023) and with much potential, once the clients believe that they have found their tech partner.

1.3 Problem analysis

Despite the fact that the AdTech industry is experiencing continuous growth, losing deals in the sales process is a major challenge for Clearcode, impacting their revenue and growth potential. The main issue to be handled is **customers who choose not to work with the company** at all. That kind of lost potential customers are internally called “lost deals” ([appendix 1.8](#)). Undoubtedly, there are many reasons why the deal could be lost, however, they are not always known to both Clearcode's Sales Representatives and the other departments. The internal statistics ([appendix 1.9](#)) show that in 2022 out of 123 potential clients, 78 were marked as “**lost**”, which makes more than 63 % (Clearcode, 2022). In 2023 the company hasn't managed to close any deal yet.

However, it has to be said that **selling customised technology is not easy** (Bibikar 2021), since the product being offered doesn't physically exist yet. Naturally, Clearcode offers many case studies, showing what kind of tech they have built, but it varies for each client and depends on so many factors that there is no single “formula” for such a platform. Depending on the components that are customised, for ex. the price of DSP can range from about \$300,000 to several million, and construction can take from 3/4 months to many years. Unknown factors often cause customers to back out, but Hubspot tool helps sales representatives group possible reasons for no customer engagement. There is an internal meeting every month to discuss what and why was “lost” but “not always the action is taken” (Personal communication, 2023). According to the internal research in Hubspot (2022) there are many potential reasons why this problem could occur, among which we find: *pricing/no budget, lack of need for custom services, unresponsive lead, competitor's choice*, etc. The more in-depth analysis of those reasons is going to be conducted later in this report.

Moreover, the **6W approach** is applied to help comprehend the issue better. With this approach, the who, what, when, where, why, and how are all specified.

- **Who:** Clearcode
- **What:** The problem is losing deals. The goal is reducing the number of lost deals and increasing the revenue
- **Where:** This report will focus on Europe and North America since this is where most of Clearcode's clients come from ([appendix 1.10](#))
- **When:** The problem has been always noticeable, especially in the recession. First improvement is expected to be seen within 1 year after implementing the potential changes
- **Why:** The company wants to generate more revenue and has noticed that few leads go to “customer” status
- **How:** It's not known how this problem exactly arised. This challenge could be tackled by addressing the common causes of customer resignation, together with defining the significant gaps in the sales funnel ([appendix 1.11](#)) and sales system. Additionally, out-of-company expert's advice is crucial for objective problem analysis and valuable recommendations.



1.4 Research questions

In order to investigate the topic of lost deals the following research question and subquestions need to be asked:

What can Clearcode do to reduce the number of lost deals in order to increase the revenue of the Sales Department by July 2024?

Sub questions:

- 1) **What are the reasons for the lost deals in the company?**
- 2) **What is the current sales process and when does the problem of losing potential customers occur in it?**
- 3) **What steps can the business take in order to improve its sales process and avoid future missed deals?**

1.5 Project aim

The research objective was created with a use of the SMART methodology (Carrier, 2022), extensively explained in the [appendix 1.12](#). All in all, the following professional products will be delivered in month June of year 2023:

- **Analysis** - *the most important of the professional products in the form of a report, contains valuable recommendations (advice) based on triangulation research method in order to improve the retention rate and stop losing clients. Within the report, the answer of the research question, in-depth analysis, interviews with employees and valuable appendices can be found.*
- **Advice** - *a professional product in a form of presentation that is a more approachable and shorter version of the recommendations within the report, made in order to present the findings to the Company.*

These professional products will serve as proof of the author's competence in the IB program learning outcome of Marketing & Sales.

2. Research approach

In this part of the report the sub-questions will be approached by reviewing the relevant literature, operationalisation of the variables, units of analysis, data collection & data analysis, expected limitations and reliability & validity.

2.1 What are the reasons for the lost deals in the company?

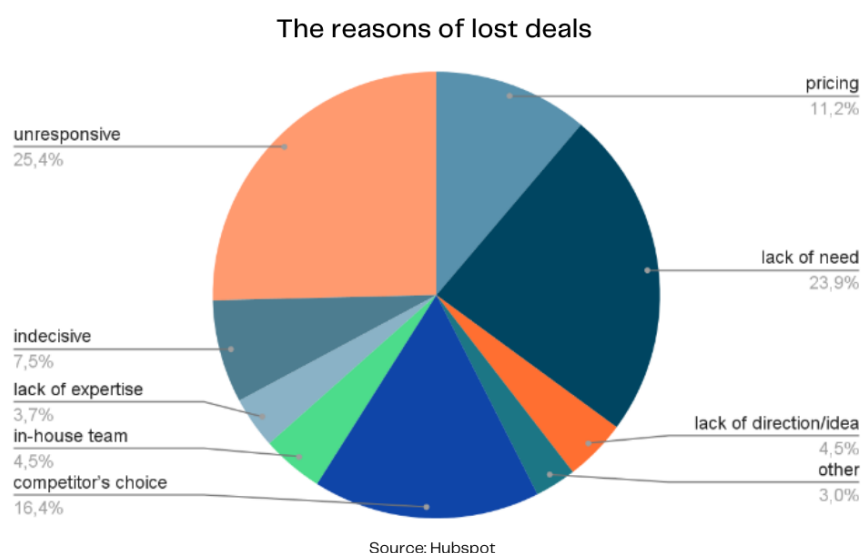
2.1.1 Review of relevant literature

In order to make the given part fully understandable, the following terms have to be explained in the AdTech industry context:



- A. **MVP** - (Minimal Viable Product) The cheapest, simplest version of the platform built, which is already functional enough to make money for itself and be used on a market (Sweeney, 2023).
- B. **Sprints** - The stages of the projects ([appendix 2.1](#)) with the duration of 2- 4 weeks each (Clearcode, 2023).
- C. **Lead processing** - Connector department between sales and developers, deals with the initial analysis of customer requirements and processing them.
- D. **Vertical** - Another name for industry targeted.

There are many reasons why a deal might be lost. According to Scott B. Friend from Georgia State University (2010) the general main reasons for sales failure could be price, adaptability, relationship-potential. On the other hand Steve Martin in “Ten Reasons Salespeople Lose Deals” mentions no decision, slow sales cycles, inability to penetrate new verticals, product commoditization, value for price, walled gardens¹, internal process, lost administration time, unnecessary product, pre-sales resources (2013). To get a better look at the specific case of Clearcode, the CRM system has been analysed. To better represent the reasons in percentages, the author of this report created a pie chart (figure below) based on Hubspot internal information (Clearcode, 2023).



What might be concluded is that the **4 most common problems** Clearcode faces along with the lost deals are:

- lack of potential customer's response
- potential customers who don't need custom software at the moment
- choice of competition (ready solution or another software developer)
- high rates/lack of financial resources

Among the other problems that are rather out of statistics but from the conversations with the employees are: lack of proactivity, mistaking Clearcode with a ready-solution provider, cultural differences, free expertise seekers, casual research without disclosing the problem (Personal communication, 2023), etc. Moreover, some additional potential issues observed by the author of this report are: lack of honest communication, no specific cost of the product, lack of knowledge of the

¹ in AdTech refer to Google, Facebook, Amazon and Apple, often written as GAFA (Clearcode, 2023)



potential customer, lack of consistency, no business oriented approach and the matter of trust.

As Andy Birol says in his article, the typical root cause to the problem, which is lack of sales growth, is that what your business sells and what customers desire to purchase are incompatible with one another (2014).

2.1.2 operationalisation of the variable(s) contained in the sub question

Interview questions for Radosław Kostecki, Mateusz Oświecimski, Kinga Walczyk, Tomasz Borecki and Szymon Małejki based on an operationalisation table ([appendix 2.2](#)):

1. When is the deal counted as “lost” for you
2. What are the main reasons why the customers resign?
3. On a scale of 1-10, How well do you feel the sales team/ you understand(s) our target audience and their needs? You can elaborate on the score if you wish.
4. What industries do you target? Which one of those are the most known to you?
5. Do you fully understand what we are selling?
6. In your opinion are there any gaps in the sales team's/your product knowledge?
7. On the scale of 1-10, How effectively do you feel the sales team is/ you are communicating the value proposition of our services to potential clients? You can elaborate on the score if you wish.
8. On the scale of 1-10, How well does the sales team/you follow up with leads and potential clients? You can elaborate on the score if you wish.
9. Do you feel the sales team is properly trained and equipped to close deals?
10. What kind of training from the company did you get as a sales person?

Interview questions for Bartosz Mocek and Arkadiusz Kumpin based on an operationalisation table ([appendix 2.3](#)):

11. Are there any common issues that arise when deals are lost?
12. What were the most common reasons why the potential clients decided not to proceed with our company?
13. What types of feedback have you received from potential clients on why they decided not to proceed with our company?
14. Are there any training or coaching opportunities that could improve the sales team's performance?

2.1.3 units of analysis

To answer the question, interviews with various members of the **Sales and Lead Processing** teams were conducted. [Radosław Kostecki](#), Head of Business Development (Sales) department and respected expert in the industry, has + 5 years experience in software sales and team management. Because of the plans to work in IT, he understands not only sales techniques, but also the technical aspects of the product and challenges involved. Moreover, [Szymon Małejki](#), a Sales Representative, has a strong background in AdTech & MarTech and closing deals. He deals with business meetings and introductory calls on a daily basis, therefore his opinion will contribute a lot to this report. [Mateusz Oświecimski](#), also a Sales Representative, has valuable customer communication skills and technical knowledge. Additionally, his technical studies let him understand many concepts and bring innovative solutions regarding the tools used by the team. [Kinga Walczyk](#) and [Tomasz Borecki](#), Junior Sales Representatives, provide fresh perspectives. Last but not least, [Bartosz Mocek](#) and [Arkadiusz Kumpin](#) from the Lead Processing team bring expertise in lead analysis.



2.1.4 data collection & data analysis

The data for this question were collected with a use of **desk** and **field research** in order to provide an answer to this topic. As a part of desk research, a CRM tool called Hubspot, in which deals are listed was used as a reference. Additionally, in-depth research in the articles as to overall sales systems were part of the desk research. Meanwhile, the interviews with the employees reflected the **qualitative data** collection, while observations reflected the field research.

2.1.5 expected limitations, reliability & validity

Considering the youth and the complexity of the industry, the possible limitation is the **lack of general data accuracy** when it comes to the reasons for losing deals in the Adtech and MarTech niche, especially selling **custom software**. Most companies are in the business of selling pre-built solutions, and for this reason finding reliable and objective information of the niche Clearcode is in, was a huge challenge. Another limitation was the **impossibility to interview the former clients/potential clients** that haven't continued with the company due to Clearcode's beliefs that it would influence the reputation of the company negatively. The last limitation that had to be taken into consideration is a possibility of a **human error**, while entering the internal company data by the employees, especially regarding the reasons for the lost deals, that could be highly subjective.

2.2 What is the current sales process and when does the problem of losing potential customers occur in it?

2.2.1 Review of relevant literature

The following concepts need to be defined within the context of the AdTech industry in order for the given section to be completely understandable:

- E. **Sprint 0** - The first stage of project development with the minimal engagement in order to create an accurate plan for MVP (Clearcode, 2023).
- F. **White-label solution** - a type of software, when offered under a private label, is sold to numerous customers as a part of subscription (Paddle, 2023). It differs from custom technology since the customer has to rigidly adhere to the offered features of such software and the degree of personalisation is very low (Kostecki, Personal communication, 2023).
- G. **Ballpark** - an area or range within which an amount or estimate of the work is likely to be correct (Mocek, Personal communication, 2023).

In order to answer this question, the **sales funnel model** (appendix 1.11), which is the visual representation of the customer path from awareness to action, will be analysed. It serves as an example of how every sale starts with a large pool of prospective clients and finishes with a considerably smaller number of individuals who actually make a purchase (Lutkevich, Biscobing, 2022). Tonia Kendrick in her article "8 Reasons Why Your Sales Funnel Isn't Working" highlights that if the sales are dropping or there is no or little conversion, like in Clearcode's case, there is definitely a problem that needs solving. The very first potential problem mentioned in the article for the first stage of the sales funnel (contact) is **not bringing enough traffic** to your website, which means that people either don't find the website easily or the brand awareness is extremely low. What is important, this problem can be solved by campaigns, joint ventures, interesting posts, and well-managed SEO practices for a company's website visibility. (Kendrick, 2023). Another common trouble on the first stages of the sales funnel, is **not targeting the right people**. Clearcode should be able to answer the questions about the target market, audience's needs and beliefs and the perfect client persona,



including objectives, demographics, patterns of behaviour, and motives (Kendrick, 2023). Next potential trouble in the first stages of the funnel is that the **potential customers are not showing interest** through the actions like, downloading or subscribing the provided free content that is supposed to interest them. In Clearcode's case such activity would be downloading the AdTech book² while seeking how to build programmatic in the AdTech industry (Clearcode, 2023). Such a challenge can be overcome by closer adjustment of the content to the target audience, different types of offer format, A/B testing, experimenting and interpreting the results (Kendrick, 2023). All of the mistakes made on those stages could lead to the poor quality leads that till the moment of the first call with a Sales Representative still ask very basic questions about the offering, are nowhere near the typical budget or start with a "no" as an answer (Kinney, 2023). Working with the marketing team to improve lead tracking and scoring, and saving calls for high-scoring leads, could help to fix this (Kinney 2023).

From the prospect stage, the Sales Team steps in and takes most of that sales process over (Wilczek, 2023). According to Seth Kinney, **being "ghosted" by the lead** in the prospect stage is one of the biggest challenges after the discovery call (2023). As it was previously mentioned in this report, the most lost leads (25,4%) were marked as "unresponsive". All things considered, the following steps can be undertaken to nurture the cold leads: sending the content that partially solves their pain, checking in, scheduling valuable events, sending them the new case studies, using other common connections, quarterly reminders of the offered service (Grimm, 2023). Moreover, **elongated cycle times** are another typical issue in the later stages of the sales funnels (offer, negotiation, deal). Decision-making can take longer than it used to in the market nowadays, also considering the recession (Kinney, 2023). This cycle could be shortened by for example finding the right person in the targeted company, establishing a sense of urgency and emphasising the advantage of taking immediate action (ex. discount, special limited time offers) or regular reach out and personalised messages. Next trouble in the sales funnel could be **pursuing deals that are unsuitable or too small** (Kinney 2023). This could be prevented by setting the criteria for the initiative's ROI (ex. size, geographics, etc.). Another common problem is **low contact rates** (Kinney, 2023). Less and less people answer to cold messages, that requires sales representatives doing research before reaching out to the contacts and shifting to channels with higher response rate. **Standing out among the competitors** and overcoming market noise is another very popular problem (Kinney, 2023). There are five or more companies that, on the surface, all appear to be the same for the majority of prospects (Kinney, 2023). There are a few potential ways to handle that situation: ensuring that the Sales Team is prepared to explain these differentiators to prospects and communicate a great value proposition of the product during every form of outreach. Moreover, concrete examples of how the service has benefited other businesses and communicating what makes your service special and valuable is extremely important. Another challenge is that the **win rates might be too low** (Kinney, 2023). Sales teams with poor win rates begin to address the issue by gaining a thorough understanding of important success cases and defining critical win themes. A leaking B2B sales funnel where strong-fit clients are lost because they fail to understand what you provide can be stopped with regular sales enablement training that focuses on key win themes (Kinney, 2023). The last potential problem in the sales funnel is **inaccurate tracking of performance metrics**. It is impossible to get better without knowing where you stand. Making sure to monitor key performance indicators (KPIs) for sales, including: contact until a conversation, conversations until a meeting (or meaningful interaction) and meetings until a sale. By monitoring these indicators, you can see difficulties before they materialise and take corrective action to enhance the sales process (Kinney, 2023).

² "The AdTech book" by Clearcode - written to educate and explain the complex world of Advertising Technology.



2.2.2 operationalisation of the variable(s) contained in the sub question

Interview questions for Michael Sweeney, Head of Marketing, based on an operationalisation table ([appendix 2.4](#)):

15. How is the traffic on Clearcode's website?
16. How do you make sure that enough people are aware of the brand and see our posts/website content?
17. What is Clearcode's target market?
18. What is Clearcode's current audience thinking? What are their pains? What do they need help with?
19. Who is Clearcode's ideal client persona for their services? Including demographics, goals, behaviour patterns, and motivations.
20. What's the follow-up after the prospect downloads the Atech book or shows any similar activity?
21. Are there any other activities other than downloading the Adtech book making lead a prospect?

Interview questions for the Sales Team, including: Radosław Kostecki, Mateusz Oświecimski, Szymon Małejki, Tomasz Borecki and Kinga Walczyk based on an operationalisation table ([appendix 2.5](#)):

22. Looking at the graphic of the sales funnel (appendix 1.11). At what stage of the sales process do you believe we are losing the most deals and why?
23. On the scale of 1-10, How would you rate the overall effectiveness of our sales process?
24. How is the collaboration between the sales team and other departments (e.g., marketing, development, lead processing) in your opinion?
25. Are there any communication gaps or delays between the sales team and other departments?
26. What tools are you currently using?
27. Are there any tools that you could benefit from using in your work? If yes, why?

Interview questions for the Lead Processing team, including: Bartosz Mocek and Arkadiusz Kumpin based on an operationalisation table ([appendix 2.6](#)):

28. Looking at the graphic of the sales funnel (appendix 1.11). At what stage of the sales process do you believe we are losing the most deals?
29. In your opinion, are there any areas of the sales process that need improvement to increase the chances of closing deals?
30. On a scale of 1-10, How effectively are leads being qualified and managed in the sales process? You can elaborate on that.
31. Are there any internal processes or departments that are impacting the sales team's ability to close deals?
32. What steps could be taken to improve collaboration between departments and support the sales team?
33. Are there any tools or resources that you think the sales team needs to improve their performance?

Informal interview with the Sales Strategy Consultant, Hanno Wilczek based on the sales funnel graphic ([appendix 2.7](#)). The matters discussed:

34. Sales funnel theory and the possible problems that occur in it.



2.2.3 units of analysis

To successively answer this question, the entire **Sales Team** was interviewed. It consists of previously mentioned in this report, [Radosław Kostecki](#) - Head of Business Development, [Szymon Małejki](#) - Sales Representative, [Mateusz Oświecimski](#) - Sales Representative, [Kinga Walczyk](#) and [Tomasz Borecki](#) - Junior Sales Representatives. The views of each of these employees has contributed to a more expansive vision of the problem of losing potential clients due to their expertise and observations. To find out more in particular about solving problems in the sales funnel, an **international Sales Strategy Consultant** from Frankfurt, [Hanno Wilczek](#) ([appendix 2.8](#)) was interviewed. Most importantly, with more than 15 years of experience, Hanno helps solve sales problems on a daily basis by “advising to develop international strategies” through clear objectives, appropriate KPIs, transparent collaboration and guiding clients through the change process (Wilczek, 2023). Additionally, in order to understand the first stages of the sales funnel, the interview with [Michael Sweeney](#), **Head of Marketing** at Clearcode was conducted. Mr. Sweeney has worked in the company since 2014 and is a seasoned, international marketing professional with a wealth of experience in developing and implementing successful marketing strategies. The discussion with him shed light on various aspects. Last but not least, the **Lead Processing** team that is working closely with Sales was interviewed. [B. Mocek](#) and [A. Kupmin](#) possess extensive knowledge on technical aspects in the calls therefore they are able to define the problematic sales funnel stages.

2.2.4 data collection & data analysis

The approach of **triangulation** is used here, by applying multiple research techniques ([appendix 2.9](#)). First of all, **qualitative data** for this question were collected through interviews with many people of interest, including the Sales Team, Lead Processing and Marketing departments. Apart from that, as a part of the qualitative data collection, the sales consultant, Hanno Wilczek was interviewed. Additionally, **desk research**, by online check up on the sales funnel theory, in order to provide an answer to this topic was used. Most importantly, employees were not only questioned, but also observed (**field research**) to provide the most accurate answer to the problems in firms' funnel.

2.2.5 expected limitations, reliability & validity

First of all, possible limitations may occur in the **subjective perception** of the moment at which the interviewee believes he "lost" the deal. Collecting feedback from former to-be customers at Clearcode is not something being done after a deal is lost, so it's highly possible that the problem may not be 100% known from both sides, employee and the potential customer. Additionally, considering the fact that the newest members of the team were interviewed, the **lack of experience** and being mistaken due to their short time in the company may play some role here.

2.3 What steps can the business take in order to improve its sales process and avoid future missed deals?

2.3.1 Review of relevant literature

Richardson, in his article “4 ways to get better at selling technology” claims that concentrating on those practices ([appendix 2.10](#)), sellers operating in the technology sector will be better at satisfying their customers and generating income (2017). The practices are as following:

- **Providing Value in a Rapidly Changing Industry** - Sellers face challenges in understanding their dynamic markets due to rapid technological advancements. To provide value, they should collaborate with customers, gain insights into their business trends and challenges,



and offer compelling ideas. Continuous involvement, problem-solving, and adapting to evolving clients needs are essential for delivering effective solutions.

- **Preserving long-term relationships** - It is very challenging in a competitive landscape. Customer satisfaction does not guarantee loyalty. Salespeople must become trusted business advisors and actively co-create value with customers. By deeply understanding the client's business and aligning with their organisation, they can maintain long-term, trusted relationships.
- **Keeping customer centric focus** - Technology companies often prioritise innovation over customer-centricity, leaving customers feeling left behind and disconnected from the solutions that meet their needs. To bridge this gap, sellers must prioritise creating real connections, taking the time to listen and understand customer goals. A consultative approach and active follow-up help build trust, integrate client ideas, and drive future opportunities. Salespeople should act as problem solvers, ensuring customers always feel prioritised.
- **Ensuring consistency in sales approach and culture** - Acquisition-driven growth brings immediate benefits but also presents long-term challenges. Misalignment of processes, methodologies, and pricing strategies among different entities create confusion for sales teams and customers, resulting in reputation issues and decreased loyalty. To address this, technology organisations should implement a consistent and easy-to-execute selling methodology, including a uniform sales process and account development process. Salespeople need strong dialogue skills and reinforcement tools integrated into their daily work to foster a consistent selling culture.

The sales role in the technology sector is undergoing constant transformation. In order to be prepared to position Clearcode's offering appropriately, sellers must continue to be aware of these developments and how they affect the needs of their buyers (Richardson, 2017).

2.3.2 operationalisation of the variable(s) contained in the sub question

Interview questions for Sales Strategy consultant, Hanno Wilczek based on an operationalisation table ([appendix 2.11](#)):

35. Given that the product doesn't physically exist, what are your tips to sell it more effectively?
36. What do you think could be done in the company to minimise lost deals?
37. What are the common reasons for lost deals at the prospect stage?
38. What are the most common reasons at the offer stage?
39. How can you measure and analyse what went wrong in the process?

Interview questions for the Sales Team: Radosław Kostecki, Mateusz Oświecimski, Szymon Małejki, Tomasz Borecki and Kinga Walczyk based on an operationalisation table ([appendix 2.12](#)):

40. What could be done to improve the sales process of Clearcode in your opinion? (min. 3)

Interview questions for Lead Processing: Bartosz Mocek and Arkadiusz Kumpin based on an operationalisation table ([appendix 2.13](#)):

41. How can we better measure and analyse the effectiveness of the sales process to identify areas for improvement?
42. What could be done to improve the sales process of Clearcode in your opinion? (min. 3)

2.7.3 units of analysis

To make sure Clearcode gets useful recommendations, previously mentioned **external consultant** with in-depth experience in the Sales Strategy techniques, [Hanno Wilczek](#) will be



interviewed. The author of this report believes that with his corporate experience in international management, leadership positions in sales and direct working relationships with CEOs of market leaders, Hanno can provide some valuable insights. Additionally, the whole **Sales team** ([R. Kostecki](#), [K. Walczyk](#), [S. Małejki](#), [M. Oświecimski](#), [T. Borecki](#)) and **Lead Processing** ([B. Mocek](#), [A. Kumpin](#)) team will be interviewed in order to collect their ideas for the improvement of the current situation.

2.3.4 data collection & data analysis

In order to give the best possible answer to this question, information from previous parts of this report will be used and analysed. Both those from **interviews** and **desk research**. Furthermore, if necessary, additional information will be retrieved and added to this part of the report, in order to summarise and successively provide useful and possible recommendations.

2.3.5 expected limitations, reliability & validity

In this case, the limitation is the **lack of financial resources** to conduct a specific interview with an AdTech consultant. Another limitation here can be **human error** of the employees providing the author of this report with no feasible or well-thought recommendations for the company. Last but not least, the **lack of knowledge** about the custom software development product and false recommendations of H. Wilczek as an unplanned result. In that case the author of this report will assess such a situation and have to rely on prior knowledge and interviews.

3. Results

This section of the report presents the results, but not conclusions, obtained after an in-depth analysis of interviews with Sales, Lead Processing, Marketing and the previously conducted research, as well as the writer's own observations.

3.1 Findings subquestion 1

Qualitative coding was used ([appendix 3.1](#) and [3.2](#)) in order to analyse and categorise data from the interviews with both departments, regarding the reasons for lost deals. After collection of the findings: interviews, observations and previously gathered data from Hubspot ([appendix 1.9](#)), the most direct common reasons for losing a deal in a company are categorised in the table below. However, there are also less direct reasons on the company's side why deals could be lost, which were explored. The variables examined can be found in the "indirect reasons" part of the findings.

Concept	Findings (direct reasons)
Lack of budget	The reason that was given most often in the interviews was the lack of allocated budget on the end of the client. One of the Sales Representatives claims that the financial resources needed for such a project are often "an overkill" for the client. On the other hand, Head of Engineering of the company, G. Łukaszewicz mentioned that that's also the result of the year quarters. The first quarter will usually be pretty bad because the companies' budgets aren't approved, etc (Personal communication, 2023).
Unfeasible timelines	Another very closely connected reason is timelines . One of the employees mentioned "I don't think our rates are the problem" but he claims that with Clearcode's website appearing high in the search, they are "the first ones saying it's not gonna be simple 2 months projects but MVP can take 5 months and extend to 9". White-label



	promotes itself as a product being set up in a few weeks (Personal communication, 2023). "Clients want quicker results" A. Kumpin says (Personal communication, 2023). R. Kosteki adds an important comment here: "We are not building simple websites, we build big, complex systems that generate money" (Personal communication, 2023).
Choice of ready-solution	It can happen that the potential clients decide themselves for a ready solution . The Head of Sales department says that "it's not often that we lose to custom software development", rather ready solutions (Personal communication, 2023). According to A. Kumpin "the clients expected something simpler in time and budget {...} saying they went with some ready product". (Personal communication, 2023). As much as 43 % of the employees have stated going for pre-build as one of the main reasons for the resignation.
Lack of need	Another topic mentioned was no need for custom tech at the moment since the business usually needs to fulfil certain criteria to be able to build their own software and it can happen the firm is not mature enough.
No response	This reason is the most problematic for the company. Regarding no feedback from the clients, employee expresses that "this missing element {...} is gathering this information regarding the failures from the customers" because when it will be unveiled, Clearcode would be really "able to improve the performance" (Personal communication, 2023).
Lack of direction	There are some clients that just "look around", comparing the offers or without any idea or direction and Clearcode can't really provide them with business oriented support , because this is not what they offer.
No decision	Another common reason on the client's side with which the company can do nothing is that the project has been put on hold as a result of an internal decision.
Not aware of service & its value	Many prospects are unaware of the exact service (appendix 3.3) and value that working with the company means. Not only do people mistake the company with some pre-build solution, but also don't appreciate the complex, custom offering and high expertise because "they have no idea what is to build inside" (Personal communication, 2023). It's hard to find a software house that is "as experienced as us in our niche", says the Lead Processing Representative, "sometimes it seems like our customers don't see the value of our expertise" rather, going for cheaper developers is easier but they won't do as much as the ones in Clearcode (Personal communication, 2023).
Concept	Findings (indirect reasons)
Training & equipment	Both questioned departments announced the need for additional training , regardless of position and seniority. Lead P. representative expressed that "it would be great if someone found {...} some coach". Despite the fact that Clearcode uses similar sales techniques as others, according to B. Mocek "the devil is always in the details" (Personal communication, 2023). What is interesting, 100% of the Sales Team claims they are properly equipped but 60 % of them express the training would be needed. Moreover, 71% of all interviewees specified it should be sales or soft skills training rather than a technical one, meanwhile 14% suggested the cultural training would be beneficial since prospects come "from all around the world" and have very different ways of doing business. It is possible to be "losing some opportunities" because of not applying a cultural filter (Personal communication, 2023).
Product knowledge	The product knowledge, which was investigated in the Sales Department, showed that 80% of the Sales Representatives don't fully understand what they are selling. Nevertheless, it needs to be considered as K. Walczak said, the industry Clearcode is in " <i>is really, really complex</i> " (Personal communication, 2023). According to the Head of Sales " <i>it takes time to understand what's going on here and work around the names in software development</i> " (Personal communication, 2023). Another Sales Representative mentions that " <i>definitely there are</i> " gaps because " <i>the range of products is really wide</i> " (Personal communication, 2023). It is mentioned that the knowledge needs to be sufficient just to qualify the leads and transfer them to the further departments.



Target audience	In terms of understanding the target audience , staff rated the ability to know them and their needs 6.9/10 on average. As more experienced members of the Sales Team mention, there are many “new verticals that are not discovered” (Personal communication, 2023). AdTech is constantly evolving, it's clear that industries change and start to use programmatic tech. The latest verticals only just being penetrated are employment agencies or banks.
Value proposition	Communicating the value proposition scored 7,25/10 from the sales team's perspective, however as mentioned later in this report, the subject is controversial .
Follow up	From the interviews and observations, the following up with the clients is very good and in a professional manner.

3.2 Findings subquestion 2

According to data analysed with a use of **qualitative coding** ([appendix 3.4](#)) from the interviews, observations or textual sources, many people mentioned similar problematic stages of the sales funnel, these were: prospect and offer stage. As many as **71%** of those questioned said that the problem lies in the **prospect stage**. The same number of respondents, **approximately 71%**, said that most prospects flee after seeing an **offer** (offer stage). In contrast, as many as **43%** of those asked said they **see problems at both** of these points in the sales funnel. The previously mentioned article by T.Kendrick was a reference to this analysis, presented in the form of a table ([appendix 3.5](#)). Getting more into detail, the first stages examined in the sales funnel were the **contact, lead, prospect** ([appendix 1.11](#)), which, referring to the interview with H. Wilczek, are closely linked to the Marketing department ([appendix 2.7](#)), therefore they were answered with a help of M.Sweeney.

Stage	Findings
Contact (Marketing)	Research has shown that often insufficient traffic can be the reason for no leads and low profitability (Kendrick 2023). According to desk research Clercode's website can be easily found since content marketing's main strategy is to attract right people and generate traffic (Personal communication, 2023), Clearcode's web page is mostly in the 2nd position while searching for subjects around DSPs, SSPs, CDPs etc. in paid search (appendix 3.6) and on the 3rd position in organic search (appendix 3.7). According to M.Sweeney they focus on quality over quantity: “I would rather have 20,000 visitors a month and have a conversion rate of five percent {.} vs a hundred thousand and a conversion rate of like, 0.02 %” (Personal communication, 2023). Thanks to specific tech content (blog & AdTech book), SEO practices and social media posts, the company's brand awareness seems good in the AdTech industry, since people mention it. Despite all, one employee expressed concern since it was said that in person, the Sales Team is good but with the marketing activities “not so sure” (Personal communication, 2023).
Lead / Prospect (Marketing)	According to the interview with M. Sweeney it seems like besides a few key industries, Clearcode's target market is highly variable . Considering the fact of tech trends changing every month, it doesn't seem like the target market is 100% known to Clearcode's employees. Another finding is the fact that the big majority of the leads comes from inbound rather than outbound, so customers choose the company, instead of the other way around. Clearcode's potential clients are showing interest through actions like downloading the Adtech book, subscribing the newsletter or fulfilling the contact form. Even though seeking the knowledge on how to build some programmatic doesn't necessarily mean they want to work with Clearcode, fulfilling the form would make them MQL (marketing qualified lead). In Michael's opinion this could be the result of focusing on “content more specific to the development services offered” over the past years. Nevertheless, standing out among competitors might be an issue , since “many people don't seem to know” that Clearcode builds 100% custom (Personal communication, 2023).

After the potential client fulfils the contact form it becomes MQL and is being assigned to the Sales Team as a prospect. Therefore the next stages of the sales funnel: **prospect, offer, negotiation, deal** are analysed with a context of the existing sales process and based on the



interviews conducted with the Sales and Lead Processing department.

Stage	Findings
Prospect (Sales)	This is the moment when the Sales Representative takes over and communicates with the prospect in order to explore “potential synergies” and real needs of the client. However, according to the interviews, a lot of potential customers are being lost at this stage, who might either not be a suitable fit for Clearcode due to the project specification or project size or Clearcode is not what they were thinking . According to K. Walczyk, she has “a feeling that, during the call, {...} people are always surprised how much do we know”, so that even though people hear about Clearcode and there is a brand recognition, they can’t tell what is the actual offering straight away.
Offer (Sales)	After the discovery call, usually the ballpark offer is being sent, including the price, timeline and the initial product description. However, many times, Clearcode’s Sales Representatives are being “ghosted” by the potential client and the prospects often become unresponsive . According to B. Mocek “when it comes to hard data, that is very often the deciding part” (Personal communication, 2023). As some of the interviewees pointed out, the approach to sprint 0 should be also evaluated. The connection with price and time was evaluated earlier in the report (3.1)
Negotiation (Sales)	Majority (43 %) of the employees think that if the customer somehow makes it to the negotiation stage, the deal is mostly being closed . According to A. Kumpin “if someone starts negotiating, {...} 9/10 we are getting to the deal”. On the other hand, the minority (14 %) think that negotiation is closely connected to the offer and Clearcode loses just before the deal . Additionally, elongated cycle times , especially with the bigger sized company, might be an issue. The decision taking in some companies is very long, in Clearcode’s case, even in years, which makes them “hold” the deal on a certain stage and track the performance metrics in an inadequate way.
Deal (Sales)	This part of the sales funnel was not cited as problematic, however, through a leaky sales funnel, few customers reach this level and that might be the reason for win rates being too low , but starting on the different stages.

Regarding the **effectiveness of the sales process**, employees were asked to rate it on a scale of 1-10 and the average that came out of these responses was **7.83/10**. One of them, A. Kumpin, mentioned “We are doing the best we can with what we got in most cases” (Personal communication, 2023). However, staff member with the lowest score on effectiveness from the whole group mentioned the need to constantly reinvent and improve the process (Personal communication, 2023). The **problem doesn’t seem to lie in the collaboration** either. Overall, the Lead Processing and Sales Team are closely collaborative and successful. Despite some delays, the communication with the Marketing department significantly improved through the years but from the writer’s observations, honest communication might be an issue from time to time. Additionally, the entire team claims to **have all the right tools** needed to help them in their work such as (Sales Navigator, Wallaxy, etc.) and they feel that they can always communicate the need if missing something.

3.3 Findings subquestion 3

Many employees were keen to voice their ideas on how to improve the sales process and interestingly, some ideas paralleled with the 4 ways to improve mentioned in Richardson's article. In addition to this, other ways specifically tailored to the company's requirements emerged.

Improvement ideas	Findings paralleled with “4 ways to get better at selling technology”
Providing more value	The interviews highlighted that potential clients are not fully aware of the value of collaborating with Clearcode. Lead Processing Representative sees a lot of room for improvement by providing more valuable offer (including Ballparks and Sprint 0) and underlining the unique expertise in the AdTech



	industry, which “justifies the price” (Personal communication, 2023). Unlike other companies, Clearcode possesses extensive knowledge of “what works and what doesn’t”. It should be aimed to provide solutions tailored to clients’ needs offering in-depth support (Personal communication, 2023).
Focus on relationship with the customer	29% of those interviewed mentioned that building a relationship with the customer before Sprint 0 should be given more priority. According to one of the employees, creating a deeper connection between Clearcode’s side and the client’s would be crucial (Personal communication, 2023).
To focus on a more business-oriented preparation	Many interviews suggested modifying the approach since now the focus is mostly around the product. Moreover, the need for more measurable offerings, like improving client’s ROI, providing numbers, listing added value and in general providing the clients with something more accurate in order to give them “a sample of working with us as the experts” and solving their pains (Personal communication, 2023).
Consistency in sales approach	One interviewee mentioned the need for adjusted Ballpark estimates in order to make sure they are in line with everyone’s expectations, including the internal departments (Personal communication, 2023).
Improvement ideas	Other Findings
Brand awareness on events	The CEO’s participation in conferences by delivering masterclasses would greatly contribute to increasing awareness, attract clients, and expand reach (Personal communication, 2023).
Partners	In order to strengthen the referral network and cultivate valuable partnerships, it is imperative to build strategic alliances and expand the company’s professional connections (Personal communication, 2023).
Onboarding new people	29% claim more people and generating results from each one of them is needed. S. Malejki mentions, “extending the lead processing team and the sales team is essential” (Personal communication, 2023)
Generating the revenue by everyone	Although a new well-developed employee goes through a process that “takes time”, R.Kostecki explains that all of the team members need to have their own customers and revenue streams to avoid overwhelm and generate long-term income (Personal communication, 2023).
Re-defining Sprint 0	In some customer’s cases that work is “unnecessary” because this is not what they need and it still costs them 20k and 2-3 weeks, therefore the form of it “should be evaluated” (Personal communication, 2023).
Training	43% mentioned that sales/soft skills training would be a great improvement idea, including some books and self-development activities recommendations (Personal communication, 2023)
Feedback	In the view of H. Wilczek, Sales Strategy Consultant and the Lead Processing team it’s critical since it’s hard to improve without knowing what are the customer’s pains. Somehow, getting feedback on proposals would be also essential, like for example “tracking the client’s activity” (Personal communication, 2023).
Learning from competition	Studying how they (Xenos, SpringServe, Uniview, Criteo) operate and sell their products could be a great way to find areas of improvement (Personal communication, 2023).

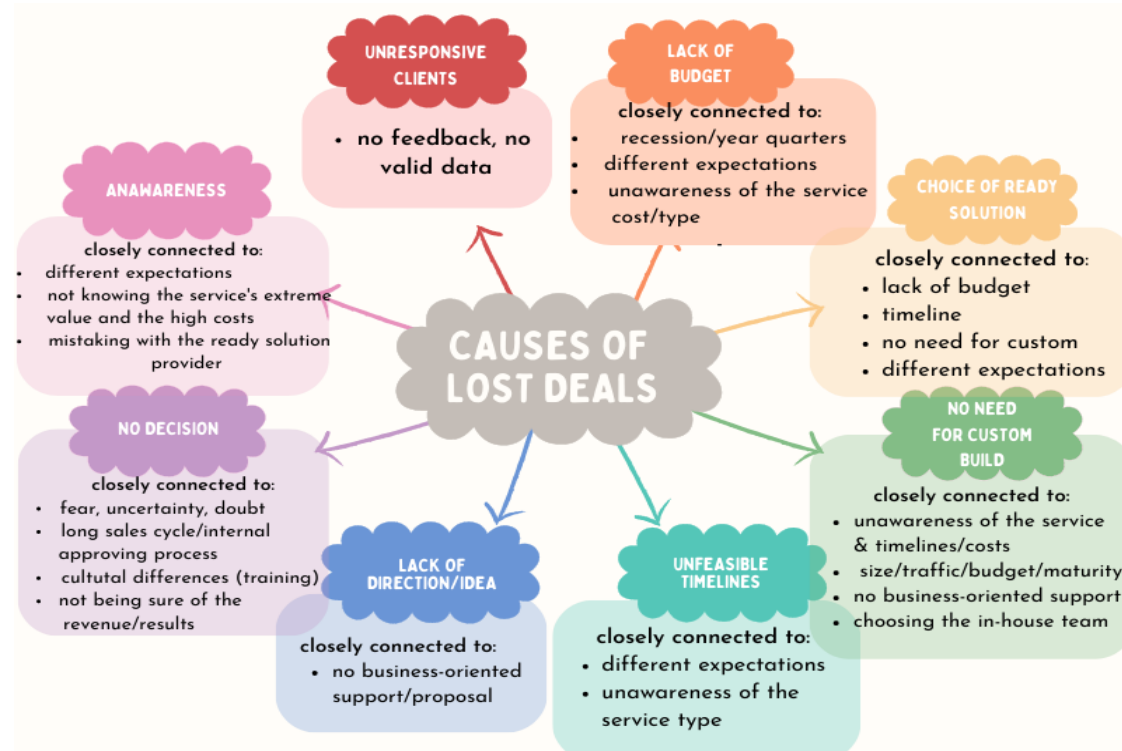
4. Conclusions

In this chapter each sub-question is answered leading up to answering the main research question.

4.1 The conclusion for subquestion 1

After an in-depth analysis of the interviews and drawing conclusions from Hubspot (appendix 1.9), literature and author’s observations, the most common reasons for losing the deals in Clearcode

were grouped into the general categories and presented in a form of a mind map (figure below):



The findings seem **objective** and **reliable** but **might not be valid** due to impossibility of interviewing the former clients, the right research units. Therefore, it can be summarised that the **main reasons** for losing customers are: *no response, lack of budget, choice of ready solution, no need for custom built technology at the moment, lack of unawareness about the value of expertise or exact service that Clearcode provides, no final decision, lack of exact idea or direction of the client* and last but not least *unfeasible timelines*. All of these reasons fall into sub-causes that were noted during personal communion with staff, diagnosed during literature reading or daily observations. It is important to mention that the **final reasons slightly differ** from the initial ones, since due to the triangulation, they have gained much more accuracy and specifics.

Overall, the conclusions highlight various factors contributing to lost deals, including client-related issues, internal challenges, and areas for improvement within the company.

4.2 The conclusion for subquestion 2

After in-depth analysis, the number of **conclusions** can be made based on the findings of the research on the sales funnel, where issues were found at the **contact**, **prospect** and the **offer stage**. These conclusions might offer insightful information about problematic stages, due to the fact that the help of the expert on the sales funnel H. Wilczek was used here:

Contact stage:

- Even though the survey findings don't suggest the problem with this stage, since the traffic and brand recognition seem great, there is one spotted issue. Majority of the interviews indicate that the potential **clients don't seem to know the exact service Clearcode offers**. The client recognises the company in the sense of an AdTech industry expert but not the **custom tech developer building from scratch** bringing big value to the table. Therefore, Clearcode is often mistaken with the white-label solution, which it's not, which might suggest the problem with the website/content message.

Prospect stage:

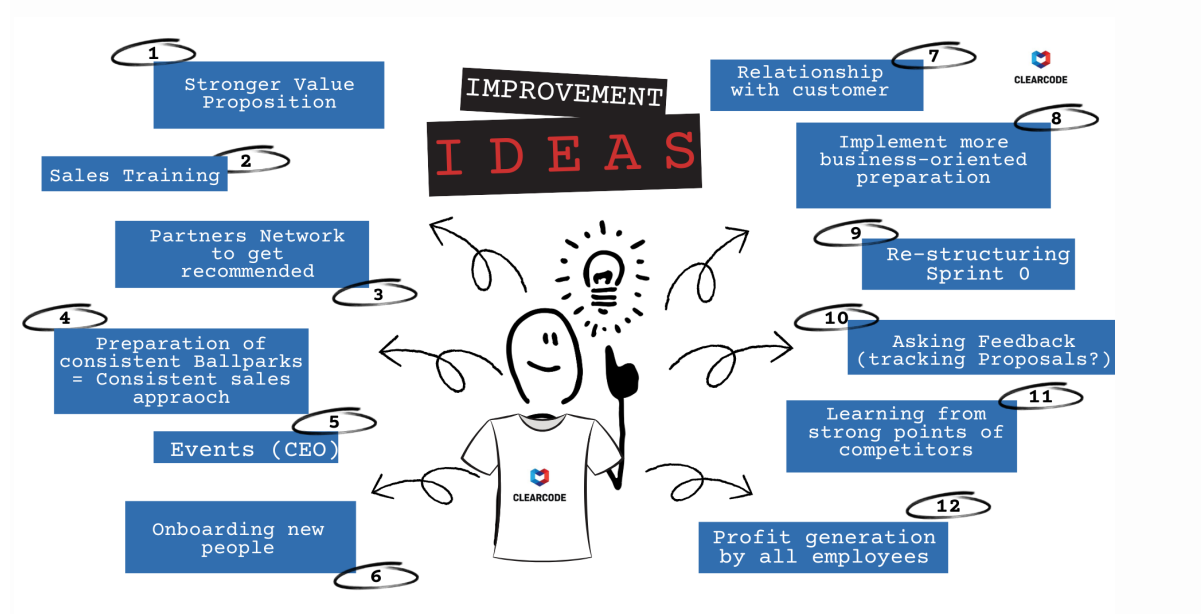
- **Ambiguous value proposition:** several interviewees highlighted the challenges faced in effectively communicating the value proposition of service to prospects. The lack of clarity regarding the benefits and unique selling points resulted in hesitancy among potential customers. There is a need for a clear, broad and compelling value proposition that resonates with the target audience and clearly articulates the benefits of the offering.
- **Not a fit:** It is important to mention that loads of customers are not a suitable fit in the first place.

Offer stage:

- **Unresponsive customers:** the findings suggest that there is a problem with customers being unresponsive after seeing the first offer, which is most likely connected to budgets and timelines (more in depth research in 3.1 section). There is also a problem with asking for feedback from the former clients to-be.
- **Not standing out among the competitors:** Clearcode mostly loses to ready solution software companies or in-house teams, highlighting the expertise in an effective way is essential here, both on the website and through effective value proposition.
- **The approach to Sprint 0:** maybe the form of it should be discussed and restructured in order to create the maximum value and give better assurance of success to the client.
- **Safe estimates:** the offers should be adjusted in a more consistent way.
- **Offer/ Ballpark** - suggests that the value proposition or the presentation of the offer may not be compelling enough. It is essential to evaluate the clarity and effectiveness of the offer and ensure that it aligns with the business & tech needs and preferences of the prospects.

4.3 The conclusion for subquestion 3

Despite the fact that the Sales Strategy Consultant was **not familiar** with the industry, he demonstrated a helpful objective business approach. The **limitation** is that subjectivity must be taken into account in this chapter, but many of the ideas for improving the current situation linked together and made sense in combination with the rest of the sub-questions (valid, reliable). The research ideas seem in line with the found literature and the common sense, therefore they can be treated as reliable. The conclusion of the findings can be found presented on the figure below.





Most of these improvement ideas are very **logical** and not all require a great deal of cost, but it would certainly take a **long time** to implement such changes. The only thing that **does not seem to be a good idea** to the author of this report at the moment is to employ more inexperienced Sales Representatives, given the recent recruitment of three people who still need to be trained. Also, as the author of this report is completing a degree in International Business, what seemed remarkable was the suggestion to understand the client's situation from the business side and present the **business benefits** alongside the technological ones. This would surely expand the target group and change the approach of some other roles than technical in the client's company. Moreover, one of the employees mentioned "**tracking the Proposals**", which would be a game-changer for Clearcode, but the potential limitation here could be privacy regulations from the best knowledge of the author.

4.4 The general conclusion

In order to **reduce the number of lost deals and increase the revenue** of the Sales Department by July 2024 Clearcode should undertake the following steps:

- **Asking & tracking feedback**- Feedback is an indispensable tool for truly addressing problems and knowing the reason for resignation. Even automatic and simple collection with minimal effort minimises "unresponsive" in the statistics. Additionally, being able to see the customer's activity in the document would indicate which parts of the offer they are dwelling on, which gives the sales department a better chance of addressing hesitations.
- **Creating accurate estimates** - Addressing the problem of ineffective Ballparks, "safe" in budget & timelines is needed to gain more credibility and trust with to-be customers.
- **Studying competition** - Analysing competitors' strengths can reveal hidden issues.
- **Being customer-centric** - This approach ensures a positive experience and builds long-term relationships. Rethinking Sprint 0 is part of it, because asking what the customer needs and whether it makes sense for him, rather than template solutions, makes him feel cared for.
- **Implementing a business oriented approach** - Strongly technical person is not always the one talking to the sales representative and doesn't always have to be the decision maker. To increase the potential of the target market and communicate value, the firm should also focus on the business benefits of their product, addressing client's business challenges and KPIs.
- **Increasing the awareness of service "from scratch"**- high management appearing on industry specific events and making the provided service clearer from the early stages to avoid losing time for customers not interested in building from scratch or building custom.
- **Training its employees** - Making people in the team more confident and generating revenue would need to start from getting to know the sales techniques (soft skills, cultural, etc.).
- **Creating a strong value proposition** - To make sure that the customer sees what a professional company and product they are dealing with, learning to sell the high value of the product by analysing and studying success cases & strong points is essential.
- **Having partners who can recommend the company**- Clearcode needs people able to recommend them in particular cases since it's hard to keep track of the changing verticals.

In conclusion, a thorough and well-executed research process has led to reasonable findings therefore the operationalisation table, summing up all the sub-questions was created in order to assure right results ([appendix 4.1](#)). The research followed accepted analytical techniques in the field of business research, ensuring accuracy. Critical reflection on the research process and its limitations was included without errors or irrelevant arguments to the best knowledge of the author of this report.

5. Recommendations

In this section of the report, **recommendations** based on the operationalisation table ([appendix 5.1](#)) are extracted. Those were decided by SAFE method analysis (Specific, Actionable, Feasible, Effective):



- **Change the website** - If potential clients are mistaking the company's services for a ready solution, it means that changing the website to one that is more understandable to the client in terms of the lack of foundations and building from scratch should be considered. Moreover, adjusting some content strongly highlighting Clearcode's services could be also beneficial.
- **Sell paid content** - At the moment, many people are using Clearcode's free expertise. This includes people who will never be interested in the company's services but just want to benefit from qualitative, professional content. For this reason, the company should seriously consider creating a paid product as a side revenue stream, instead of just using it as a way to attract customers. Some parts of the material can be free and well-tailored to a specific target group, and some (both hardcover and pdf versions) can be made available for a fixed fee.
- **Buy a tracking activity software** - Software that tracks document activity ([like Offery.nl](#)) would be an invaluable aid at the stage of sending Ballparks and Proposals estimates to the clients. In this way, Clearcode would be able to ascertain where in the document the client stops for longer, what puzzles him, who he shares the document with and what activities he performs in that document. From this, it would be possible to draw more accurate conclusions about the changes needed to the document and the client's pains/concerns.
- **Build an effective feedback system** - Even automating a very simple feedback system will be better than not having one at all, therefore, after the optimal time after which a lead is considered "lost", a very short survey (like the one created by the author - [appendix 5.2](#)) where minimal effort is required (ticking a reason/star) would be invaluable in eliminating the most common reason for a lost deal "unresponsive". Also, a feedback-open meeting atmosphere would be a good approach here to open up the customer to an honest discussion.
- **External sales training** - Most of the training provided by the company focuses on technology. It is equally important for Clearcode to provide training that addresses cultural, soft skills and sales techniques, since the employees express such a need to get better and create revenue.
- **Case study benchmarking** - Having a deep understanding of significant success stories and identifying crucial victory themes increases the perceived value of the product in the eyes of the client and helps Sales Representatives with more effective communication of Value Prop.
- **Build network of partners** - Building a network of contacts will help the company to secure a continuous flow of clients, through referrals for an agreed commission. This will be an invaluable help to the sales team, which does not always have time for in-depth outbound.
- **Consultant for business-oriented approach** - To increase the potential of the target market, Clearcode should also focus on the business benefits of their product. The company should learn how to create a value proposition addressing client's business challenges and KPIs through additional business consulting.
- **Re-brand to the estimates focus team** - Due to the lack of accuracy of Ballparks and Proposals estimates, some developers should be rebranded to people who deal with objective estimates of the projects that do not vary depending on the development team.
- **Speaking on events** - Usually brings a lot of value by new clients & brand awareness.

	S	A	F	E
Recommendation	Specific	Actionable	Feasible	Effective
Change the website	Purpose driven redesign due to the customers mistaking the company's services	Improving the content to be known as "custom developer from the scratch" by Marketing Team	Since the Marketing team is already at disposal, this doesn't generate any additional costs expect from additional time and effort-YES	Improvement of customer's awareness and more quality prospects



Sell the paid content	Selling AdTech book (which is already written) can create an additional revenue stream. *Price assumption = 30€	Marketing together with Management wrote the book in 5 years	Example: Selling on Amazon costs: 15% for Amazon + 1,68€ closing fee + print(18 € - appendix 5.3) ROI = 124% - YES	considered effective when people show interest in buying and paying for delivery (9,3€) + profit
Buy a tracking activity software	Tracking Ballparks and Proposals estimates to define clients hesitation & activity in those documents in order to improve the “offer” stage	Lead Processing Repr. could try it out with 2 accounts for a month with an option of cancelling the subscription	Example: Offery.nl 350 € training on usage x one time, 50 € one account/month , 20 € each new user/month = 420€ (1st month) 70€(2nd month) - YES	considered effective when the clients hesitations are successfully addressed before the deal is lost
Re-brand to an estimates focus team	Some developers should be re-branded to take care of accurate estimates	A few (4-5) developers would re - brand to estimate “architects”	Cost would be similar since the developer gets +10 k (PLN), salary of the estimate architect is similar - YES	considered effective when Ballparks and Proposals aren’t considered “safe”
External sales training	Sales training (soft skills, cultural, etc.), cost: between \$400- \$6,000. Source: lannarino, 2023	The whole Sales Team but especially newer hires	Source: A 2020 study by Southern New Hampshire University ROI= up to 353% (2020)- YES	considered effective when it successfully improves the clients retention
Case study benchmarking	Identifying success stories & victory themes	Sales Team, especially new hires	The only cost here is the time of long-term employees - YES	{..} by winning a client with it
Build network of partners	Having the big network of partners who could refer Clearcode when there is a specific project	The whole Sales Team, especially Kinga Walczyk, assigned to finding consultants	Building industry-specific consultants network takes time (several years), no costs until referral (5-10% of x)- YES	considered effective when some project comes out such partnership
Hiring consultant (business-oriented approach)	Creating business-oriented approach for the client requires consultancy	Sales & Lead Processing team need such a consultancy	Source: Thumbtack range of: \$45 to \$150 per hour YES, but need of financial approval and number of hours	considered effective if employees could address business issues/challenges
Build an effective feedback system	Replacing “unresponsive” in the statistics & knowing the real reasons	Survey sent to “lost” clients by the sales person of contact	Example: Survey (appendix 5.2), no associated costs, just time - YES	effective if anyone reveals the reason for resignation
Giving lectures on events	Speaking on events to improve service awareness	CEO giving masterclasses	Source: OMR cost: 17,5 k (€) for masterclass - YES	considered effective when bringing clients from the event

Step by step implementation by following the conversion and defining the most problematic area is important. In order to prioritise and be able to keep track of what helps and what doesn't, changes should be implemented one by one. This is a simple method, but very important to maintain objectivity, reliability and validity of the performance tracking statistics, ex.DIPA (Wilczek, 2023).



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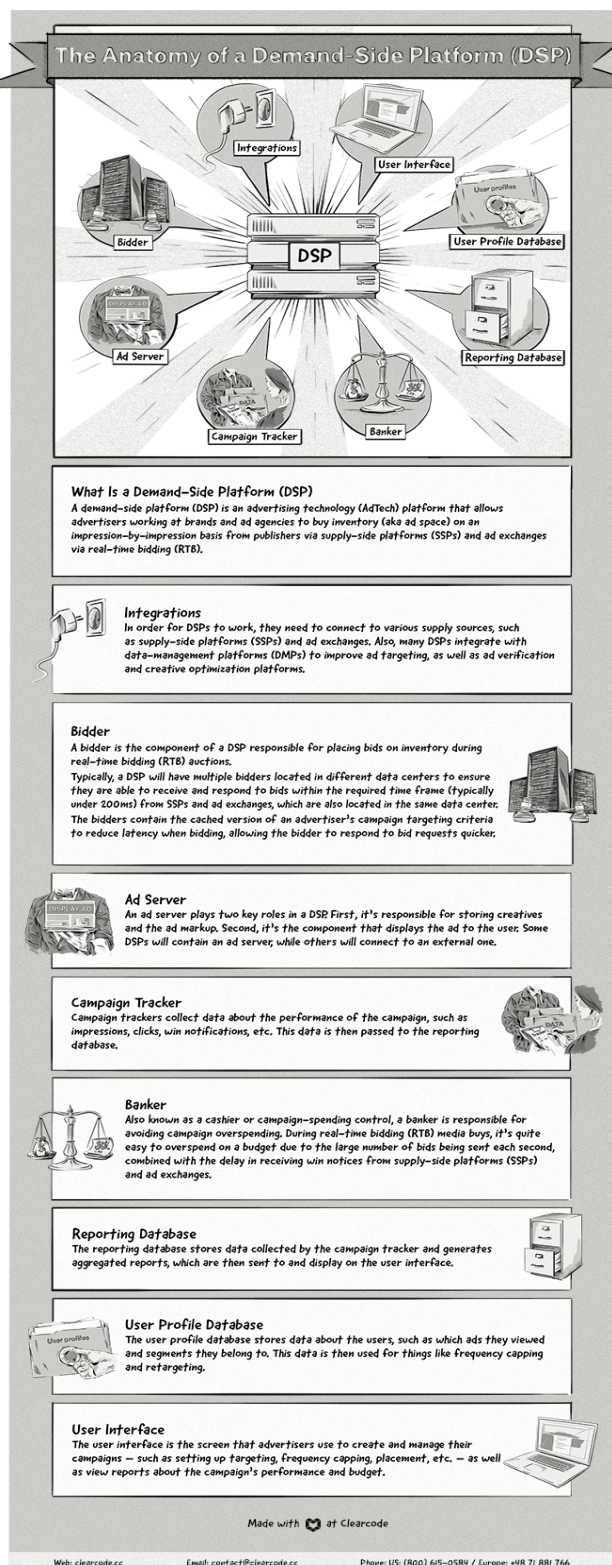
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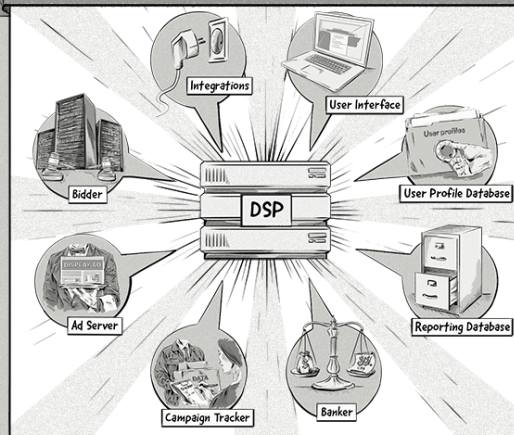
7. Appendices

Appendix 1.1



Appendix 1.2

The Anatomy of a Demand-Side Platform (DSP)



What Is a Demand-Side Platform (DSP)

A demand-side platform (DSP) is an advertising technology (AdTech) platform that allows advertisers working at brands and ad agencies to buy inventory (aka ad space) on an impression-by-impression basis from publishers via supply-side platforms (SSPs) and ad exchanges via real-time bidding (RTB).

Integrations

In order for DSPs to work, they need to connect to various supply sources, such as supply-side platforms (SSPs) and ad exchanges. Also, many DSPs integrate with data-management platforms (DMPs) to improve ad targeting, as well as ad verification and creative optimization platforms.

Bidder

A bidder is the component of a DSP responsible for placing bids on inventory during real-time bidding (RTB) auctions.

Typically, a DSP will have multiple bidders located in different data centers to ensure they are able to receive and respond to bids within the required time frame (typically under 200ms) from SSPs and ad exchanges, which are also located in the same data center. The bidders contain the cached version of an advertiser's campaign targeting criteria to reduce latency when bidding, allowing the bidder to respond to bid requests quicker.

Ad Server

An ad server plays two key roles in a DSP. First, it's responsible for storing creatives and the ad markup. Second, it's the component that displays the ad to the user. Some DSPs will contain an ad server, while others will connect to an external one.

Campaign Tracker

Campaign trackers collect data about the performance of the campaign, such as impressions, clicks, win notifications, etc. This data is then passed to the reporting database.

Banker

Also known as a cashier or campaign-spending control, a banker is responsible for avoiding campaign overspending. During real-time bidding (RTB) media buys, it's quite easy to overspend on a budget due to the large number of bids being sent each second, combined with the delay in receiving win notices from supply-side platforms (SSPs) and ad exchanges.

Reporting Database

The reporting database stores data collected by the campaign tracker and generates aggregated reports, which are then sent to and display on the user interface.

User Profile Database

The user profile database stores data about the users, such as which ads they viewed and segments they belong to. This data is then used for things like frequency capping and retargeting.

User Interface

The user interface is the screen that advertisers use to create and manage their campaigns — such as setting up targeting, frequency capping, placement, etc. — as well as view reports about the campaign's performance and budget.

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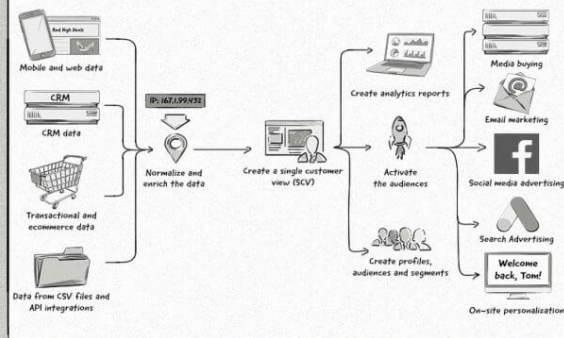
Web: clearcode.cc

Email: contact@clearcode.cc

Phone: US (800) 615-0584 / Europe: +48 71 881 766

Appendix 1.3

The Anatomy of a Customer Data Platform (CDP)



What is a Customer Data Platform (CDP)?

A customer data platform (CDP) is a piece of marketing technology that collects and organizes data from a range of online and offline sources. With a CDP, marketers can view detailed analytics reports, create user profiles, audiences, segments, and single customer views, as well as improve advertising and marketing campaigns by exporting the data to other systems.



Data Collection

A CDP can collect data from a range of different sources, such as websites, mobile applications and customer relationship management systems (CRMs). The data is collected via application programming interfaces (APIs), event trackers (e.g. JavaScript tags and SDKs), server-to-server integrations and manual imports.

Data Normalization and Enrichment

Because data is collected from different sources, it often enters a CDP in different formats. The data normalization process organizes the data into a common format, removes redundancies, and transforms it into the CDP's schema. The enrichment process makes the data relevant for users (e.g. marketers) by turning an IP address into a geolocation, extracting IDs from cookies, and taking the device type from the user agent string.

IP: 167.199.932



Analytics Reports

One of the main features of a CDP is analytics. Because CDPs collect data from a range of sources, they can produce advanced analytics reports that can provide insights into consumer behavior and engagement. These reports can then help marketers and advertisers improve the performance of their campaigns and increase conversions on their websites.

Profiles, Audiences, and Segments

When CDPs receive new batches of data, they create new user profiles or update existing ones via profile merging. These profiles contain data about individual users, such as which devices they use, their location, and website- or app-engagement history (e.g. pages visited and items purchased). From there, marketers can create segments in the analytics dashboard, and audiences, which include profiles containing common attributes like location and behavior.



Single Customer View (SCV)

CDPs create a single customer view, also known as a 360 or unified customer view, by combining all the data they have about their customers and producing a single record. Marketers can analyze the SCVs in their CDP to identify how users interact with their brand across different channels and to power customer service and marketing messages.

Audience Activation

Audience activation is often the end goal of a CDP; it's where marketers can put the data they've collected to work and improve the performance of their advertising and marketing activities. There are many uses cases of audience activation, but most marketers will use the audiences they've created in their CDP to improve media buys via demand-side platforms (DSPs), send personalized and timely emails, run retargeting campaigns on social media platforms, improve targeting on search advertising campaigns, and perform onsite personalization (e.g. content or product recommendations).



Made with at Clearcode

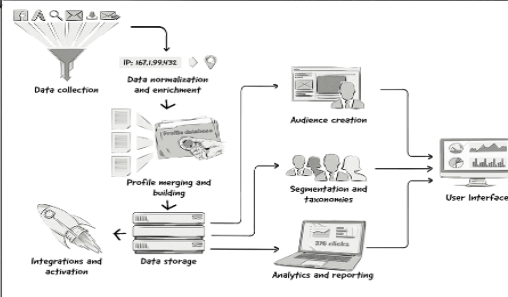
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Email: contact@clearcode.cc

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Appendix 1.4

The Anatomy of a Data Management Platform (DMP)



What is a data-management platform (DMP)?

A data-management platform (DMP) is a complex piece of software that collects, stores, organizes, and reports on and exports data. It is mainly used by advertisers (brands and agencies) to improve the targeting of online media campaigns. Publishers can also use DMPs to optimize the monetization of their inventory (ad space) and personalize their websites with product and content recommendations. Because these platforms collect huge amounts of data, they are useful for performing advanced analysis on user behavior and cross-device and cross-channel attribution.

Data Collection

Data collection, also referred to as data input or data ingestion, is all about adding data to the DMP via event trackers (JavaScript tags and SDKs usually controlled by a tag manager), server-to-server integrations, and application programming interfaces (APIs). The data is collected from various sources, including CRM systems, app and web analytics tools, AdTech platforms like demand-side platforms (DSPs), and from other DMPs or data brokers.

Data Normalization and Enrichment

The data-normalization and enrichment process organizes the data into a common format and improves data value and quality. Data is normalized by gathering IDs from web cookies, removing useless or redundant data, and changing the schema of the incoming data into the DMP's schema. Enrichment involves making data useful and relevant for users, such as turning an IP address into a geolocation and extracting the device type from the user agent string.

Profile Merging and Building

Incoming pieces of data are used to create new user profiles or are merged into existing ones. For example, if an incoming cookie ID matches a cookie ID found in an existing profile, then it, along with any other accompanying data, will be added to it.

Data Storage

The data-storage component receives and stores all of the incoming data, and then pushes it to the other components. Although the concept seems rather simple, the actual technical implementation can be challenging due to the large amount of data being stored, as well as the need to move it to other areas and prevent data loss.

Segmentation and Taxonomies

Segmentation involves grouping profiles by attributes (demographic data, location, device type, etc.), behavior (clicking on a link in an email), frequency of actions (visiting a web page at least three times a month), and many others. Creating taxonomies helps the DMP define the names of the various pieces of data that are similar in meaning. For example, instead of having two taxonomies like "user" and "visitor", you could create or define one taxonomy (e.g. "user") that represents both terms.

Audience Creation

A user (advertiser, marketer, publisher, etc.) creates audiences in a DMP by combining various segments. For example, if a clothing brand wanted to promote its new line of dresses, it could create an audience that included the following: women, ages 18–35, who have purchased a dress in the past six months. Users can also create multiple variations of the same audience, but differentiate them by location, device type, etc.

Analytics and Reporting

Storing large amounts of data from various sources allows users to generate detailed reports about the performance of their advertising and marketing campaigns, as well as engagement and user behavior on their websites and mobile apps. Many DMPs allow users to perform lookalike modeling to find new audiences that include similar attributes and behavior to existing ones.

Integrations and Activation

Activating audiences is one of the main use cases of a DMP. Activation refers to sending or exporting audiences to other systems, such as demand-side platforms (DSPs) and supply-side platforms (SSPs) for online media buying. Audiences can be exported via server-to-server integrations with other tools and platforms and manually in batches (e.g. CSV files).

User Interface

The user interface of a DMP is the screen that allows advertisers, marketers, data analysts, and publishers to interact with the various components of the DMP. For example, they can create audiences, define segments and taxonomies, and activate/export audiences via the user interface.

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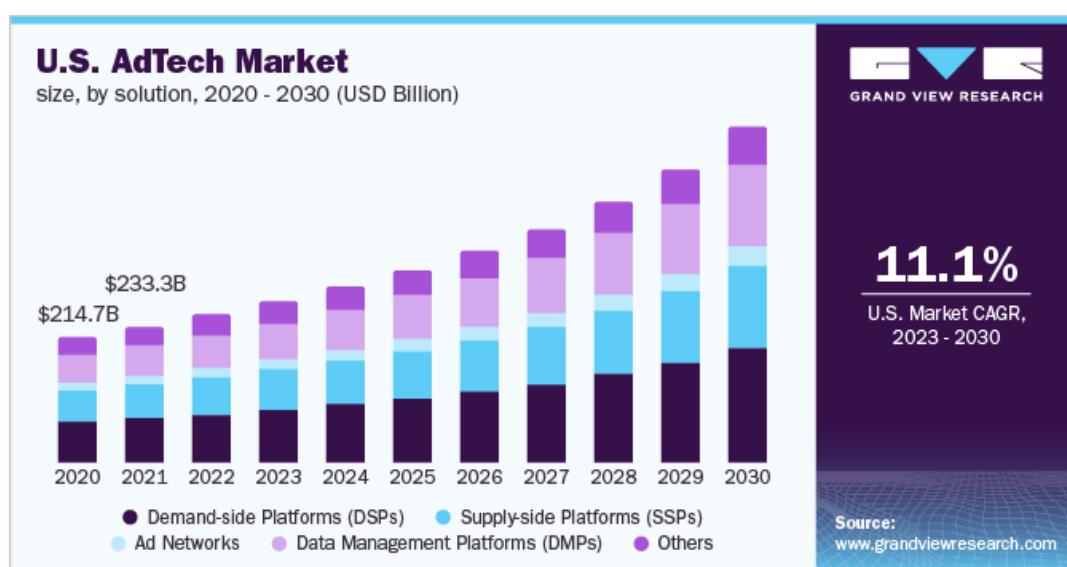
Phone: US (800) 615-0581 / Europe: +36 71 881 766

Appendix 1.5

In terms of general and technology trends in the industry, some of them are:

1. **Replacing the third-party cookies** - First and the biggest challenge that everyone in the industry will eventually need to face (Kostecki, 2023)
2. **Constant development** - According to Shrawanty Y, Vishwa M, & K , Vinee in 2022, the market for AdTech was estimated to be worth 886.19 billion, and by 2031, it is expected to reach \$2.9 trillion (2023).
3. **Connected TV (CTV)** - In USA 80% households with at least one connected TV device in 2020, 69% in 2017, and 38% in 2012 (Mahler, 2023) and around 71% in 2021 in Europe (IAB, 2022).
4. **Hyper-personalization** - Hyper-personalization is a game-changer for the adtech industry. A personalised contextual message must be sent to the right user at the right time on the right channel as part of hyper-personalization. The adtech trend will persist in 2023, and data analytics, AI, and ML are helping advertisers create tailored experiences through audience segmentation and clever audience management.(Dey, 2023)
5. **Geotargeting** - To pinpoint a user's location, digital advertising networks use signals that are either explicitly supplied to them in an ad request or that are deduced from an HTTP request. Publishers may include signals detected by IP as query string arguments in either the ORTB bid request field or an ad request (Titone, 2021)

Appendix 1.6



Appendix 1.7



Appendix 1.7.1

1. **Communication** - asking questions to understand the business situation and challenges the client is trying to solve, does the company listen and understand the priorities, is it open to potential risks, and responds promptly in an email after the call.
1. **Expertise** - It's the capacity to interact with the client throughout the process and offer creative ideas tailored to their particular business requirements..
2. **Transparency** - making sure the working method is clearly defined, understandable, and enables the client to monitor the development cycle as a whole.
3. **Pricing** - making sure the business is worthwhile and offers value. The client wants a technical partner who can help return the investments in the long run.
4. **Commitment** - a client-focused partner will make sure the customer receives the technological solution that meets his unique company requirements and advances the present and long-term objectives.
5. **Testimonials** - real client reviews could be beneficial and provide the potential customer with a clearer image of what to look for.

Source: Article of Anastasiia Udovichenko, Sales and Business Development Representative in Lucid Reality Labs.



Appendix 1.8

LOST78

Agua Technologies LLC - White Label Custom OpenRTB...

Deal owner: Janusz Gonzalez (Deactivated/Removed)

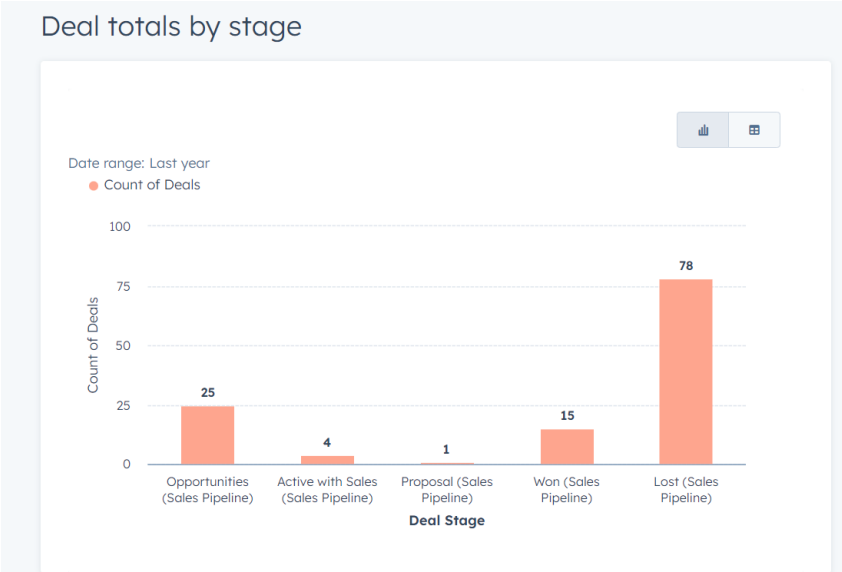
Original source type: Direct traffic

Percept - iTV UK Tracker/Attribution tool - Sprint 0

Total: \$0

Lost (0%)

Appendix 1.9





Appendix 1.10

Portfolio overview

Clearcode: A Global AdTech & MarTech Development Partner

Clearcode is a full-service software-development company that specializes in designing, building, and maintaining custom advertising and marketing technology.



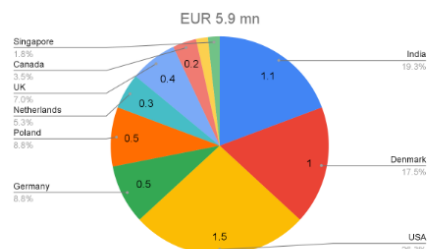
Key Highlights

- Tech companies, publishers, advertising agencies and brands from around the world partner with Clearcode to design and build real-time bidding (RTB), programmatic, data management, and analytics platforms.
- Founded in 2009
- Offices in Wrocław (PL), Katowice (PL) and New York (US)
- Revenue: EUR 5.9mn ('21A)
- EBIT: EUR 1.6mn, EBIT margin: 27.7% ('21A)
- Employees (FTEs): 93
- Clearcode has a global presence, with a majority of its clients from Europe and the USA.



Main Services

Revenue by region ('21A)



Custom AdTech & MarTech Platform Development

- Real-time bidding (RTB) platform development, including demand-side platforms (DSPs), supply-side platforms (SSPs) and ad exchanges.
- Programmatic platform development, including ad servers and ad networks.
- Integrations with other AdTech and MarTech platforms, as well as with other tools and systems.



Data and Analytics Platform Development

- Data platform development, including data management platforms (DMPs), customer data platforms (CDPs) and data lakes.
- Analytics and reporting dashboard development.



AWS Consulting Partner

- Custom AdTech and MarTech platforms built on AWS.
- Optimization of existing AWS infrastructure to improve performance and scalability.

Appendix 1.11



Appendix 1.12

Project aim with the use of the SMART methodology

Specific:

The professional products, namely the Analysis report and the Advice presentation, will be completed and delivered.

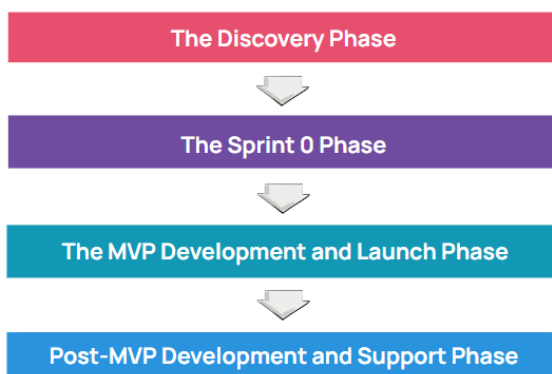


Measurable:	Clearcode can determine the success of this work by observing improved retention at specific stages of the sales funnel and, as a result, more customers compared to previous years.
Achievable:	The author of this report responsible for the professional products will conduct thorough desk and field research, analyze the data, compile the report, and create a presentation that encapsulates the main recommendations. The timeframe of June 2023 allows for adequate time to complete these tasks.
Relevant:	These professional products, the Analysis report, and the Advice presentation are crucial for providing valuable insights of the problems and recommendations to the company. The report includes detailed findings, while the presentation offers a more digestible format for sharing the recommendations.
Time-bound:	The delivery of both the Analysis report and the Advice presentation is scheduled for June 2023, ensuring timely dissemination of the valuable insights and recommendations to the Company.



[Appendix 2.1- Sprints](#)

Our development process



[Appendix 2.2 - Operationalisation table Sales](#)

concept researched	Question
defining lost deal	When is the deal counted as “lost” for you
resignation reasons	What are the main reasons why the customers resign?
degree of knowing target audience & their needs	On a scale of 1-10, How well do you feel the sales team/ you understand(s) our target audience and their needs? You can elaborate on the score if you wish.
consistency of verticals among sales team	What industries do you target? Which one of those are the most known to you?
individual product knowledge	Do you fully understand what we are selling?
gaps in product knowledge of the sales team	In your opinion are there any gaps in the sales team's/your product knowledge?
communicating value proposition	On the scale of 1-10, How effectively do you feel the sales team is/ you are communicating the value proposition of our services to potential clients? You can elaborate on the score if you wish.
following up	On the scale of 1-10, How well does the sales team/you follow up with leads and potential clients? You can elaborate on the score if you wish.



training & essential tools	Do you feel the sales team is properly trained and equipped to close deals?
training received	What kind of training from the company did you get as a sales person?

[Appendix 2.3 - Operationalisation table Lead Processing](#)

concept researched	Question
general issues around losing the deal	Are there any common issues that arise when deals are lost?
resignation reasons	What were the most common reasons why the potential clients decided not to proceed with our company?
feedback received	What types of feedback have you received from potential clients on why they decided not to proceed with our company?
training & coaching	Are there any training or coaching opportunities that could improve the sales team's performance?

[Appendix 2.4 - Operationalisation table Marketing](#)

concept researched	Question
sufficient traffic	How is the traffic on Clearcode's website?
brand awareness activities (contact stage check)	How do you make sure that enough people are aware of the brand and see our posts/website content?
target market	What is Clearcode's target market?
the extent of knowing the target audience	What is Clearcode's current audience thinking? What are their pains? What do they need help with?
ideal client persona	Who is Clearcode's ideal client persona for their services? Including demographics, goals, behaviour patterns, and motivations.
lead to prospect stage check	What happens after the prospect downloads the Atech book or shows any similar activity? How does the follow-up look like?



variety of sources and proactive approach to leads	Are there any other activities other than downloading the Adtech book making leads the prospects?
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[Appendix 2.5 - Operationalisation table Sales Team](#)

concept researched	Question
defining problematic stage of the sales funnel	Looking at the graphic of the sales funnel (appendix 1.11). At what stage of the sales process do you believe we are losing the most deals and why? Contact, Lead, Prospect, Offer, Negotiation or Deal?
effectiveness of the sales team	On the scale of 1-10, How would you rate the overall effectiveness of our sales process?
collaboration between the departments	How is the collaboration between the sales team and other departments (e.g., marketing, development, lead processing) in your opinion?
communication gaps	Are there any communication gaps or delays between the sales team and other departments?
equipment/tools used	What tools are you currently using? (ex. Sales Navigator)
need for new sales tools	Are there any tools that you could benefit from using in your work? If yes, why?

[Appendix 2.6 - Operationalisation table Sales Team](#)

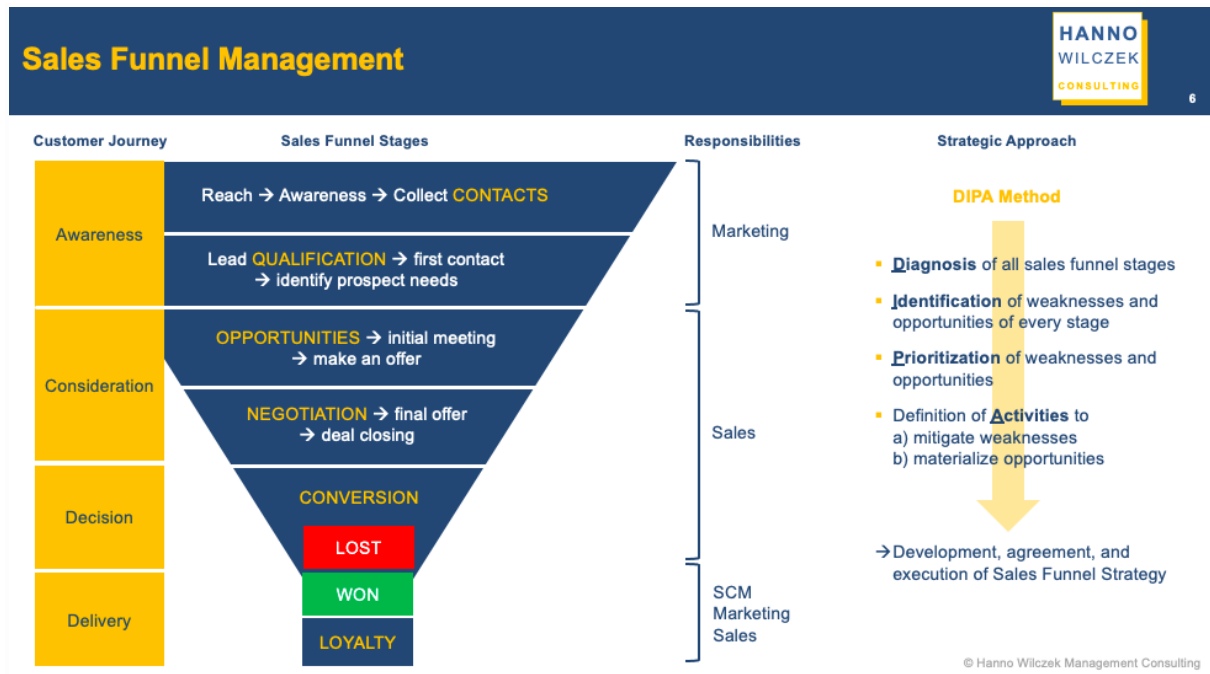
concept researched	Question
defining problematic stage of the sales funnel	Looking at the graphic of the sales funnel (appendix 1.11). At what stage of the sales process do you believe we are losing the most deals? Contact, Lead, Prospect, Offer, Negotiation or Deal?
areas of improvement in the sales process	In your opinion, are there any areas of the sales process that need improvement to increase the chances of closing deals?
leads qualification	On a scale of 1-10, How effectively are leads being qualified and managed in the sales process? You can elaborate on that.
collaboration between the departments	Are there any internal processes or departments that are impacting the sales team's ability to close deals?
improving collaboration	What steps could be taken to improve collaboration between departments and support the sales team?



need of new sales tools

Are there any tools or resources that you think the sales team needs to improve their performance? (ex. Wallaxy, etc.)

Appendix 2.7 - Sales funnel of the Sales Strategy Consultant Hanno Wilczek



Appendix 2.8 - Hanno Wilczek

DIGITALIZATION IN SALES

MULTI-CHANNEL MANAGEMENT

INTERNATIONAL SALES STRATEGY

Hanno Wilczek · 1st

Strategy Expert / International Sales Strategy / Strategy Consulting / Performance Leadership

Talks about #strategy, #leadership, #management, #salesperformance, and #internationalbusiness

Frankfurt Rhine-Main Metropolitan Area · [Contact info](#)

3,007 followers · 500+ connections

HANNO WILCZEK CONSULTING

Hanno Wilczek Management Consulting

Penn State University

Appendix 2.9 - Triangulation



Appendix 2.10



Appendix 2.11

Interview part	Question
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design a product's example/case study as good as it can be so "you have a story" and answer yourself the question "What problems am I solving and how does my solution differentiates from the competitors?". It's the package.	Given that the product doesn't physically exist, what are your tips to sell it more effectively?
Find out why are you losing the deals, what's the reason. Ask the customers for feedback (every 6 months, after a lost deal, etc. Make it easy and sent by the person of contact in the company. Another thing is, make a plan. Define the opportunities and challenges and start with solving the challenges first.	What do you think could be done in the company to minimise lost deals?
You're defining them as a Prospect too quickly, maybe they are just looking around and they fulfilled the contact form but they don't want the custom technology.	What are the common reasons for lost deals at the prospect stage?
What you offer is not fulfilling the customers expectations.	What are the most common reasons at the offer stage?
Start with calculating the retention for each one of these stages and define the one that is concerningly low. You should improve this in the first place in order to see the results. Do not correct all of the stages at once because it is very hard to measure.	How can you measure and analyse what went wrong in the process?

Appendix 2.12

concept researched	Question
improvement ideas	What could be done to improve the sales process of Clearcode in your opinion? (min. 3)

Appendix 2.13

concept researched	Question
measurement/analysis ideas	How can we better measure and analyse the effectiveness of the sales process to identify areas for improvement?
improvement ideas	What could be done to improve the sales process of Clearcode in your opinion? (min. 3)



Appendix 3.1

Qualitative coding - The Sales Team's results		
Question	Name	Results
When is the deal counted as "lost" for you?	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.unresponsive 2.no chance to re-engage, no solid contact or pushback from the client's side 3.clear "no"/month no response 4.no chance of closing/"no"/unresponsive 5. no communication
What are the main reasons why the customers resign?	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.budget/unawareness of client 2. timing is not right, putting the product on hold, no budget, they chose ready-solution (its not often that we lose to custom software development) 3.no budget (overkill) 4.financial/doubts about the future revenue/choosing pre-built 5. no budget
On a scale of 1-10, How well do you feel the sales team/ you understand(s) our target audience and their needs? You can elaborate on the score if you wish.	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.rate 4 /5, 2.target audience changes, new verticals, 8 3. many verticals not discovered 6/7 understand 4. industries - 8, needs-communication based 6, 5. solid 8, might take longer to learn tough
What industries do you target? Which one of those are the most known to you?	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.AdTech, MarTech,advertisers, publishers 2.AdTech, MarTech providers, publishers, media companies, CTV, OTT, I (we dont know that much ->) Telco, banking , retail 3. AdTech, MarTech ,OTT,CTV industries, FinTech, Gambling, 4. all of them, ad marketing companies, publishing, media, man websites (traffic), Telco 5.retail media, OTT,
Do you fully understand what we are selling?	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.No, of course not 2. personally yes, it took me 2/ 3 years but none of us knows everything here,its the custom offering, emerging type of products you need to keep up with 3. no, but its normal. 4. I have no idea what we are selling, I understand our service, the ecosystems are too complex 5. no life/use knowledge
In your opinion are there any gaps in the sales team's/your product knowledge ?	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1. Yes. I think, for sure. I have gaps in technical/product knowledge 2.For sure, it takes time to understand what's going on here, work around the names, software dev. 3. yes, overall, mostly Banking, 4. definitely there are, the range of products are really wide, enough to qualify the leads and transfer them further. 5.not really



On the scale of 1-10, How effectively do you feel the sales team is/ you are communicating the value proposition of our services to potential clients? You can elaborate on the score if you wish.	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.7, on the calls is good but clients come with different expectations (ex.ready solution) 2. around 7/10, its getting better and better, I see progress but there is a lot of area to improve 3.value 8 4. around 7, we should focus on value for customer's business 5.valuable
On the scale of 1-10, How well does the sales team/you follow up with leads and potential clients? You can elaborate on the score if you wish.	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.8, very good 2. good follow-up is well connected to what the customer wants/was saying, me personally ver well 3. well 4. own system, 9/10 5. really well
Do you feel the sales team is properly trained and equipped to close deals?	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1. I don't think so, we are sharing our knowledge and tips, that's great but about sales about being like a closing the deals, I didn't have any training. 2. I think they are, equipped - everything they need, trained?-> we need events, because of COVID it was a challenge to develop in some way, we are doing almost everything online, "we would probably need to have more trainings, more sessions to become a better sales person, but there are some gaps you can't avoid" 3. for sure 4.I think we are quite well equipped, we could however improve some processes 5.I think so
What kind of training from the company did you get as a sales person?	1.Kinga 2.Radek 3.Szymon 4.Mateusz 5.Tomek	1.AdTech + organic 2.AdTech +organic 3.AdTech + organic 4. AdTech +organic 5.AdTech +organic

Appendix 3.2

Qualitative coding - The Lead Processing Team's results		
Question	Name	Results
Are there any common issues that arise when deals are lost?	1.Bartek 2.Arek	1.Typically one team is free, so the issue is that they don't have work 2.low probability of the deal execution from the start, misunderstanding the customer's need, ballpark estimates being high/ too wide range, too safe but its hard to figure it out and verify those estimates, hard to check if the estimates are accurate, scope is changing and the estimate changes as well later(but we have no evidence, but we see and think its too high)



What were the most common reasons why the potential clients decided not to proceed with our company?	1.Bartek 2.Arek	1.our offering, the stage of the company (no allocated budget, they just look around), they don't see the benefit 2. we are the first ones saying its not gonna be simple 2 months projects that can take 5-9 months, they are not aware, quite often customers are business people who look at the spreadsheet, we are appearing as first ones and they dont know how complex it is to build sth, they change their mind, they want quicker results (timing, feasibiity) - NO DECISION, TIMING, "I dont think that our rates are a problem"
What types of feedback have you received from potential clients on why they decided not to proceed with our company?	1.Bartek 2.Arek	1.Rarely, but most common reasons are timeline, costs being too high, postpone or drop the project. "They have no idea what is to build inside". 2. that's the tricky part, sometimes they say they expected something simpler in time and budget, we had the customers saying they went with some ready product, I don't think we ever get feedback that our process was crappy etc.
Are there any training or coaching opportunities that could improve the sales team's performance?	1.Bartek 2.Arek	1."of course it would be needed", "it would be great if someone found us some coach, there are many great sales people in Poland", "maybe we are doing sth wrong? the devil is always in the details" 2. I think so training for sure could help us, we are talking with people from all around the world, maybe we are losing some opportunities because we talk with them like with ourselves, cultural awareness

[Appendix 3.3 - Mistaking with white-label solution](#)

| I am looking for a white-label self-service adserver so advertisers can go on a platform to purchase CPM for advertising space on my mobile app, Talkdonttext. Talkdonttext is a dating app for parties so real-time attendees

[Appendix 3.4 - The question about the sales funnel problems](#)

Name	Text cited from the interview (Sales funnel question)	Stage
Kinga (Junior Sales Representative)	Around prospect. Our potential clients who contact us, cuz we are really responsive so it's really easy. But then I think on the prospect point when we have the meeting and There is the thing that either people who contacted us. See something different that we that they expected. For example, they didn't they don't know that we don't have any white label? They don't know that we build. So again they don't know that it's such a expensive thing to work with us. Or also we are losing a lot of leads but I think is normal because people are just doing the quick research. You know where is it? Where is the cheapest place to build that? I would say, also, like people who are looking for the vendor they are Sometimes also not well informed about what to look and what to what they want. So I was like miscommunication and. Because I always have a feeling that on the, during the	around prospect



	<p>call, like the other people are always like surprised how How much do we know?today I had a call with with the guy who wanted to Like support us as a startup, you know. I was sure that it's gonna be there potential partner and he just wants to support us. He didn't really think that he had no idea that we could also help him in any. Yeah, or how good we are. Because we have this problem that we provide solutions for the other companies but the companies they have no business in telling the other companies that we work with them.</p>	
Bartek (Lead Processing Representative)	<p>I think the biggest dropouts are during offering and negotiation + qualification before the offer. Because since we are very niche oriented company, we have quite bigger prices than our competitors. And especially companies,working with software houses before are not familiar with the the level of pricing that we put in our offering offerings. And therefore, the offerings do not really, in my opinion, justified prize that we're putting in our men hours for the development process.</p>	offer, prospect
Arek (Lead processing)	<p>Okay my view on the process is a bit limited because I'm working on it starting from the lead level up to the deal. So within this spot I have a feeling that the most leads that we are losing are dropping off this funnel around the offer level. Or I would say just after the offer. So whenever we start talking to the lead building relationship gathering requirements. This is that where in most cases we are not losing track and traction with the lead. Usually after I think that in many cases after offer is prepared with some ballpark estimate, our leads are replying for our messages. So usually sometimes we are able to have a meeting and talk about the offer, sometimes not. <i>And that's where we are losing many of them without having any good information about why.</i> We can only guess. Yes, some of them go to negotiation level. I have a feeling that our negotiation level is really if someone starts negotiating, my feeling is that nine out of ten we are getting to the deal. We can agree with anyone. I can remember only one lead where at the end I think even after the sprint zero, someone tells us okay, this is for sure too high, I'm not going with there. Sometimes they are answering that the offer is much too high. But yeah, I think that when we are starting talking when they want to go with us. And the only problem is that the price is a bit too high in most cases I have a feeling that we can get the deal.</p>	offer
Szymon (Sales Representative)	<p>Szymon- Mm-hmm. I think that the most crucial one is the offer part. So when we already went through the like initial discoveries discover advice. So, in the discover device, we had like an initial discussion with our clients about their Need about their product about the ideas. And then there's like also a couple of bunch of the meetings between our teams and the client's teams. And then we come up with the something that we call the, like the Sprint Zero proposal. So that typical proposition proposal for the develop,...for the development of the speed zero. It really depends. So, say, in the, when I'm looking at the sales funnel graphics, I would say in the offer. Part When there's already like some kind of the ballpark cost estimates for the for the platform were also there are like already some some high level cost connected to to building that. Also the negotiation negotiation part, I would say the negotiation part is not like the the maybe that the most common area. The most common part, where we lose the deal because we</p>	offer



	<p><i>can also we can always come up with some, for example, discounts. We can also we can always come up with some, for example, cutting the scope of the project which which is connected to the less cost of the development.</i> So I would, if I had to choose one, I would say offer. And the offer part. When u offer something to the client and the client refuses. When we send the proposal and the clients refuses, the proposal.</p>	
Tomek (intern in Sales)	<p>Tomek- i: My. But I totally don't know, but I would guess that maybe between the lead and prospect, I think.</p>	lead-> prospect
Radek (Head of Business Development/Sales)	<p>Mmm, it's not an easy one because it really depends on the definitions. If we say that contacts, are the initial ones from contacts and leads to prospects. A lot of persons are not qualified and they will not go to the prospect stage because prospect <i>in this funnell would mean that there's some projects at least on some level</i>. There's many many people not interested at the moment without any project. So this is one of one place in terms of the prospect to offer. Not so many, we are not losing many here. From offer to negotiation. We are losing quite many because around 20%, and 20% is the conversion from offer to deal. So, out of five offers one moves forward Next statistically at the moment this is something to improve here. We want to make it make the number higher. So from contact to prospect and from offer to deal and offer to negotiation because negotiation, when we have the negotiation in most cases, we have the deal. They even decided to negotiate in the first place. in most cases, we are able to actually close it, just a matter of The business terms that we need to establish, this percentage that you mentioned, that 20% is going for or not. Can it be found on hubspot or Not really. I mean, rather from from the report maybe from Greg, maybe that'd be easier for you to get the number. But Because it's not, it's not like zero one. It's not so easy to actually. Generate this because it's a mother that some some companies that this other just to move with the workshops. For example it's also always depends on the definition. Because moving forward to developments, that would be low lower number. But moving forward to the workshops that will be a higher number. This some some of them just start the workshops not so by it really depends.</p>	prospect, offer
Mateusz (Business Development Representative)	<p>Mateusz - i: Well, those those statistics could be really have to establish. I would say since the funnel is funnel, so it starts really white. I think the biggest and the biggest number, we are losing when we step in at the top of it. And however, it doesn't mean that we are losing something because we did something wrong and it's also because we are losing them because of the qualification, some of them collecting themselves because they are just not a good fit for our needs. So are that we qualify and If you mean losing by doing something wrong. I would say maybe at the really, really early stage by not doing enough research at the beginning and not providing the right answers, right answers, right. Not giving the right carrots to the, to the contact to the list in order to follow our stick. And further, Probably the offer. So what they said, And why we are focusing more and too much around the solution. Where and I understand that sometimes because we are talking about the person responsible for the solution, but we also have to have the business mind business perspective in mind. And as the person and describing doesn't give us like the CTO about solution and technical aspects are not always that this person and we should consider that as well.</p>	prospect, offer



Appendix 3.5

common problems	MARKETING	SALES TEAM	LEAD PROCESSING	stage
not bringing enough traffic,		"in person, we are good. But with only marketing activities, I'm not so sure. people don't exactly know who we are	people don't exactly know who we are	contact
not targeting the right people.				lead
potential customers are not showing interest.				lead/prospect
being "ghosted" by the lead.	■	potential clients become unresponsive	potential clients become unresponsive	prospect/offer
elongated cycle times	■	sometimes the decision process lasts for years	timelines on their sides and our sides are not matching	offer/negotiation
pursuing deals that are unsuitable or too small.	■			prospect
low contact rates				contact/lead
standing out among the competitors.	■	"we lose with ready solutions etc"	"we lose with ready solutions etc"	offer, deal
win rates are too low	■	"this year is pretty bad, we haven't closed since January"	"we haven't closed anything in a while"	offer, deal
inaccurate tracking of performance metrics	■	??	the metrics should be treated with a	post-part



			big bias	
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Appendix 3.6 - paid search (polish translation "Sponsorowane")

Google I want to build SSP

Wszytko Wideo Grafika Zakupy Wiadomości Więcej Narzędzia

Okolo 8 490 000 wyników (0,45 s)

Sponsorowane

pages.launch.stackadapt.com
https://pages.launch.stackadapt.com

StackAdapt is the #1 DSP - Programmatic platform

100% of users on G2 give StackAdapt a 4 or 5-star rating. Find out why and request a demo.
The best DSP of choice for mid-size and large agencies and the number 1 DSP on G2.

CTV and OTT Advertising
Run Ads on SmartTVs Capture The Attention on Big Screen

Programmatic Certificate
Become a programmatic expert The StackAdapt Academy

Sponsorowane

clearcode.cc
https://www.clearcode.cc/dsp/development

Looking to build a DSP? - Build a Demand Side Platform

We can help you design and **build** a demand-side platform (DSP) from the ground up.

Appendix 3.7 - organic search

Google I want to build SSP

What is SSP?

What is an example of a SSP?

Which is the best SSP?

Prześlij opinię

publift.com
https://www.publift.com/blog/b... Tłumaczenie strony

24 Best SSPs for Publishers in 2023 - Publifit

10 maj 2023 — Picking the right **SSP** to match your needs can be a time-consuming and tricky business. Here we **have** listed 24 best SSPs for publishers with ...

clearcode.cc
https://clearcode.cc/blog/anato... Tłumaczenie strony

The Anatomy of a Supply-Side Platform (SSP) [infographic]

10 lis 2020 — SSPs are a key player in real-time bidding (RTB) media transactions, whereby publishers sell display, video and native ad space to advertisers ...
Ta strona została przez Ciebie odwiedzona w dniu 01.05.23.

Appendix 4.1

Reason (Q1)	Situation/Stage (Q2)	Improvement (Q3)	Conclusion
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Unresponsive	Prospect & Offer	collecting feedback	feedback is essential to know the reason of resignation (tracking?)
Lack of budget	Offer (Ballpark, Proposal)	consistent Ballparks approach	Ballparks are not consistent/might be too high and too save of estimate = expensive
Competitor's choice	Offer (timeline & price)	learning from strong points of competitors	understanding what the competitors do right is helpful in winning clients
No need	Prospect, Offer	re-structuring Sprint 0 (customer-centric)	not every client has a need of Sprint 0, variable
Unfeasible timelines	Offer (Sprint 0, Ballpark, Proposal)	consistent Ballparks approach	Ballparks are not consistent/might be too high and too save of estimate = long timelines
Lack of direction/idea	Prospect	implementing more business-oriented approach	by understanding client's business needs, firm can win new deals (business value)
No decision	Offer, Negotiation	relationship with customer	when there is no decision, keeping good relationship with the customer is crucial, in case of change
Unawareness (different expectations)	Contact, Prospect	-events -improve the message of your website, adjust content	Building the awareness on events and closer adjustment of content would help with the correct brand recognition.
Indirect reason (Q1)	Situation/Stage (Q2)	Improvement (Q3)	Conclusion
no training	Prospect, Offer, Negotiation, Deal	Sales (soft-skills, cultural) Training = Profit generation	additional sales training would generate profit
weak product knowledge	Prospect (first calls)	Stronger Value Proposition	creating a strong VP, studying & analysing the success cases
not knowing target audience	Contact, Lead, Prospect	Partner Network	it's impossible to track all the new industries using AdTech, the network of business partners who



			can recommend the firm in particular situation
weak Value Proposition	Prospect, Offer (Sales pitch, Proposal, Sprint 0)	Stronger Value Proposition	creating a strong VP, studying & analysing the strong points

Appendix 5.1

Conclusion	Recommendation
feedback is essential to know the reason of resignation (tracking?)	Effective feedback system, tracking activity software
Ballparks are not consistent/might be too high and too save of estimate = expensive,	Re-brand some developers for estimate focused teams so the estimates are more consistent in price
understanding what the competitors do right is helpful in winning clients	Study competition
not every client has a need of Sprint 0, variable	Customer - centric approach (consultant?)
Ballparks are not consistent/might be too high and too save of estimate = long timelines	Re-brand some developers for estimate focused teams so the estimates are more consistent in timeline
by understanding client's business needs, firm can win new deals (business value)	Business - oriented approach (consultant?)
when there is no decision, keeping good relationship with the customer is crucial, in case of change - Being customer centric & preserving long term relationships	Customer - centric approach (consultant?)
Building the awareness on events and closer adjustment of content would help with the correct brand recognition.	Change the website, go to events
additional sales training would generate profit	External sales training
creating a strong VP, studying & analysing the success cases	Analyse Success cases in terms of product features
it's impossible to track all the new industries using AdTech, the network of business partners who can recommend the firm in particular situation	Build the Network of Partners
creating a strong VP, studying & analysing the strong points	Analyse Success cases in terms of strong poinrs



Appendix 5.2 - short survey created by the author of this report

Dear {client},

We have had the opportunity to work together. At Clearcode we are committed to providing exceptional service and maintaining a strong relationship with our customers. The reason behind your cooperation withdrawal is valuable information for us. That's why we would like to ask you to answer two questions:

- 1) What was the main reason for not going further with us?
 - a) Too high hourly rates
 - b) Unacceptable business model (Time and Material)
 - c) Too high project budget,
 - d) Too long project timeline,
 - e) Not sufficient quality of service,
 - f) Feeling of not sufficient competencies,
 - g) Underwhelming discovery phase results,
 - h) Project was put on hold,
 - i) None of the above
- 2) Considering Clearcode's process and engagement, would you recommend our services?
 - a) Yes,
 - b) No

We would appreciate your honesty and be assured that your responses will be treated with confidentiality and will only be used for internal evaluation purposes. Your input is crucial to maintain the highest possible level of our offerings.

Thank you for taking the time to help us grow, and we look forward to cooperating in the future!

Sincerely,
Clearcode team

Appendix 5.3



Emilia Domagała 10:39 PM

Hey Mike, sorry for bothering you again but do you by any chance know the cost of printing AdTech book? Im doing some calculations/recommendations for my thesis and the accurate cost would help. Thx!

Today ▾



Mike 2:50 AM

Hey Emilia,

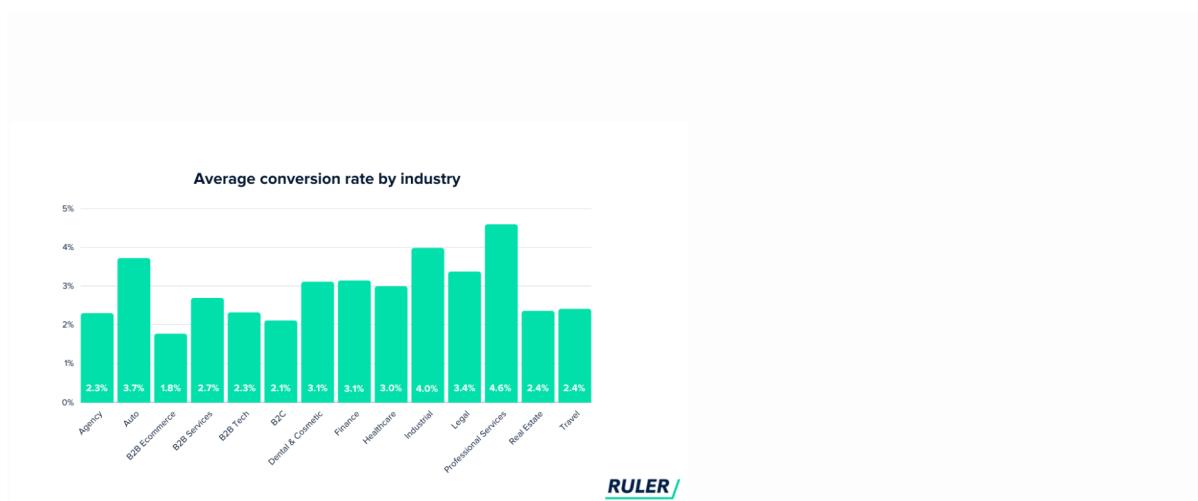
It's no bother at all 😊

Here's the info from the printing house:

Wydruk 30 szt książek to koszt **2480** zł netto

I would say that the more books we publish at once, the cheaper each copy will be, but this can be a guide 😊





<https://www.ruleranalytics.com/blog/insight/conversion-rate-by-industry/>

Interviews:

[Appendix 6.1](#)

Radosław / Emilia - Report questions (2023-05-12 12:04 GMT+2)

Attendees

Emilia Domagała, Radosław Kostecki

Transcript

Emilia Domagała: Hello Radek!

Radosław Kostecki: Hi.

Emilia Domagała: So, I have a few questions for you today, regarding the sales and the sales panel. I hope it's not going to take more than half an hour, but it can surprise us. Who knows? So yeah,...

Radosław Kostecki: Sure, let's go.

Emilia Domagała: Let's go. So, the first question is when is the deal counted as lost for you?

Radosław Kostecki: This is not an easy question because there are multiple reasons also when the deal can be recognized as the last one for sure. When there's actually no chance at all to re-engage, The conversations. This is like a total loss, it can happen either when we totally lost all the stakeholders in the company so we don't have solid contacts to continue conversations or the pushback from the customer was like a very very hard one like for example that it was... We were totally out of our estimates. For the project is totally out of expectation by out of expectation. I mean like it's like three times more than four times more than the customer expected. It is not often that we lose to custom software development. This might be a reason that we need to actually say the



customer is lost, we always analyze the reasons. We are not building simple websites, we build big, complex systems that generate money.

Emilia Domagała: All right.

Radosław Kostecki: But yeah, there's multiple reasons. Sometimes just the timing is not right and custom development takes time. So sometimes just this project might go back. And they can come back to us a little later.

Emilia Domagała: Mm-hmm. And by stakeholders, you mean that decision makers in a way,...

Radosław Kostecki: yes, decision makers,...

Emilia Domagała: right? Okay.

Radosław Kostecki: especially in the big organizations if you lose Or, for example, stakeholders no longer work in the company or they have been reassigned. We either need to be introduced to new people, or it's possible that we would not have any one to actually continue the relationship further,...

Emilia Domagała: Yeah.

Radosław Kostecki: which can happen having in mind that we are selling the project for like six, twelve months, one year, two years and and the organizations because we talk with the situation changes constantly

Emilia Domagała: Yeah. All right, got it. And so what are the top challenges? Facing the sales team.

Radosław Kostecki: For sure, especially when we sell custom development projects, which takes a lot of time, they're very complex in order to finalize the deal. We need to make sure that all the things have been first properly discussed. The scope of the project is we are on the same page with understanding of the project. The timing is right for the customer and how to, like in the predictable way, predict the revenue that we're going to get from the sales activity. This is a very hard challenge especially for the head of sales in terms of the development of the team. Also, how to actually build the proper KPIs. So think about each of the sales numbers because as long as, you know, if we just look at the numbers, it's not necessarily always a good approach because numbers will not show you everything you need to look more.

Emilia Domagała: Yeah.

Radosław Kostecki: Lee and not only himself developed how the customer. I mean each person is working and the team and yes, this is a challenging one to build the proper KPI and motivation standards in the team. There's also I think one of the top and understanding the domain in our and clear codes sales process, we are selling quite complex platforms solutions. So it also requires knowledge. So it's not only like sales but also consultants, The approach that we need to take in order like finalize the deal. We need to know how we need to. We need to combine a couple of skills here, not only development,...

Emilia Domagała: Yeah.

Radosław Kostecki: but also the main knowledge which is a challenge also to onboard new people. You probably are, how complex is it to actually start here, and it takes a lot of time. Also for me to onboard new sales, team members, So, I think at least three challenges from this.

Emilia Domagała: Yeah, I can.



Radosław Kostecki: This is something one of my three I think. I just

Emilia Domagała: Okay, okay, I can see that there. How I unboarded.

Radosław Kostecki: he yeah.

Emilia Domagała: Okay, we talked about it a little bit, but can you again like to repeat the main reasons? Why do the customers resign?

Radosław Kostecki: One reason is that they decided to put the project on hold, so they didn't even move forward with the project at all. So, the strategy has changed, they decided that the products will not give the results that they expected at the beginning business-wise. This is one thing another one is budget. Obviously, especially for smaller companies, start up, they can resign because of the budgets, they don't have the money and the third one is that they have chosen a ready solution.

00:05:00

Emilia Domagała: Yeah. All right.

Radosław Kostecki: So product. By product, I mean, we are building custom products and they can have an option to use some first party. So, some ready-made software,

Emilia Domagała: And you don't feel threatened by any company that actually builds custom.

Radosław Kostecki: Not really, we have some competitors at the market at the moment, but it's not often that someone says that they decided to build with some others of the development company. It's more about that we compete. Either with third party providers or we compete with internal teams of the customer in many cases. So they can try, for example, we can help them narrowing the scope, but they can try to build the technology by themselves. They can try not sure if it's gonna work or not, but this is also one alternative because, you know, for expertise, you need to pay Quite a significant amount of money to like buy expertise. So It's also an opportunity sometimes someone had chosen like a cheaper developers from Asia or whatever from India but It doesn't happen so often I'd say nowadays.

Emilia Domagała: Yeah.

Emilia Domagała: Mm-hmm.

Radosław Kostecki: It used to be much that used to be a challenge, much more a couple years ago right now. I don't think so.

Emilia Domagała: Okay. And okay, let's do some scales. So on the scale of 1 to 10, How well do you feel that you understand your target audience and their needs?

Radosław Kostecki: Oh, the the thing is that the actual target audience changes, this is a very dynamic industry advertising technology because there are new verticals new industries, thinking about athletes. So, as long as we understand the actual domain, what what acts, what type of technologies we are building. And we understand what type of people we are talking with sometimes. The audience is getting bigger and bigger, so as long as I'd say that we know, most of the audience, we talk about, we talk with, we see new emerging trends, new emerging verticals industries, but I'd say around eight or nine, that be the number more eight. Because there are some industries that we are we are figuring out right now, that they might also need our services

Emilia Domagała: All right. So what industries would be that like, you know, what? Industries do actually target and which ones are known and which ones are like quite new. Let's say,



Radosław Kostecki: Removes, then the known industries are for sure, the at-tech technology companies. So at tech martech technology providers. So like a technology providers. This is one thing a big publishers media agencies broadcasters. CTV Itt companies. These are the well known verticals. The, let's say a non territory, It seems that, for example, retail media is an emerging one. We don't know so much about three to media yet, we just like have the first initial conversations About the other ones.

Emilia Domagała: He?

Radosław Kostecki: I maybe we should also think about the banking industry and telco As for telco, we have the first customers in telecommunication industry, but this is something also will learning at the moment. Enterprise level companies in general, this is something. We are learning more. Clear codes As a company used to work more with more organizations startups. Or medium-sized companies right now, we are moving towards enterprise level. Companies.

Emilia Domagała: Mm-hmm. all right, and by enterprise level, you mean,

Radosław Kostecki: At least 5,000, plus employees.

Emilia Domagała: Okay.

Radosław Kostecki: At least I mean enterprises. Sometimes it also depends on the structure of the company because some of the organizations can become an enterprise. Even if they have like 1,000, Because of the extra strategic decision and the type of like no structure structure of the of the organ of this of the work is being done on a very different level. So, you know, many level of approvals, they are like international. So they are in many markets. This means that it can be in an enterprise even though it's below 5,000. But I say that freezers, this is

Radosław Kostecki: like the number of employees, that's company needs to be more enterprise because you are not, there's no way for you to know all the colleagues from the company, there needs to be more procedures because the more people get in the company that the harder is to,...

Emilia Domagała: Mm-hmm.

Radosław Kostecki: So, actually comprehend everything that's going on.

Emilia Domagała: Mm-hmm. But also the bigger, the company the harder to approach them, right?

Radosław Kostecki: Yep, in general. That's, that's the idea. Because bigger companies are much more complex. They have much more different levels of responsibilities. Also, responsibilities gathered, between many, many stakeholders. So, you need to get to know many people. It's much harder to actually build the relationship there as well. It's like Step by Step, Get to know more and more people an organization.

00:10:00

Emilia Domagała: Yeah.

Radosław Kostecki: And yet the processes they are very like, strict formal. They require an RFP Request for Proposal Request. For information processes, they require your attention and they require a very detailed documentation, they require a strict deadlines, It's a totally different story than smaller companies.

Emilia Domagała: Yeah. Okay, got it and do you fully understand what we are selling.



Radosław Kostecki: Personally I think yes I'd say that after two or three years it took me to actually comprehend everything. I mean, as long as in custom development work. You you always find new? New type of projects that we are. I'd say that now none of us knows everything. Here just it's always a matter of the whole team that actually tried to recognize in detail. The scope of the platform product that the customer wants to build because this is a custom word on the, on the level of our offering. Yes, I'd say that. I'd say I have almost the full understanding by almost. I mean that there's just so emerging trends emerging type of products that are arising on like quarterly basis. We see some new trends we need to just keep up what's going on.

Emilia Domagała: Yeah. Yeah, I guess. And okay. So on the other hand, in your opinion, do you think there are any gaps in sales teams product knowledge or

Radosław Kostecki: For sure, it is. I mean, it's, I mean, it takes time to actually understand what's going on here. Right now, our team, we have new team members joining so it will take a lot of time to that for them to actually even work around the names on the terminology of what on the software development itself, because it's not only about object, but Martin, but also it's also about the software development. You need to actually understand a lot about the how the software is being developed, things like that. So as long as I'm the most experienced person in the sales team at the moment, we have also Simon, who is also the second most experienced, but rest of the team also need to keep up. I mean, my challenge is to onboard as soon as possible as quick as possible. So,

Emilia Domagała: Yeah, yeah of course. Okay, next question. So, on a scale of 1 to 10. How effectively do you feel the sales team is communicating the value, proposition of the services to potential clients?

Radosław Kostecki: Mmm, approximately, I'd say around seven. Seven out of 10. It's getting better and better. As long as we are able to like also, you know, prepare a script, some kind of a script to actually present the services. At each meeting is a so much different that's as long as we have the general script. The customer have some questions, things like they're asking about in the general like meeting. It's, it's getting better and better right now. So I see the progress of what we are telling to the people but for sure there's still a lot of area to improve. Even for myself.

Emilia Domagała: Okay.

Radosław Kostecki: I mean, it's always process.

Emilia Domagała: Yeah, and by the script you mean like pre-written questions.

Radosław Kostecki: Yeah, pretty written texts or private pre-written. Maybe scenarios what can happen or prewritten even you know even presentation about our offering. There are some important things that needs to be raised. Some of them are less important, some of them are more important. So it's good to have at least a base scripts for the whole team to have like a standard and to maintain the standards, what we are talking about, the keep the professionalism to maintain, at least some level, which is going to be growing, which will grow by, by, you know, the next month next year's probably that's the That's the goal.

Emilia Domagała: And it's such script based on the industry, or is it just a general script that you are using?

Radosław Kostecki: Rather on the industry. I mean General I mean general script would rather not work because this is not like selling all type of services that are available in the software development industry. These are this is like an expertise type of services. Specialized software within like Broad Sector. We are not building all the types of projects so I'd say It's rather customized towards in the



industry. But there are obviously some super general information. That's can be reused from some of other companies and in general, the sales process because in sales there are some similarities in sort of development, that's is one, you know a good salesperson probably if someone has the potential and like

00:15:00

Radosław Kostecki: Knows no, no the business. As long, he would know the business quickly, probably, he should and, or she should like Get the results quite quick, like, being a good salesperson. This is one thing of obviously here, the expertise is important for sales people, but there are certain certain skills that needs to be developed in clear code but like in general some sales skills or even the character like you know, type of Charismat Type of the Let's say the soft skills that needs to be developed.

Emilia Domagała: Mm-hmm.

Radosław Kostecki: I mean, these are like a common one in the industry. In the B2B sales in general.

Emilia Domagała: Yeah.

Radosław Kostecki: So we are selling to companies Selling company to companies.

Emilia Domagała: Mm-hmm.

Radosław Kostecki: So they are certainly say standards. Within B2B here.

Emilia Domagała: Yeah. Yeah. All right. Thank you. And then the next question. So, on the scale of 1 to 10, how well do you feel that you follow up with the leads and potential clients? So after the talk for example,

Radosław Kostecki: How often do I follow up? Or if I follow up, sorry. How well?

Emilia Domagała: How well, how well?

Radosław Kostecki: It's really depends if I would was able to actually dive very deep into the, on the meetings itself because the better you follow up. But like the, the more accurate you follow up, the more conversion you should get about. Also, depending on the meeting, if I'd be, if I am very happy of the actual introductory meeting, I'm happy from the next steps. And the customer was like, a where we had a very good chemistry after the meeting following is just like a first natural thing, but the other hand it's much easier than to Follow up well because I'm like in detail know what's going on on the customer side.

Emilia Domagała: Yeah.

Radosław Kostecki: So following up, it's not just email. Okay? Any news or something like that? Any updates. This is not a good follow-up. Good. Follow-up is always connected in any sense with what the customer had said with. Because situation maybe some new link appeared or maybe you I managed to research something new for him because sometimes it takes a lot of time to actually for them to get to the next step. So I need to maintain the relationship by, you know, sending something asking about just asking about update. This is not a good follow-up in my opinion. If we just ask about any updates, it means that probably we will, we haven't died.

Radosław Kostecki: Very deep into into the challenge of the customer into this situation, maybe the introductor called, and should be better. So, like me personally, as long as I managed to do the right job on the meeting introd, the meeting the next meetings? Then the follow-ups should be good, a



response rate then is very high. I mean if I, they just respond and I'm kind of secure that they will respond as long as they are still the company, you know,

Emilia Domagała: And you mentioned the long process is it because of the internal decisions of the clients, or You know.

Radosław Kostecki: It's I mean internal decision of the client, the projects are big strategic, We are not building websites. Simple websites where building very advanced strategic systems that generates a lot of money. This is, I mean, not an easy decision to move forwards. They need to make sure that first business strategies in place, Second technology is the right one. Part the partner that they are, they will not, they will build the technologies, the right one. So as you can see, there's like three factors also. There's sometimes multiple people that we need to talk about with so one people can be convinced...

Emilia Domagała: Mm-hmm.

Radosław Kostecki: but the other not necessary for example, you need to make sure that all the stakeholders and especially the ones that are decision makers.

Radosław Kostecki: Are certain of the expertise and then it's the sales process is much easier when you have managed to validate clear coat or sorry about their clear coat as the partner development partner. The right one.

Emilia Domagała: Yeah. Yeah. Okay. And what tools are you currently using? Like for example, I know about Sales Navigator are there any other like sales tools that you actually use in the company?

00:20:00

Radosław Kostecki: Perhaps Hubspot as the CRM it's called Hubspot. We have also automation LinkedIn, automation tools, like Salesflow probably will be used in in short time, another automation tool and for the rest of the activity we're doing it's a Google stack and Google Gmail, Google stack that we're using, so excels documents. And yeah, we have, these are the tools we're using. And obviously, for, for any phone calls, we rather use Google hangouts. So we just like, Schedule A meeting in the calendar because the customers are from different parts of the world and it's easy to like schedule something. Also, it's a good tool to use even Whatsapp for business communication because it's called a back channel.

Radosław Kostecki: Fact challenge is nothing else that a channel that it's not formal. So, it's easier for them to communicate freely, because if you send something via email, It's sent from the organization so you know it's an obligation more,...

Emilia Domagała: Yeah.

Radosław Kostecki: like an obligation. It is sent something via email comparing to whatsapp or I don't know, LinkedIn back channel, back channels, work very good works, very good. This is something we need to explore more and more and you Emilia as well. You recognize the value of my channel.

Emilia Domagała: Yeah. Okay, okay so you say that we should use what's up more and more. For example, are there any other tools that you think we could benefit from using?

Radosław Kostecki: Mmm Automation Tools for sure. I mean, without automation, you need to be also always aware that automation. Not necessarily is a good choice for all the campaigns use cases. Probably in the long run. We are going to change the CRM system. We will change the CRM system to



another one. So this is a second thing, we would have a little more complex CRM than the ones we are using, because we are getting becoming one part of the bigger organization. So, yeah,...

Emilia Domagała: Mmm.

Radosław Kostecki: we will have a unified CRM. And I don't think so. For communication between the team members will slack a lot. Slack is a very good tool to communicate. JIRA is used rather for some documentation, but rather for developers, most of the staff are being done in Google stock at the moment.

Emilia Domagała: And what is, why is the CRM system changing? Are you missing something in Hubspot, or

Radosław Kostecki: Mmm, we as the company as clear-cut, not necessarily, I mean, hubspot works pretty okay. I mean, maybe for sales driven activity, it's not so, so efficient for outbound sales, driven activity. So actually manage the inbound channel. So incoming inquiries, This is probably enough. In terms of changing the CRM is just a matter of strategic decision of the whole group that we are a part of, it's very common group. They what we want to unify the system for all the other sales teams from other verticals that we will be working together other companies from Europe that we are going to merge. So, yeah.

Emilia Domagała: Yeah, yeah. Okay. So on the other hand I would like to ask you about. Yeah. How is the collaboration between the other departments? Like, for example, marketing or development, or leads processing,

Radosław Kostecki: Mm-hmm marketing. It's getting better. I mean, it's much better than one year two years ago because marketing is in fact, just a part of sales. And we need to work very closely together for like, social selling campaigns for blog posts, this is the Axi a lot of improvement. Here, we are still missing some, let's say gaps in terms of the, for example, content closer to the business, we need to still work on the improvements to create a content in also a bit quicker. It's like Catch the right momentum, you know, if you send something so the customer or you blog posts, share some blog posts, it needs to have the right direction. Needs to be sent in the right moment. So probably this is something to improve the processing. I think that this is one of the

Radosław Kostecki: But the best cooperation we have here and it's a game changer to salespeople team in general, because it's creates like a business analysis,...

Emilia Domagała: Yeah.

Radosław Kostecki: angle of our Of our business developments because we are not so technical. We don't connect like we are not developers. We are listening to developments and lead processing connects. Little more technical knowledge with business. So they are very helpful and what else, delivery team delivery team is just a matter of the resources. So we need to have a team ready for the project if someone wants to move forward. So it's going well, I'd say

00:25:00

Emilia Domagała: Yeah. Okay. And you feel that the sales team is properly trained and equipped to close deals.

Radosław Kostecki: I think they are. I mean, is just not all, I mean by equipped they are, I think they have everything what they need. Of course, we need to actually still explore visiting on site so have more events have more ways to actually get in touch with the customers, but this is something which is improving. And because of Covid, obviously Covid stopped a lot of activity. Everyone had to stay in



home, which was a quite of a challenge to business development some way on the other hand, Most of the people said at home, so it was easier to organize the meeting. So we are doing almost Oh, everything online. As a technology company.

Radosław Kostecki: It works pretty good. So I was by equipped, I think it's sufficient for training. This is a challenge for myself but also for the rest of the team. So like get more skills improved themselves. We would probably need to have more training some more sessions. So like become a better salespersons because it but it's state. It takes time. I mean There's some gaps you cannot avoid.

Emilia Domagała: Yeah.

Radosław Kostecki: You just need to actually spend those 50 100 200 meetings, you need to be on those meetings, you need to participate. First listen, what's going on? Then try to more and more take the meetings by By themselves.

Emilia Domagała: Yeah, yeah. Okay. And talking about training. Did you get what kind of training? Did you get from the company as a salesperson?

Radosław Kostecki: Oh, I was rather a self-learner and I was learning from other team colleagues from the team. So either yannick or...

Emilia Domagała: Mm-hmm.

Radosław Kostecki: either match, A who actually hired me at the very beginning, they got some experience, especially Machi have had the most. I'd say that he's because he actually found the company and he had a chance to speak with multiple. Stakeholders within the industry. And he's very well, normal recognizable. This was a very important thing to me. Apart from that, I'd say that's, I'm rather self-lender. And it's it's just grew on my with me. When I had such you have more and more meetings especially the ones that I had to take myself. As the one I tried when I was just myself on the meeting it's like develops you in the fastest way...

Emilia Domagała: Yeah.

Radosław Kostecki: but obviously it can happen. First for the leads with lower potential at the beginning, just not screw something up. But later on the meetings with a higher potential

Emilia Domagała: Yeah yeah I totally agree. I can see it after myself as well because you don't have any like help next to you. So we really need to like take over. Okay, and we were talking about the communication gaps between the departments. You want to add something here or

Radosław Kostecki: Hmm, I don't think so. I mean communication between departments, I mean there would be also new department called architects that it's about to emerge. New new actually more technical. People assigned specifically to help us with the business as well. We need to have more technical people sometimes at the meeting more and...

Emilia Domagała: Yeah.

Emilia Domagała: Yeah.

Radosław Kostecki: more often, their input is very valuable. For us to finalize. The deal. Nothing more.

Emilia Domagała: Okay, and on the scale of 1 to 10, how would you rate the overall effectiveness of our sales process?



Radosław Kostecki: the actual process I'd say that around 7 8 because we are quite efficient in terms of Actually processing deletes itself, for actually having new deals, new opportunities, I see still some potential, we probably are able to even have more sales driven out on a projects activities. So this is something probably to improve but in general. It's getting better and better right now we are in the process of, you know, restrictorization of the team. So this will improve and hopefully in the shorts period of time. So I'd say seven.

Emilia Domagała: Mm-hmm, and just like a general question, what could be done to improve the sales process of clear code in your opinions? Maybe like three things or something.

Radosław Kostecki: A consultancy. We need to have much more partners consultancies referrals. We need to build the whole partnership network. It's not only about directly talking with customers. What we need to have like a network of people that can recommend us as the company and this is not. I mean the numbers that we have at the moment are not so huge. So this is something definitely needs exploring and something I'd be working on in the following months

00:30:00

Radosław Kostecki: Apart from that onboarding, the new people. And let's say, Generating results from each of the team members so that we would have you know, the The new well developed bdrs. Joined expanding like each of the member needs to grow and Each member needs to generate some results. Something I mean this is a process it takes time...

Emilia Domagała: Yes.

Radosław Kostecki: but I think this is something, also, that would be great because now currently that sales, team experience is not so big. So In general. I mean the approximate experience in abstract is not so big because we have team members with less experience. We have two members with more experience. So we this is our job actually to make sure that I'm burning happens as soon as possible. It's good for everyone for me as a personally, as well. Because I have new and new responsibilities, and it's getting more and more. I mean, communication of the group, For example, we are becoming a part of a bigger group, which, Also would take a lot of my time. so,

Emilia Domagała: Yeah. Yeah.

Radosław Kostecki: I need I cannot rely on. We cannot rely for on specific on one person or two persons. We need to rely on the whole team. I mean all the team that members needs so participate in the revenue process at the best. The best everyone should have their own customers to have their own revenue stream. Generate revenue actually and long run.

Emilia Domagała: Mm-hmm. Okay. So basically to sum up, it was consultancy onboarding and also like improving the skills of the sales and place. Okay.

Radosław Kostecki: Yeah. Something like that.

Emilia Domagała: Perfect. Let's go. Let's get to the second stage of the interview. I hope you're not too tired. I hope it goes a little bit faster from now on.

Radosław Kostecki: Still alive, still alive. Okay, sorry. Probably quick right now.

Emilia Domagała: Okay.

Radosław Kostecki: I'll be quicker right now.



Emilia Domagała: Okay. And we've talked about this before, but I want you to have a look at the sales funnel. So we have contact lead, prospect offer negotiation, and then deal. So looking at this graphic at what stage, do you feel that the sales process is like losing the most deals?

Radosław Kostecki: Mmm, it's not an easy one because it really depends on the definitions. If we say that contacts, are the initial ones from contacts and leads to prospects. A lot of persons are not qualified and they will not go to the prospect stage because prospect in this funnel would mean that there's some projects at least on some level. There's many many people not interested at the moment without any project. So this is one of one place in terms of the prospect to offer. Not so many, we are not losing many here. From offer to negotiation. We are losing quite many because around 20%, and 20% is the conversion from offer to deal. So, out of five offers one moves forward. Next statistically at the moment this is something to improve here. We want to make it make the number higher

Emilia Domagała: All right.

Radosław Kostecki: So from contact to prospect and from offer to deal and offer to negotiation because negotiation, when we have the negotiation in most cases, we have the deal. They even decided to negotiate in the first place.

Emilia Domagała: Yeah.

Radosław Kostecki: in most cases, we are able to actually close it, just a matter of The business terms that we need to establish,...

Emilia Domagała: Okay. And and...

Radosław Kostecki: but yeah.

Emilia Domagała: this percentage that you mentioned, that 20% is going for or not. Can it be found on hubspot or

Radosław Kostecki: Not really. I mean, rather from from the report maybe from Greg, maybe that'd be easier for you to get the number.

Emilia Domagała: Yeah. Yeah.

Radosław Kostecki: But Because it's not, it's not like zero one. It's not so easy to actually

Radosław Kostecki: Generate this because it's a mother that some some companies that this other just to move with the workshops. For example it's also always depends on the definition. Because moving forward to developments, that would be low lower number. But moving forward to the workshops that will be a higher number. This some some of them just start the workshops not so by it really depends.

Emilia Domagała: Yeah.

Radosław Kostecki: What do you means here?

Emilia Domagała: I do. Deal with mean that they already pay for something, you know,...

Radosław Kostecki: Oh paper.

Emilia Domagała: like whatever.



Radosław Kostecki: Something so workshops. Yeah. So for work that you can find the one section and hubspot. I guess if the project is one, it means that at least spring zero, so at least workshops has been done.

00:35:00

Emilia Domagała: Mmm. Yeah.

Radosław Kostecki: And this quarter was quite hard to us, but hopefully this will change. There is a potential to change it. So

Emilia Domagała: Okay. So, how many calls do you have every week like approximately?

Radosław Kostecki: with internals or just the customers.

Emilia Domagała: The customer is the potential customers.

Radosław Kostecki: Seven. Eight.

Emilia Domagała: third and...

Radosław Kostecki: At least.

Emilia Domagała: how many of those decide to continue or like, Answer later on.

Radosław Kostecki: And decided to continue or I decided to continue because they cannot be a fit for us. Some of them are not a fit to us so we can decide not to continue.

Emilia Domagała: Mm-hmm.

Radosław Kostecki: We can send something to them, but they are not a fit. Around 50%.

Emilia Domagała: All right. And I think this one is similar to the previous one.

Radosław Kostecki: Around half of them. Yeah.

Emilia Domagała: Are there any common issues that arise when deals are lost? You would talked about this, I believe so.

Radosław Kostecki: It's quite common smarter to the previous one so maybe we can skip it. I You can also find the dealer lost reasons and...

Emilia Domagała: Yeah.

Radosław Kostecki: Greg's reports from we have a report that represents the deal of students starting 2023. So we'll you will not find all of them, but at least part of it.

Emilia Domagała: Okay, let's keep this few words because they are very similar. So the next one, what types of feedback have you received from potential clients or why they decided not to proceed with the company?

Radosław Kostecki: Hmm. I mean official one via email can be very you know, diplomatic The the real reason sometimes is some something else so they can say they not move forward...

Emilia Domagała: Yeah.



Radosław Kostecki: because of a but in fact they don't have the money. I mean sometimes many of them will not tell you that they don't have the money, they just like try to, you know, get with a good face out of the conversation. Type of feedback. So they would not move forward, decided to move another company. They decided to move internally, try to build it internally, or they resigned from the projects. They don't have the budget.

Emilia Domagała: Yeah.

Radosław Kostecki: It's rather be an answer for. Or They will not answer, They will not give you any answer or They will rather give some other one. Rather they don't say Maybe accept The American America is like straightforward country, so they can tell you straight away. That there's no, we don't have the budget for something like that.

Emilia Domagała: So, those

Radosław Kostecki: And Europe. Asia, not really. It's just a matter of the culture, also, it's a cultural thing.

Emilia Domagała: yeah, so you really need to understand the culture to actually You know, there's

Radosław Kostecki: Yep, depending on the type of country, depending type of region, is a different. You need to be aware wherever you selling. Who are you selling to What's the country you need? I mean, it's not Maybe it's a stereotype, but actually, it works pretty well in B2B Asian. If it's Asia, if it's Africa, it depends on the country. It depends on the region.

Emilia Domagała: yeah, and based on what we were talking about lay before, the three reasons from the most important to the least important, On why the clients decided not to proceed would be. You said not answering. No answer. Right budget.

Radosław Kostecki: And they took the project internally and they have chosen a product third party solution product,...

Emilia Domagała: Yeah. Yeah.

Radosław Kostecki: white label or product.

Emilia Domagała: Okay.

Radosław Kostecki: Okay.

Emilia Domagała: Yeah. Most like I'm skipping some of because basically they were supposed to be for this processing but because you're ahead of business development. I thought maybe you answer everything.

Radosław Kostecki: Yeah, I'm able to because I'm I'm working closely with Greg ahead of engineering like head of the processing team. So we have a weekly reading and we will right now starting next week or I'll be on vacation that's starting next week. I'll have a sync internal things within just with him talk about the processes.

Emilia Domagała: Yeah.

Radosław Kostecki: So yeah, I'm kind of familiar with No.

Emilia Domagała: Yeah, the base of the sense. Okay. So maybe 28, Are there any internal processes or departments? That are impacting the sales, team's ability to close deals,



Radosław Kostecki: Mmm I think so. I mean like the knowledge on the teams I mean if they estimate the project and they overestimated the project to a large extent because of they they lacked of some special expertise it. It's very hard then to actually finalize the deal, the IT has been estimated The number is too high to actually even close finalize. So this is one of the reason. I mean resource wise, we rather have the resources so it's not an issue.

Radosław Kostecki: So it's rather just a matter of the actual estimate, the project proposal is just too big, it's too safely prepared. Due to the lack of knowledge and something so if we are too cautious with something, it might end up that we will not move forward.

00:40:00

Emilia Domagała: And how do you think that we could change that?

Radosław Kostecki: Architects team of architects will be will start the results. Already an announcement, there will be new team separate from the development teams that will have and gathered know how and they will be responsible to help with estimations as to make them as much as possible. Accurate. And I mean of course realistic because we don't want to we want to actually earn money on the project but still not. So you know make the customer go away. If they see that we don't know what we are. Estimating at Tech is a very complex industry. There's so multiple edge cases projects that it's nothing. I mean it's nothing bad that they don't know something, but architects will be responsible to gather all the know-how in the company.

Emilia Domagała: Yeah, yeah, that's a great idea. Okay, so the last one. So do you feel that we can do something better to like measure and analyze the effectiveness of our sales process?

Radosław Kostecki: Probably yes. i, in terms of measuring the head of business development, always needs to be aware That not only KPI numbers,...

Emilia Domagała: Hmm.

Radosław Kostecki: but of course, numbers also give something so measuring number of meetings, measuring number of deals in coming. This is something we already are doing, but there are certain KPIs that rather not the reasonable approach to be too much focus on the numbers, KPIs. Also have like a one-on-one discussion with each of the sales member helps a lot. Regular meetings, regular discussions with personally, with each of the tip numbers because if you'd like, talk everything in the team, just like the full team, and there's like, always a pushback to say, Okay, I don't know something, Maybe I'll ask Don't ask because, you know, all the other team members are listening and like one-on-ones. Conversation is a good place to actually improve the skills of each each member.

Emilia Domagała: Yeah. Okay. Well, that was all. Thank you a lot for the interview. I hope it wasn't too tiring for you.

Emilia Domagała: The. Journal.

Radosław Kostecki: Us here.



Meeting ended after 00:42:42 🖐️

Appendix 6.2

Mateusz / Emilia Report Interview (2023-05-12 15:50 GMT+2) – transkrypcja

Attendees

Emilia Domagała, Mateusz Oświecimski

Transcript:

Emilia Domagała: You ready? hi Mateusz.

Mateusz Oświecimski: Yes, I'm ready.

Emilia Domagała: When is the deal lost for you?

Mateusz Oświecimski: well, I would say and when there is no other chance to to make anything from it to close this deal, so,

Mateusz Oświecimski: I would say the deal is lost If the customer, they tell you they didn't know and there is after trying to follow up and he confirms it, then I think that's the case or when the customers stop answering. That's the, that's the deal that's hard to qualify as lost because you never know, they will be something happened or do when they come up and and revive the communication. And but yeah. Pretty much.

Emilia Domagała: Yeah.

Mateusz Oświecimski: And you have to, you need to have your common sense, use your common sense and just know when there is no other option to make it, make the little one.

Emilia Domagała: Yeah, that makes a lot of sense. And so continuing in that subject in your opinion, what are the top challenges? That's the sales team is facing.

Mateusz Oświecimski: And you mean sales team is our sales team or in general.

Emilia Domagała: Yeah, as our clear coat sales team.

Mateusz Oświecimski: Mmm. I think that the deals that were closing in their contracts that we're having a rather big ones, and that means we are not able to provide and constant flow of the of the deals and Not having this evenly distributed distributed sales funnel. And I think that's the, that's the biggest challenge, because, sometimes we can have a few deals and which are about to close in the same month and and then it's a problem of finding the right thing for the deal and finding resources to to close it. And the other month, then there can be nothing for one or two months.

Emilia Domagała: So like, it's For example, one month, you don't have like that many deals but the other you have a lot that that's what you're saying like that. It's there's the disproportion.



Mateusz Oświecimski: Yes, that the deals are not evenly distributed. So there are many events happening around the world.

Emilia Domagała: Yeah.

Mateusz Oświecimski: Different parts of the words so like you know, Christmas closing of financial year holidays, and so on. So those are always influencing the communication with the client and distribution of the deals that we are having

Mateusz Oświecimski: Yeah, basically.

Emilia Domagała: Yeah. Yeah. Okay. Thank you and moving to the first question. What are the main reasons? Why the customers resign?

Mateusz Oświecimski: Well, that I only depends for the format for my recent ones, I would say there would be mainly financial reasons and the yes, and the change in the, under the global market of advertising. So some doubts that they might be having towards their future. And revenue. And the needs and the possibility to cover the cost of the engaging with us.

Mateusz Oświecimski: And yeah, I would say that that's the main reason, but sometimes they just choose another option because we have quite mmm focused and services, so only custom software and so on, we don't have a permit parts and sometimes customers who want to, they have something delivered faster which is, of course not possible in our in our service and the reasons kind of various well here.

Emilia Domagała: Hmm. Yeah, and you said that they are afraid of the. You mentioned something of the reasons like are they like industry collected reasons or because you said that, they

Mateusz Oświecimski: I would say the global economy reasons because the global economy changed the. In our case, we work strictly within advertising and marketing. And those two verticals got, I think a lot of budget when the coffee started, there were people sitting more at home and so on. Well, now, We actually can feel the results in our economy. We can feel the results of both Covid and the war in Ukraine. And those affects our wallets and this is our roles are affects whereby. We find less

00:05:00

Mateusz Oświecimski: So there is less dollar dollars to spend on advertising and marketing budget as well. And from my perspective, I get some customers telling that come to the Q4 or a lot of last year and Q1 this year where the day they noticed strong so slow down and like everyone is saying, they're expecting to everything to pick up around this summer. Let's see.

Emilia Domagała: Alright. Alright yeah, that's interesting. Okay. And on a scale of 1 to 10, how do you feel that you understand your target audience and their needs?

Mateusz Oświecimski: And by, I understand. Do you mean if I know who they are or if I understand

Emilia Domagała: yes, if you know who they are and also, if you can like understand what they need, you know, from you when you talk to them,

Mateusz Oświecimski: no, well, I think the understanding of who they are is quite good, I would say around eight, there are some verticals which we are still discovering and those that that's why I have gave the score lower than

Mateusz Oświecimski: To say. And we understand what their needs. The problem would be more about them, communicating properly what they need. Because And like very often, I would say, even



more than 50% of the customers are coming to us, are saying something like I want the car with, for windows and four wheels, and of course, that's not the what you can be, what you can build the car based on.

Mateusz Oświecimski: Yeah, I think. Eight would be, would be okay with understanding. Who are they? Our target audience? And then it's, I would say, it depends on the, on the way or the customer, the customers are communicating

Emilia Domagała: Mm-hmm. Yeah. Okay, so the communication can be a problem here as well.

Emilia Domagała: All right, and so you mentioned your customers. What industries do you actually target?

Mateusz Oświecimski: All of them, actually everyone who needs data and advertising and everyone needs advertising. I would say years ago, I will be targeting only marketing and advertising companies. But recently, we notice the month also from other verticals. Like, telecommunication companies banks And gaming companies. So in every industry at certain certain point certain level of the traffic there experiences experiencing of the budget for marketing and advertising. They might have

Mateusz Oświecimski: There is a true need of building something on their own as the unit I meet. I mean, the need of having their own solution in order to get to wider audience or to save some money at the unsubcription, they're paying to their current solution providers.

Emilia Domagała: Mm-hmm. And which one of those are like the most known to you, you know which one of those do you actually work?

Mateusz Oświecimski: And well, the advertising ones are the most obvious ones, I would say the advertising marketing companies...

Emilia Domagała: Mm-hmm.

Mateusz Oświecimski: because we've been working with them for longer time. I had more great stuff is. So on however the publishing industries also really come on. So any video publishing or, or even websites and the company's having the supporting many websites where the level is of the traffic is big enough to and to compensate the cost of development. And also telecommunication companies.

Emilia Domagała: Yeah. Okay. And do you fully understand what you're selling to them.

00:10:00

Mateusz Oświecimski: I have no idea what I'm saying. I'm just, just joking, but well I understand our service as what we are saying as a service selling as a service. And so, our unique selling points of the offer and however, of course, getting more into the technical details of the software, we are selling. That's where our processing and engineering engineers, come and because the ecosystems that we are building are just too complex for and for us to understand and going further, our customers ever, often do not understand those here.

Emilia Domagała: Mhm. And why is that?

Mateusz Oświecimski: Well, I guess that's what makes us special. The ecosystem. The advertising ecosystems are. Advanced and complex needs in certain performance. And Those those solutions are just not easy to build and that's why. That's why we have our work. Otherwise every company can do this.



Emilia Domagała: Mm-hmm. Yeah. Okay. And in your opinion, are there any gaps in the sales teams knowledge or your products knowledge overall? I think.

Mateusz Oświecimski: If you definitely the there are and that's also because the vertical and the range of the product where we are, we could build, it's really white.

Mateusz Oświecimski: It's hard to say where the gaps. We usually find out about them while talking to the customers and those Those always happen, but that's the place where our engineers can come and command and help us with those. Review, those gaps, like, filling those gaps. But I think we have the enough knowledge. To perform our process, to perform the sales process and to qualify the leads and further and to refer to transfer this, this to the to their required person.

Emilia Domagała: Yeah, I get it. Okay and on the scale of 1 to 10, How effectively do you feel that the sales team is communicating the value? Proposition of the services to potential clients?

Mateusz Oświecimski: Well, it's hard to say for my colleagues. I guess.

Emilia Domagała: Mm-hmm. Okay, about you.

Mateusz Oświecimski: I can say but myself, because I'm not no longer going entering with my friends to the call. And well, I would say maybe seven and I think I could focus more around the business, and Business pillars of the, of the customer conducting us. So, Give the value proposition because I'm in collaborating, clearly developer position of our services, but I think we could focus more around the actual and Actual gain from what customers customers gain. Gaining for his For his business. By using our services.

Emilia Domagała: Yeah. Okay. And okay, in that case, again, on the scale of 1 to 10, how well does the sales team or you? If you want to talk about yourself? How well do you follow up with leads and potential clients?

Mateusz Oświecimski: And well I think quite well I'm I organized my known as my own system in the way that I think I'm not losing any and elites there and I have some I've made up this system of tasks and so on to to not to lose them. Sometimes there are just too many tasks too many followers to do but I think that's not the case. Where we would be losing something, I have them those qualified How they should be. So yeah. I think I would say. 10, Maybe nine. Let's not say we're perfect.

Emilia Domagała: Hmm, none of a half. Okay. Okay, perfect.

Mateusz Oświecimski: Yeah. Learning three. Like in Harry.

Emilia Domagała: yeah, Freeport True. And all right and what tools are you currently using? Like I know you use Sales Navigator, are there any others?

00:15:00

Mateusz Oświecimski: Yes. There there are safe slow and but I'm not personally a big fan of that of that solution and it's quite updated but they have a good sales thing which made us by their solution and I also use wallachi which is their competition which I think is better so more options but they don't they don't do as much sales and reach out and but I will be pushing or management to change into it.

Mateusz Oświecimski: And further also some recording tools like for example fireflies just to gasps gasp all the details from the meeting in case to fully focus on the conversation and then guess all the details from what the customer could be saying and not to miss anything or forget anything after the call.



Emilia Domagała: Yeah, yeah, that's a great approach and so we are talking about the tools. Are there any other tools that you think that our sales team could benefit from using?

Mateusz Oświecimski: And depends. What do you mean by the tools? Like There is a queries in caps, but for example, so that's our CRM. And it has the Meeting Schedule scheduler as a tool as well. so, Depends how deep you want to go, because I treated more as I as features already, then and the tools.

Emilia Domagała: yeah, in this question, I mean more of like new solutions, you know, something like innovative that you think that we can benefit from using

Mateusz Oświecimski: Well, of course, you can try. We can try some tools for building for building server for some people writing emails on or and checking this spelling. I'm using grammarly, I think. And then for taking the spelling and I'm using one more, I think I'm using it. I'm not sure if I didn't turn it off. Some AI solution to help building the who should apparently and learn my style of writing and help me build the emails. But but it didn't work, I think.

Emilia Domagała: Well, that's very interesting.

Mateusz Oświecimski: So yeah, sometimes it's it's helping you suggesting you some words and you can, it can make the writing faster because you just pushed up and it feels the the proposed thing. But it's nothing really to

Emilia Domagała: Mm-hmm. Yeah, yeah, that's interesting. Definitely Okay. And how is the collaboration between the sales team and the other departments? Like, for example, marketing or lead processing,

Mateusz Oświecimski: We hate them. Now, of course, I think the command collaboration is quite good, we are not working very much with the, for example, the development department, we are strong, we having meetings with the management and these processing cooperation is also quite good. I mean, if not really good and because we're, I think we're working the closest with them. And then marketing. And yeah, so I think it improved last year I would say there was almost no collaboration between us and marketing and right now, I think in it's changed a lot. And we are, we are having things in Lexington. Synchronizing about, what content do we need more? And they're providing the content and helping us on those fields. So,

Mateusz Oświecimski: I think it's overall. It's those are good. It's a good collaboration.

Emilia Domagała: Uh-huh. Okay. And do you feel that the sales team is properly trained and equipped to like close deals?

Mateusz Oświecimski: Yes, I think we are quite well, quite well equipped to close deals. I mean, There might be something that we could have. That could have, that could improve it, but it I think we need to look different to the process to, to find the gaps. Like, I don't know, some, some first estimations we could do some pre-made estimation, some some things like that, I would say something. We could provide to clean into the client before engaging for the spring zero or yeah.

00:20:00

Emilia Domagała: Uh-huh. Okay. And what kind of training from the company. Did you get?

Mateusz Oświecimski: And what kind of training I would say the training was mainly around the attic in Martech. And not really the same training because I was already drink and with the sales experience, but at the market and that's the, that's the thing that we needed to that I needed to work on because the niche knowledge was yeah, that was something that requires and a lot of studying



Emilia Domagała: Yeah. Yeah, definitely. Are there any communication gaps or delays between the sales team and the other departments?

Mateusz Oświecimski: I mean. Maybe between marketing, like the communication. Could be a bit faster. but I can't see, like, If they could provide the resources a bit faster, that would be great. But

Mateusz Oświecimski: I'm not sure if it's so crucial.

Emilia Domagała: Uh-huh. Yeah. Okay. And the next question, on the scale of 1 to 10, how would you rate the overall effectiveness of our sales process?

Mateusz Oświecimski: Well, I would say. Eight.

Emilia Domagała: Mm-hmm.

Emilia Domagała: Okay, so just as a process itself, right? Do you want to say something about it, or

Mateusz Oświecimski: I'm not not sure. What can I say? Further like more more than I already set in the previous question. So let's take this.

Emilia Domagała: All right, so let's skip to the, almost the last question. What could be done to improve the sales process of clear codes? Like Can you give me three ideas from your perspective, you know, like super subjective.

Mateusz Oświecimski: What can be done?

Emilia Domagała: Or do you feel that we could be doing better or you could be doing better?

Mateusz Oświecimski: I think the thing that I mentioned, so focusing preparing, the more more Mmm, business or games oriented? The proposals for our clients. Because right now I think we are focusing a lot around the product and what we will build for them, but not what it actually will do for them. That it will, and our improve the return investment, avoid the face. So That the numbers to give them.

Emilia Domagała: Yeah.

Mateusz Oświecimski: That's the one thing.

Mateusz Oświecimski: What else? And maybe giving customer a bit more attention. At the first stage. And providing something more accurate in the beginning, not pushing to the, to the Sprint zero itself. Just just to push without getting more understanding of their of their needs. Because there are times I've noticed that there was it was more like our first interval than the coach would processing and then pushing to the proposal to just close the screen zero and the American just feel the sample of working with us. We have been enough of the understanding And minimum three options you say.

Emilia Domagała: You can think of a first, man, I would be the first one. I will be very grateful.

Mateusz Oświecimski: Let's let me think for one more second. Or two or three.

Mateusz Oświecimski: Improvises I think after having then gone to the conference recently, I think we definitely our CEO, good and definitely and give us more help on that field and build more awareness in our vertical. Going, getting master classes are Rco or maybe someone else even giving some classes at the conferences like that.

00:25:00



Emilia Domagała: Yeah, that's a very good point as well. All right. So skipping to the last question. So, look at this graphic of the sales funnel. And please think at what stage of that sales process, do you think that we are losing the most deals? So either from contact, lead from lead to prospect, from prospect, to offer over to negotiation or negotiation to do.

Mateusz Oświecimski: Well, those those statistics could be really have to establish. I would say since the funnel is funnel, so it starts really white. I think the biggest and the biggest number, we are losing his at the top of it. And however, it doesn't mean that we are losing something because we done something wrong and it's also because that we are losing them because of the qualification, some of them collecting themselves because they we are just not a good fit for for the needs. So are that we qualify and If you mean losing by doing something wrong,

Mateusz Oświecimski: I'm I would say maybe at the really, really early stage by not doing enough research at the beginning and not providing the right answers, right answers, right. Not giving the right carrots to the, to the contact to the list in order to follow our stick. And further, Probably the offer. So what they said, And why we are focusing more and too much of around the solution. Where and I understand that sometimes because we are talking the personal responsible for the solution, but we also have to have the business mind business perspective in mind.

Mateusz Oświecimski: And as the person and describing doesn't give us like the CTO about solution and technical aspects are not always that this person and we should consider that as well.

Emilia Domagała: Yeah. All right, that was a very good answer. Thank you. And I think that's the end of the interview, unless you have something to add. I think we can finish.

Mateusz Oświecimski: No, I think the questions were really well prepared. Thank you very much. Thank you.

Emilia Domagała: Thank you a lot.

Mateusz Oświecimski: Thank you.

Mateusz Oświecimski: The wrong Christian.

Meeting ended after 00:27:40 🙌

[Appendix 6.3](#)

Szymon / Emilia interview (2023-05-15 13:02 GMT+2)

Attendees

Emilia Domagała, Szymon Małejki

Transcript

Emilia Domagała: Okay. Hi Szymon, are you ready?

Szymon Małejki: Hello Emilia.



Szymon Małejki: Yeah, sounds great. Let's start.

Emilia Domagała: Okay. So starting with the first question, when is the deal lost for you?

Szymon Małejki: So okay. So I would say that there is a few scenarios when I can count the deal as lost. The first one for sure. When there is a clear information about the decision from the client side that they're passing on the development or sprint zero or an other type of collaboration with CC and we've cleared out before come with our company. Or when the client stops responding for some time. Personally, I would say that around one month without any response is straight loss for me.

Szymon Małejki: It is also depending on the information's gathered during the discovery phase. When I decide to move the deal to loss, for example, when the clients say to us that and they are looking to build a platform and they are looking to make a decision in for example, a three months time and they're not responding for example, one month I wouldn't say is is that that deal is lost already because I know because I know their internal timelines, I know they that lines when they want to to be to, to develop such platform. But for example this is like the life use case from one of my current clients. So they want to start the development and...

Emilia Domagała: All of them. but,

Szymon Małejki: start the screen zero face on that beginning of my. And as for now is already like half of my and their stuff free sports responding for me. So

Szymon Małejki: Say that I will keep them to for one month. Still in in the hubspot in the deal section and if they will will not respond to me. After the end of my, I will put the deal to the last section. For sure. There's like also I would say that last deal is is never like lost. We're doing the follow-up after all, but only for the hubspot sake, we are putting the deal to lost not like make the whole statements that they can still like that. We can still sign the deal within like a couple of weeks or a couple of months.

Emilia Domagała: Yeah. Yeah. That's understandable for sure and the clients sometimes come back.

Szymon Małejki: Exactly exactly.

Emilia Domagała: So that's also Okay.

Szymon Małejki: So just

Emilia Domagała: Yeah, perfect. Okay, moving on to the next question. So in your opinion, what are the top challenges facing the sales team.

Szymon Małejki: And so I would say that closing, the deal is for sure. It's really hard to close the deal since we are mostly selling large type of a projects. Typical project is somewhere around five months of the development time. And which usually ends up more than five months when it comes to that when we do that really reality, check. For example, I have, I had a clients when we scoped out the project for some around four months and we are still working with them, after the, I would say somewhere around eight months time,...

Emilia Domagała: Wow.

Szymon Małejki: So yeah, it really depends. But yes, closing the deals. Also the

Szymon Małejki: The engagement to to close the deal, is sometimes really long. I have an ongoing conversation with one client for straight, two years, exchanging, the thoughts exception exchanging the emails, exchanging, the sharing the blog posts, showing the idea showing the different, use cases



case studies. And I had closed the deal after two years of ongoing, like keeping the client in the loop, keeping the, the follow-ups and, and so on and so forth. And maybe also the second challenge that I will that I think it's like one of the biggest one. It's really hard to find a proper deal from the outbound.

00:05:00

Szymon Małejki: So because inbound, these are let's say, hot leads, so they already in need of something there in the sales funnel. So, they're looking for a vendor and usually comes to us with an idea in their minds of their project. While when it costs the outbound, it's usually the other way around. You are tackling the clients and trying to sell him. Something you have to be like lucky to find a prospect that is in that certain time looking to to develop something.

Emilia Domagała: Of.

Szymon Małejki: So the timing is crucial here you have to be lucky but also you have to and know we what type of clients rich with what kind of the what kind of what kind of the informations. So this like a pretty pretty mixed are mixed area here.

Emilia Domagała: But yeah. Okay, so you mentioned two reasons, right? So basically closing deals.

Szymon Małejki: Okay. Yes, and and finding the deals from the outbound.

Emilia Domagała: Yeah.

Szymon Małejki: So, like the active search, by, by sales actions,

Emilia Domagała: Yeah okay I understand so as we talk about this closing deals etc, what do you think? Are the main reasons? Why the customers actually resign

Szymon Małejki: Mmm. So there are also a few reasons that we also have described in in the Hubspot, in our CRM,...

Emilia Domagała: but,

Szymon Małejki: but mainly, I would say, it's usually comes to to the money today cost. So in the most cases, due to the size of the project and the cost associated with that, for example, they initial thing that it might be a good business idea to build their own platform. For example, the DSP. So demand side platform, for example, they currently use white label DSP. So, some kind of the first part is solution and that is on the market. But after they already know that costs that stands behind building their own DSP,...

Emilia Domagała: Right.

Szymon Małejki: They can do that. Do that calculations. And in most cases it adds up that this is overkill for them.

Szymon Małejki: So I would say this is like the main reason why the customers resign, There are also other few reasons, but this is the main one. I say it.

Emilia Domagała: but,

Szymon Małejki: I occur that in in a lot of cases so that like the insult calls are good with the client, they have they, they ideas, even I can come up, come up with some high level ball parks. What's if they're like being closer to to signing a contract today already have proposal from our from our end, it adds up that's just like the overview for them.



Emilia Domagała: Mm-hmm. And I have one additional question here. So why do you think that they're so surprised with the pricing?

Szymon Małejki: Uh-huh.

Emilia Domagała: Aren't they? Like aware that the custom technology costs more?

Szymon Małejki: Mmm. So in some cases they are aware but there's also like a bunch of a clients that are not aware all their maybe in the past they had a chance to work with that external vendors but with the less with the more more lower rights, I would say, for example, from the Asia, from the India, from the Pakistan, and so on from from the like more east side of the, of the world where the rights can be even more than half half.

Szymon Małejki: Like so the right from the India can be really, really less expensive than than ours. So and even that they are for example, reaching to, to come to companies such as clear codes and that operates in Poland. We have right closer to the, for example, the North America ones. So because this like we have a lot of snow hunt.

Emilia Domagała: Hey.

Szymon Małejki: We will have a lot of these expertise. But they think that, for example, and I had like a lot of cases, who are the clients, cut their internal? IT teams are external IT teams from the, for example, Ukraine, and they thought that since we are like that,

Emilia Domagała: but,

Szymon Małejki: Close to their playing. So the rights in Poland should be also like the the same as in the Ukraine. But since we we are the experts, we charge them like way more than than the other software houses.

Emilia Domagała: Yeah. Yeah, I understand that there's also kind of a strategy here, right? Because you're in a niche. Yeah. Okay perfect and...

00:10:00

Szymon Małejki: Yes, exactly.

Emilia Domagała: on a scale of 1 to 10, how well do you feel that you understand our target audience and their needs?

Szymon Małejki: Mm-hmm. So I would say maybe six to seven. So there are plenty of different verticals that we still not discovered yet. For example, we used to have only clients that are straight at the players. And then we sign, for example, one client from the Denmark, which is not straight at the company.

Emilia Domagała: Okay.

Szymon Małejki: They focus more on the privacy and gathering user constant work around cookies,...

Emilia Domagała: Would.

Szymon Małejki: etc. So we are still learning the target audience where are more there are more new verticals such as telco companies and gambling one. Even last week I had a call with the client that is operating in the staff and recruiting area.



Szymon Małejki: So I would say six or seven maybe close to closer to the seven. Let's say for the state, for the sake of scoring process of stories here.

Emilia Domagała: That.

Emilia Domagała: Yeah. Yeah, you're also professional also. I think you deserve a seven for sure. Okay. Yeah,...

Szymon Małejki: Okay, let's keep it seven.

Emilia Domagała: let's give it seven. Okay. So you were talking a little bit about this vertical. So what industries do actually target and which one of those are like the most known to you?

Szymon Małejki: So for sure, Answer is simple here, the at the ones. So advertising technology, marketing, technology, These are these are the most known for for me. But speaking personally,...

Emilia Domagała: Okay.

Szymon Małejki: I would say that once that operates around around Ott which stands for the Over the Top and CTV, which stands for the connected TV because I had free clients in the sector where we build the data lake, where we build the ART server. And the first one was also the art server to to replace their first party solution, the Wifable solution. So this personally speaking, I would say ottc TV some something around streaming services. Uh, yeah. I think that that's it.

Emilia Domagała: Okay. Okay. And from the ones that you target, but you still like let's say, you're not 100% sure about them or you you say that you don't know their needs, let's say fully their telco's gambling recruitment. Do you have any other particles?

Szymon Małejki: Maybe also so falcos gambling for sure, maybe something around financial ones as well. So we had we used to have one client from the financial sector but it was only one client

Szymon Małejki: Uh, what's more also, I think that Utah out of home area. We didn't we have. We had also one clients from the DoH space. So, for example, as when we speak of the Oh this also like a bit sketch one.

Emilia Domagała: Well.

Szymon Małejki: I would say I do not have a lot of knowledge when it comes to the DoH at and what can we offer to the Deo? 08 clients apart from the like a typical program typical programmatic platform to or for example the SSP. But for sure there's like a lot of more that we could build for them, but since we are really not covered from the developing such platforms standpoint.

Emilia Domagała: He?

Szymon Małejki: We do not know what else can we possibly develop for them.

Emilia Domagała: But yeah, and understand that. Okay, so still around the subject. Do you actually fully understand what you are selling?

Szymon Małejki: Hell no. So I got the high level knowledge of this. I know that components and the platforms and they overall functions functions, but I would have to be, let's say a developer, then rebrandt to a business analysis and then rebrand to the sales guide to have the full understanding. So, one day I asked my colleague,...

Emilia Domagała: Yeah.



Szymon Małejki: who is no no longer working here but about some specific question regarding the SSP and he answered that. He has no clue but still he's selling that and is the beauty of this work.

Szymon Małejki: And since you are not working in the product company, where the sales guy has to know in and out of the specific product, and it's normal, not to know everything, not to know the things that we are selling exactly. Also, this is the custom development,...

00:15:00

Emilia Domagała: Yeah.

Szymon Małejki: there's plenty of room. There's plenty of things that we can develop fully bikes and our clients needs fully based on the clients requirements. And so no, I do not fully understand what we are selling.

Emilia Domagała: That's understandable, I think. Okay. Okay. And what about the sales team? Do you think that there are any gaps in their product knowledge?

Szymon Małejki: I think yes. So the other words develop fast month by month, there are new hot topics. For example, recently the retail media networks, there were planned plenty of content in the in the LinkedIn in the other socials like talk discussing and talking around the retail media networks.

Szymon Małejki: And so for sure, there are some gaps in in the product knowledge...

Emilia Domagała: That.

Szymon Małejki: but when it comes to the specific attic standard ones. Like the Ssp's DSPS and CDP data likes, reporting dashboards etc, we have selected pretty, pretty good knowledge but when it's when it comes to the new ones, we sometimes slack but we also have the R&D team that that is like keeping in the loop and looking for a new verticals. When it comes to the technical technical like area technical paths. Yeah, I would say that, that it

Emilia Domagała: All right. Is it the least processing or

Szymon Małejki: Around this research and development team, which consists of our main architect guy.

Emilia Domagała: yeah.

Szymon Małejki: Our CTO, our data scientists will setting up the team of architects,...

Emilia Domagała: Okay.

Szymon Małejki: just to that top guys, the top 10 guys from the company. usually the tackle, it's will be the guys which will be working in the the architect team so called um, and maybe also one thing to to add on that, so the gaps in the sales teams, knowledge, I would say

Szymon Małejki: Personally, the banking sector is tricky for me, the at the hint banking sector, basically how to leverage, the app deck in banking for the product knowledge. I think the last the, the less I know about the tribute and other building topics. This is still like, I'm because this also due to the fact that we had a chance. Our our people had a chance to build. I had a product around had their building and since I, I didn't, I, I haven't sell any type of a product. Only the custom services, I do not have like a lot of knowledge when it goes to the how to solve the product. So this might be like the personal one.



Emilia Domagała: Yeah. All right. Yeah, I understand that. So again with the scales. So on the scale of 1 to 10, how effectively do you feel that the sales team is communicating the value proposition of our services to the potential clients?

Szymon Małejki: I would say maybe eight because always can be better, always. Can we do better? But still,...

Emilia Domagała: Yeah.

Szymon Małejki: I think we can like quite good. Tell our clients about the value, proposition of our services of the platforms that we develop. And I don't know. So like the this also, this usually comes to the topic build versus buy and twice, why should they build against buying or renting platform? And also another like the main value proposition here is like they have their own intellectual property that we passed to our clients.

Emilia Domagała: All right.

Szymon Małejki: They have owned platform, they do not have to pay the fees to the first parties.

Emilia Domagała: Yeah. All right, so it's a pretty good score. And what about following up with the leads and potential clients on the scale of 1 to 10? How well do you do that?

Szymon Małejki: I would say. As we are quite good at follow-ups, with with the inbound, clear clients or the or with the ones that we have like an ongoing conversations. It's still pretty hard for us to to do the follow-ups with the out don't want ones. I would say it's really hard to keep the traction when you have more than 4,000 LinkedIn, contacts, LinkedIn connections. So yes for the inbound ones. Once we are pretty good for the outbound once I'm lacking a bit, I would say

00:20:00

Emilia Domagała: All right.

Szymon Małejki: Due to the things that I have to cover during my daily work, for example,...

Emilia Domagała: Anyway.

Szymon Małejki: having my clients that, that I need to get take care of the calls that I need to take care of and...

Emilia Domagała: Okay.

Szymon Małejki: also follow up with them going clients, like working on, helping the interesting, team with the proposals and...

Emilia Domagała: Things. Yeah,...

Szymon Małejki: so on.

Emilia Domagała: Yeah, of course you have many, many contacts and many clients that's also understandable. And what tools are you currently using? Like, in your daily work? I know you use Sales Navigator Any other?

Szymon Małejki: Yes, yes, we got Navy gutter, maybe got a mmm. Also, the standard LinkedIn stays flow,...

Emilia Domagała: Hmm.



Szymon Małejki: and grammarly for sure hubspot CRM standard notes for a calls. Office. Slack or like Google or Excel, she's online. For the paperwork. And also serve which is LinkedIn extension. I will say this, this is the ones that are that I'm currently using.

Emilia Domagała: And are there any others that you think you could benefit from using something that you have in mind?

Szymon Małejki: So we're still searching for once. We are doing the research. I don't have like any in the top of my head that I could sign out, but for sure there are like a plenty of useful that are on the market but we still didn't discovered them.

Emilia Domagała: Right. Yeah,...

Szymon Małejki: Yeah. Okay.

Emilia Domagała: okay, okay. So moving on to the collaboration between the other departments. How is it between the sales team? And for example, marketing or lead processing

Szymon Małejki: I would say Not bad. We are really close and we delete processing team. So we used to have one person in the lead processing team who was only crack. Now we have free people that are capable to lead the technical meetings with our clients which is really, really great. We're really lacking the like the team in the little team even when we had like a hot months where we have a lot of deals and that we that we wanted to to close and we were laughing, like the technical help. So for example, we had to take some developers and take off them from from their like daily work on the projects just to help us to buy date ourselves from the technical side on, on the call, with our clients.

Szymon Małejki: We also have pretty good collaboration in with the marketing marketing team. We have weekly meetings, we have monthly meetings with the marketing. They produce a lot of content content for us and they list like a great blog within the other technology. They produced data book which is also like a great source of knowledge when it comes to to the art deck. Yes I think that that's that's it.

Emilia Domagała: Okay. And when you think about any gaps between our delays between the departments, are there any that you can think of

Szymon Małejki: Here not really. We sometimes have to wait like a bit longer for example for the proposal from the lead processing but I know that like doing a really, really great job and they want to have like a pretty professional outcome for us pretty professional documents that we share with our clients. So it's sometimes can take a bit longer than it should be. Or then we tell our clients that it should be done, for example, in week, if you really takes a bit longer. It's like since this is the custom development there's like a lot of in and outs and a lot of things that like pop pop-ups when we dive a bit deeper into them.

Szymon Małejki: So it's it's not like this I would say normal thing. So yes I wouldn't think of any other gaps for example when it comes to marketing or the development teams they were Like a really, really good job here.

00:25:00

Emilia Domagała: Yeah. All right all right and then you mentioned that in lead processing buharp like free contacts. I mean the real people...

Szymon Małejki: Three people.

Emilia Domagała: who actually help you. Yeah. Can I ask...



Szymon Małejki: Yes, yes.

Emilia Domagała: who are? They

Szymon Małejki: So it's Greg, who is our head of engineering? There's Eric, who is a business Allied analytics guy and also Bart who used to be a PM and now he's a business analysis as well.

Emilia Domagała: Okay, perfect. And all right, so I think that's it about the department. And now I want to ask a little bit about the training. So do you feel that the sales team is properly trained and equipped to close deals?

Szymon Małejki: Yes, for sure. So we have experienced sales team experience Business development. Represent that representatives to close the deals to have like a business discussions with our clients so I think yes,

Emilia Domagała: Yeah. All right. And what kind of training did you get from the company as a salesperson?

Szymon Małejki: Mmm. So the other training which is like the standard training for for all of the employees within the clear coat when we learn like a standard components within the at the hort within the ecosystem. So the platforms...

Emilia Domagała: Yeah.

Szymon Małejki: how they connect to to each other, how they operate on Remarket also when it cost the like straight sales things. So for sure, Ghosting the calls with the customers. This was like the initial kind of training that I had...

Emilia Domagała: Spring.

Szymon Małejki: where I just I was going to what's joining the calls with the experience business development representative. And I was sitting here making notes I like listening to to the conversations, listening to their last words just guttering the experience guttering like also finding

Szymon Małejki: And they approached to different kind of the clients to their different, kind of the region clients. So for example, how do they speak with the ones from the US, How do they speak with demands from the Asia? How do they speak with the ones from from the Europe? And also like Standard one? Which is like a multiple discussions with the experience science guys within the company within us as department.

Emilia Domagała: So basically, I get training for everyday activities.

Szymon Małejki: Exactly, like I'm going conversation. Yeah.

Emilia Domagała: And maybe some like extra question from me. So you mentioned this different cultures right? Like Do you feel like it's important to actually know about each one of them?

Szymon Małejki: For sure, for sure like dislike. A lot of you have to be able to to like speak with different approach to the different kind of verticals. So for sure when it comes to the US clients, they're like more straightforward. They don't want to waste time for like our long conversation so they're usually more straightforward for example than the Asian one, the science from the India where they were like, they can see a long time on a cold, just discussing anything.

Szymon Małejki: Also, when it goes to the Arabic countries, that that life more on the, you have to come up to them with like a more partnership.



Emilia Domagała: You know.

Szymon Małejki: Kind of the discussion, you have to be like a partner for them. Also, when it's considered also the, the company size, for example, the the bigger ones. Treat you like, just like, and treat you just as an vandal not like partner. So the smaller ones for sure, you are like more your discussing with them like more more,...

Emilia Domagała: So, if

Szymon Małejki: that part and rather than just event, or that have to, to build some kind of a software for them. So apart from the, like the region one, there's also the, the size Of the company,...

Emilia Domagała: Yeah, and...

Szymon Małejki: I would say, Yeah.

Emilia Domagała: yeah so but you target mostly big companies right in. Career codes.

Szymon Małejki: It depends, it depends. So we had like a different variety of clients. We have the big ones like 100 plus employees. We also had smaller ones somewhere around 20, appa employees. Because if the company operates pretty good and they have like 22. For example, let's say 50 employees, they can make good money and they can be capable capable of building that big after the components to be cut the platforms as well. So, I would say both,

00:30:00

Emilia Domagała: Here comical. Alright. Okay. And last three questions, I think. So. On the scale of 1 to 10, how would you rate the overall effectiveness of our sales process? So, not the sales team, the sales process itself,

Szymon Małejki: so let's say, six Since this is the ceiling going process, we have just started building the team, building the process. We still experiment a lot, which path to go. Different kind of strategies.

Szymon Małejki: So when it comes to that team, I would say we still build that when it comes to the service process, we have quite good established one. Since we also worked on on that, and we were a bit standardized in in that also, Mmm. Yeah, I would, I would say six.

Emilia Domagała: All right. And do you have any ideas, what could be actually done to improve that sales process of clear coat?

Szymon Małejki: Mmm, it's really hard question. Hmm. What's going to be? Done to improve and the sales process. So we are like taking small steps to do that. So for sure, like extending their interesting team. First helped us to improve the sales process. So we can be a bit faster with the answer to our clients because all of the deals from from our big back of the deals we can just throw to the free people. Not to the one guy that we use that we used to do and...

Emilia Domagała: Yeah.

Szymon Małejki: it's like costs a lot of delays.

Szymon Małejki: So I would say like to improve the sales process, for sure, like extending that sales team as well, which we are currently doing. We like have the bigger and the biggest size team in the history of critical for sure. We used to have one guy and two guys, then I was the first guy and that was in the size team currently or seven people. I think some somewhere like that if I'm if I'm not mistaken. So yes, I hope I asked for that.



Emilia Domagała: Yeah. Okay. So basically our ideas are like extending the lead processing and the sales team and and do you have like anything more that comes to your mind about improving the sales process.

Szymon Małejki: Maybe also learning from the others looking at our competition, looking at their process, looking at the at their materials that they produce looking how they're working, working how they're approaching the clients how they are selling their services. So maybe looking at the competition as well to work on improving the process as well.

Emilia Domagała: And who is your main competitor in your opinion?

Szymon Małejki: Mmm. It's really hard to tell. So I would like split that into the two parts, so the companies that have their own products at the products. So for sure this is like the main vertical of our competition. Because, for example, a lot of companies use their product and that they write fiber solution, Some of them comes to us to build their own custom one. We also had a complete competitors that are also building the custom ones. I think that the company called Xenos from the Ukraine for sure. Their our competition, the company that is called ipon Web that was recently built. But by the critier,

Szymon Małejki: There. They also used to be our big competitor. This this information was also guttered during the calls from our clients that for example, they're using the iPhone Web and the iPhone up. Even though they are like product company.

Emilia Domagała: But he,

Szymon Małejki: They also offer some kind of the customization on top of their solution on top of this, they software. So, I would say that, the two names which is the externals, which is the iPhone Web and the other. The other ones that are the product companies. So if you, if you want to have the names, I would say the spring serve and if you

Szymon Małejki: I think that's it.

Emilia Domagała: Okay, okay. And okay, yeah. Because you actually compete with the like own product companies as the custom development.

00:35:00

Szymon Małejki: Yes.

Emilia Domagała: All right. Yeah, well, that's understandable, of course, depends on the needs of the clients I guess. All right, so the last question. So looking at the graphic I hope you see my screen looking at the graphic of the sales you know where would you say like at what stage do we lose the most deals? so, I think you...

Szymon Małejki: And what?

Emilia Domagała: You're probably yeah. Customized with this. I just yeah with this sales funnel because well yeah so their client is coming to us.

Szymon Małejki: Yes.

Emilia Domagała: It's there is a contact and it's becoming elite. If it shows any interest as a prospect, then maybe we make an offer. Probably we negotiate that offer and then we close or we don't close a deal, right? So at...



Szymon Małejki: Yeah.

Emilia Domagała: what stage of this, do you think that we are losing? Like the most of clans you can mention few if you want?

Szymon Małejki: Mm-hmm. I think that the most crucial one is the offer part. So when we already went through the like initial discoveries discover advice. So, in the discover device, we had like an initial discussion with our clients about their Need about their product about the ideas. And then there's like also a couple of bunch of the meetings between our teams and the client's teams. And then we come up with the something that we call the, like the Sprint Zero proposal. So that typical proposition proposal for the develop,...

Emilia Domagała: Hmm.

Szymon Małejki: for the development of the speed zero. It really depends. So, say, in the, when I'm looking at the sales funnel graphics, I would say in the offer.

Szymon Małejki: Part When there's already like some kind of the ballpark cost estimates for the for the platform were also there are like already some some high level cost connected to to building that. Also the negotiation negotiation part, I would say the negotiation part is not like the the maybe that the most common area. The most common part, where we lose the deal because we can also we can always come up with some, for example, discounts. We can also we can always come up with some, for example, cutting the scope of the project which which is connected to the less cost of the development. So I would, if I had to choose one, I would say offer. And the offer part.

Emilia Domagała: So basically when you offer something to the client and the client refuses or...

Szymon Małejki: Yes, yes,...

Emilia Domagała: how do you understand it?

Szymon Małejki: exactly. When we send the proposal and the clients refuses, the proposal. Yeah.

Emilia Domagała: Okay. All right. So that would be it unless you have something to add.

Szymon Małejki: Not really, I think that's that we covered everything. I hope.

Emilia Domagała: Yeah yeah I also have that feeling. So yeah if anything else comes to mind you can always give me a text.

Szymon Małejki: Perfect more than happy to do so.

Emilia Domagała: Perfect. And thank you for the interview. Thank you. Bye.

Szymon Małejki: Thank you so much, pleasure to speak to you. Thank you. Bye-bye, take care.



Meeting ended after 00:38:45 🖐️

Appendix 6.4

Tomek / Emilia Interview (2023-05-12 14:04 GMT+2)

Attendees

Emilia Domagała, Tomasz Borecki

Transcript

Emilia Domagała: Are you ready for a short interview?

Tomasz Borecki: Hi. Yeah, I think I'm ready.

Emilia Domagała: Okay perfect. It shouldn't take more than half an hour. So Okay,...

Tomasz Borecki: Okay. No worries.

Emilia Domagała: so let's start with the first question. When is the deal counted as lost for you?

Tomasz Borecki: For me, the deal is kind of last lost when they're looking communication, which is the most basic thinking in cells, in my opinion.

Emilia Domagała: Yeah.

Tomasz Borecki: And yeah, that's pretty pretty, it's here.

Emilia Domagała: Yeah. Okay. And the second one in your opinion, what are the top challenges facing the sales teams?

Tomasz Borecki: Um, the top challenge to me is that

Tomasz Borecki: is to reach the entry level and get the leads. Get the lead some attention. And I think that's the biggest. The biggest challenge is the entry level of Of getting the lead. Yeah. Yeah.

Emilia Domagała: All right, so I get them interested or something like that. Okay. Yeah, get it. And all right, so to the next question, What are the main reasons? Why the customers resign in your opinion?

Tomasz Borecki: In click out, I think the customers resign. of very often because of lack of resources because lack of money because their clients are very often not aware of Of how expensive whole project can be.

Emilia Domagała: Mm-hmm. And do I do think is that they don't know that we are a software development, like custom or

Tomasz Borecki: Yeah, in As far as I'm working here and out of my experience, some people thought we have like, you know, rebuilt solution and we are selling products, or that there is like less work than we actually do.

Emilia Domagała: Yeah, yeah. Get it. Okay, so another question how well do you feel that you understand our target audience and their needs?



Tomasz Borecki: um,

Emilia Domagała: So like basically our potential clients, you know, so how well do you think you understand them? Can you like define their needs or do you have like problems with that?

Tomasz Borecki: Yeah, as I'm a junior like I I'm putting you in company. I don't think I have perfect to understanding like of our target audience. I would say solid eight. Maybe As you know, whole attack foreign newbie as as for me as a newbie. May take pretty long to to understand, like clearly confidently. Yeah.

Emilia Domagała: Yeah, of course, it's in it's not easy. You know, like the whole industry.

Tomasz Borecki: Yeah, it's pretty wise. Pretty wise, you know, Field.

Emilia Domagała: Yeah yeah it is really white. True. So are you aware of any like industries that we target?

Tomasz Borecki: Yeah, the industries I do target are mostly media. So, you know, any city companies that was the Mmm. Don't like I've done the most in in that industry and also some retail media, like I'm doing right now.

Emilia Domagała: Mm-hmm. Okay, and any any more that you can mention. So Ott, retail media.

Tomasz Borecki: Yeah. Okay. This is TV retail media. What else? Let me think.

Emilia Domagała: Yeah. Well

Tomasz Borecki: let me check our list because I'm lacking, you know, ideas in my head like

Emilia Domagała: But but like the first ones that you mentioned, this are the ones that you work with like most of the right.

Tomasz Borecki: Yeah. Yeah.

Emilia Domagała: Okay, then it's fine.

Emilia Domagała: It's fine.

Tomasz Borecki: Like, I'm over that most of you guys done any,...

Tomasz Borecki: like, telcos gambling or gaming industries, but I'm actually speaking about myself and that's pretty. That's the only those two liked it. Get the F.

Emilia Domagała: Yeah. Yeah. Since you're like switching teams, this is like more than understandable.

Tomasz Borecki: Yeah.

Emilia Domagała: Okay. And do you fully understand what we are selling?

Tomasz Borecki: I think so. I've never seen, I have never seen our solutions being like life in use. I've only heard about them. How do they work? I've never seen them actually working. You know, I've never used any campaign management or any tool. So I think I think I would...

Emilia Domagała: Yeah.



00:05:00

Tomasz Borecki: understand it better if I could use them, if I could, I could see them actually working, you know, just,

Emilia Domagała: Yeah, that's a very good feedback by the way. So, but do you think that overall,...

Tomasz Borecki: Yeah.

Emilia Domagała: like as a team are there any gaps in our sales team product knowledge?

Tomasz Borecki: Actually as for our Bdrs business development representatives, I think they're clearly understand our products. I don't know how about you guys. I think that you also have some good understanding but for me I do understand it, but I can say I felt where I could improve. Yeah, like,

Emilia Domagała: Yeah. Yeah, of course also being new in a company. You know, I can see it myself as well. Of course, it takes time. Okay and...

Tomasz Borecki: Yeah.

Emilia Domagała: okay let's move to question eight on the scale of 1 to 10. How effectively do you feel the sales team is communicating the value proposition of our services to potential clients. So like, how well can we, you know, actually present them the value?

Tomasz Borecki: yeah, I think that Along with our marketing team, using the marketing materials. Like this one pages, etc. We can properly propose our services to our clients and do it in a high value. in a, you know, Voltage over in the back valuable way in a valuable way.

Emilia Domagała: valuable like, Yeah. Yeah. Okay, perfect. And how well on a scale of 1 to 10, do you feel that our sales team or you follow up with the leads? So like after the call for example, you know how well do you actually follow up?

Tomasz Borecki: Yeah. Yeah, when it comes to me I could tell like, improve myself in the in a way I'm talking to clients like a little bit more, Maybe I should elaborate more, but looking at our colleagues like, you know, Yannick Simon product. I've seen this their messages and they're like great. They they very often after like Intercall they their summary of their whole call, it's really great. Understandable. And like easy to, is it read?

Emilia Domagała: Yeah, yeah. I agree completely. And what tools are you currently using?

Tomasz Borecki: Yeah.

Emilia Domagała: Like, for example, Sales Navigator.

Tomasz Borecki: Yeah. I do use Sales Navigator. If they I signed up for a while actually. Yeah, right. And back in my previous company. I was also using Thanks flow right now. I don't have it yet but I think I need to buy that pool. For me, yeah.

Emilia Domagała: Yeah. Okay. So these are the most little tools. Yeah.

Tomasz Borecki: That's always here. Yeah, there's also slack to communicate but it's like Not,...

Emilia Domagała: Yeah, it's

Tomasz Borecki: that's not us sales related.



Emilia Domagała: Yeah, exactly. Exactly. And do you have in mind any tools that we can benefit from using? So something that we don't use but you think that could be good?

Tomasz Borecki: are okay, yes, the tools we can like provided you.

Emilia Domagała: or like, like, You know. Like introduce to the company?

Tomasz Borecki: Introduce. No, No. Yeah,...

Emilia Domagała: Yeah, I could be introduced to the company.

Tomasz Borecki: right. Right.

Tomasz Borecki: That's a good question. I think I would skip that like I don't know any answer for that. There's nothing coming in my mind and was there?

Emilia Domagała: Yeah, yeah, that's right. That's all right. Okay. And do you know how is the collaboration between the like departments? You know? So the sales team and the other apartments like is it good? In your opinion.

Tomasz Borecki: Yeah, the collaboration is really good. I think between the late processing team. The marketing team is really good. We are working together in a I think in a really effective way and in a good way, like everyone is doing their part of Job. And there, everyone is doing it in the right way. I've never contacted, I was never in contact directly with development team. The only like the the meetings, like we have the radar should lava. That's the only way we can, you know, have funny like contact with development teams.

Emilia Domagała: Yeah.

Emilia Domagała: Yeah.

Tomasz Borecki: Or actually with their metal project managers.

Emilia Domagała: Mmm. Yeah, I did. And do you feel that the sales team is properly trained and equipped to close deals?

00:10:00

Tomasz Borecki: Yeah, I think so like maybe when, when it comes to me, maybe I'm not already prepared in 100% away but not yet.

Emilia Domagała: Yeah, why do you think is that?

Tomasz Borecki: I'm still learning like I think I'm lacking experience in like You know, I've never done it, I've never closed anything. So just looking at experience, I think Because you...

Emilia Domagała: Yeah.

Tomasz Borecki: there's stress when it's first time, it's stress and you're not us, you don't get, I'm not, I didn't get used to it yet.

Emilia Domagała: Yeah. Understandable and what kind of training from the company. Did you get?

Tomasz Borecki: And the attack training for sure, which really helped me understand our whole range of services and what we do. the guys who conducted their whole attack training, they had like big knowledge in the attic field and and they teach us good. I think in a good way



Emilia Domagała: And any other like trainings as you get the ones that you got as a salesperson.

Tomasz Borecki: um, Yeah. Like my project project manager was introducing me into our services into in what we do. He teach showed me everything like the way we work, the people we work with Yeah...

Emilia Domagała: Mm-hmm. Yeah.

Tomasz Borecki: but I didn't didn't get any like you know, special training like special.

Tomasz Borecki: And he works after something, you know? Yeah.

Emilia Domagała: Yeah, like an official train. Alright. Alright thank you. And the next question, are there any communication gaps in your opinion or like delays between the sales team and the other departments?

Tomasz Borecki: Mmm, short answer. No, I don't think so. There is like, like, no delayer communication gaps.

Emilia Domagała: All right.

Tomasz Borecki: I think, you know, as far as as I know, there is no gaps. Suppose I can see. Yeah.

Emilia Domagała: Yes. Yeah, from your experience, of course, and all right, and on a scale of 1 to 10, how would you rate the overall effectiveness of our sales process? So not the team, the process.

Tomasz Borecki: um, I think like I've just switched teams and I'm not as familiar with the effectiveness of our team, but we do close some, some of the deals there we are, successful successfully doing it. And example,...

Emilia Domagała: Okay.

Tomasz Borecki: given Shimmers case or Mateaus with Seatac.

Tomasz Borecki: So that processes are effective there like working, and we can see that. And so, I would say, I don't know, nine nine out of 10 like because Then would be in a perfect, perfect way. But I've never seen any perfect team. Yeah.

Emilia Domagała: Yeah, of course, of course. That's true. Okay, great. And you have any ideas like what could be done to improve the sales process of clear coat.

Tomasz Borecki: um, No, I did. Yes. I think what could be done to improve the sales processes.

Tomasz Borecki: like I think in the sales process of not exactly, but maybe We should like move. We should like use more marketing materials materials. Like,

Tomasz Borecki: Maybe, I don't know.

Emilia Domagała: because because you know, the problem is that we are like losing deals and this survey is about to like You know, get together some ideas.

Tomasz Borecki: So improve the, the convention etc. Yeah.

Emilia Domagała: Yeah. Yeah. So that's why the question so you don't have any ideas for them to improve how to improve the process, right?

Tomasz Borecki: Yeah. Like right now. Nothing comes in my mind. I'm sorry.



Emilia Domagała: No worry, if it comes maybe later we can like note it down. Okay.

Tomasz Borecki: Yeah, what are there? Just out of curiosity. What we're like the ideas of other guys. You had interview with

Emilia Domagała: So like that consultancy. That we are lacking consultants that could broaden our network, you know, to like recommend us for example.

Tomasz Borecki: Okay.

Emilia Domagała: Also like onboarding new people to like make the team a little bit bigger.

Tomasz Borecki: Bigger. Okay.

Emilia Domagała: Yeah, and like proving the skills of our sales representatives. So basically, you know, like in a way more training or like more talking to them, you know, so they can get it right, basically, you know,

00:15:00

Tomasz Borecki: Yeah. Maybe maybe like any maybe workshops trainings would be useful for just for. Just improving the our sales personas to improving their like in a very Algorithm. But in a general way to improve their selling skills in the system,...

Emilia Domagała: Yeah, like General, General Way. Like

Tomasz Borecki: the sales skills. So and...

Emilia Domagała: So, not like the technical skills,...

Tomasz Borecki: right. Right the soft skills.

Emilia Domagała: but the selling skills. Yeah. Yeah.

Tomasz Borecki: Yeah, that's that's

Emilia Domagała: That's helpful. Perfect, soft skills and the last question. So, looking at this graphics, you know, of the sales funnel. When we are going from the contact to the deal, where do you think that we are losing the most deals? Like, you know, when the clients contact us, they become the lead or the prospect like, Which stage in between, which stages do you think that we are losing deals?

Tomasz Borecki: My. But I totally don't know, but I would guess that maybe between the lead and prospect, I think.

Emilia Domagała: Mm-hmm. Yeah, the others mentioned that as well. So they didn't prospects,...

Tomasz Borecki: Okay.

Emilia Domagała: yeah. Okay, perfect. And I think the rest of the questions is for the for the What was it? Lead processing department.

Tomasz Borecki: Oh, okay.

Emilia Domagała: So so yeah, so that was it. Thank you so much for the interview

Tomasz Borecki: Nice, you're welcome. No worries. Don't run.



Emilia Domagała: No, but I might. So especially impressed, though.

Tomasz Borecki: But I was a nice. Good.

Emilia Domagała: No.

Meeting ended after 00:16:57 🖐️

Appendix 6.5

Kinga Emilia (2023-05-25 14:00 GMT+1) – transkrypcja

Attendees

Emilia Domagała, Kinga Walczyk

Transcript

Emilia Domagała: Okay, I think it started. Do you see my screen?

Kinga Walczyk: Yes, I see your screen perfectly.

Emilia Domagała: Perfect. Thank you. That you agreed to have this interview with me and okay well if you're ready, let's start so starting with the first question when is the deal counted as lost for you?

Kinga Walczyk: I would say that the lead is lost when there is no response from the potential client from lead for the other person. Because even if we have a meeting and their client says, Okay, this project is too expensive for me or this solution is not our first clarity right now. It can always come back to us later. so yeah,...

Emilia Domagała: Mm-hmm.

Kinga Walczyk: I would say like in the like I would say, this process is really long and everything will do. Now can have some results in the future. So when there is like total ignorance from the company or...

Emilia Domagała: Yeah. Yeah,...

Kinga Walczyk: when there was some kind of argument or something,

Emilia Domagała: that's a that's a nice answer and following up to the other question. So in your opinion what are the top challenges? That's? We are facing as a sales team.

Kinga Walczyk: So you know, in our company I think the expert is about what we do is really, really high. So I think for us the top talent is so prove it to the client from the early beginning. So like he knows that he's surrounded by experts. And he knows why because as much as we cost, because if the company is, for example, Retake company, and they want to invest in data monetization and they have never been interested in this topic before. they might not be willing to pay so much to pay a lot of money for our solution, but if we explain what can be the benefits if we prove them that we can take care of them and we can make the good product good solutions for them.



Kinga Walczyk: Then I think they will be for sure satisfied. But if the budget is limited, And we have no arguments to convince other sites to extend the budget. Then they won't make a deal, but they will go to another deeper company.

Emilia Domagała: Yeah. Yeah. That's it. Good point. And how many calls do you have a week? Like with a new with new leads or with new contacts?

Kinga Walczyk: So, I'm on the junior position in the company.

Emilia Domagała: However, you call it

Kinga Walczyk: So I don't really have a lot of deals on the daily basis, but my colleagues invite me for their meetings and I would say each for them has Around two new leads every every week something like that, they can be in there from outbound or involved. So either from the marketing or they also look themselves for the lids, but I would say It's like average for me. I managed to found to find to lead during how aware of working. But yeah,...

Emilia Domagała: Okay, that's Yeah,...

Kinga Walczyk: I'm just, I'm starting.

Emilia Domagała: of course, of course. and so, how many of those new leads a week actually decide to continue with clinical

Kinga Walczyk: By continue. Do you mean they paid us? Something like they made a deal or the conversation keeps going after the call?

Emilia Domagała: That they there was some kind of deal, so they paid anything.

Kinga Walczyk: I think others low percentage of that. Also, it's worth mentioning that in my opinion, at least starting a deal is a really long process especially with the big corporations, but also with the smaller companies, you have to discuss every detail but during my presence in clearcode. I think I Was a, I think, I Remember two deals clothes or free, so I would say It's gonna be like 5% like two free five percent. It's not like 50.

Emilia Domagała: Okay. Yeah, of course. And do you know of any main reasons why actually the customers the potential customers actually resign?

Kinga Walczyk: Mmm, I don't know but I can tell you what, I assume what I think with. Yeah, what I think. And so for me,...

Emilia Domagała: Okay.

Kinga Walczyk: I think it's because of the budget because Obviously they pay us for the solutions to save the money in the future or...

Emilia Domagała: Yes.

Kinga Walczyk: to earn more money. So this is really important factor. and so there is a lot of another solutions on the market like white labels or...

Emilia Domagała: Yeah.

00:05:00



Kinga Walczyk: just another custom companies and sometimes I think we often have a clients who are coming and they just don't really know what they want and they don't know that. This is such a serious thing. What we do here and it cost a lot. So I would say the money...

Emilia Domagała: Okay.

Kinga Walczyk: because As I see our company like if you go to on Google and you type Clearcode you will see only five stars. So that's why I assumed that our service is excellent. Like we are responsive, we do everything but it goes.

Emilia Domagała: Yeah. No of course. Yeah. Okay so moving on to scales. So on a scale of 1 to 10, how well do you feel that you or maybe the sales team like understands our target audience and the needs? Maybe first, you can mention like your position and then the sales team in your opinion.

Kinga Walczyk: So after industry, which we are especially in, it's really, really complex, so I think there's no person who can know. There's nobody who can know everything, like, Who can be 10 out of 10, good with their industry, I would say I'm like four or five like I know what we do, How is it called How does it work? But for example, I rarely can propose the solution for the client. Like if client comes and...

Emilia Domagała: Yeah.

Kinga Walczyk: says, I would like The demand some the DSP demand side platform. So one of the solutions we are building and sometimes my colleagues they can, do they listen to this person and they say, Oh, you know, I would suggest you self-serve or something like I'm almost on this level but actually not not yet. So I would say like four but my colleagues are Seven, they can like mmm, they can suggest the propositions. So the clients they can make him feel. And taken care of. They can make him just believe that they know what they are talking about. And if the size team needs support, we always have our business analyst, who check everything

Kinga Walczyk: A few times. So be sure that the project makes sense. So I would say as a company, we are like nine, We are really high in the scale, but size team is around 7 and I think it's okay because we are not technical persons people.

Emilia Domagała: Yeah. Yeah, understood. So Like what? Industries actually do it target. So like, let's say what industries and then which one of those are actually well known to you.

Kinga Walczyk: So over the years we've been targeting mostly our industry. So at the Martech and AdTech industry and...

Emilia Domagała: Yeah.

Kinga Walczyk: but with the time with the

Kinga Walczyk: with the popular popularity of data, monetization, for example, and more and more industries are Interested in our services. So and also like in-game advertising and things like that. Also, targeted advertising. So, now we can basically do the solution for almost every industry because almost everybody who has any, like online platform can even like..

Kinga Walczyk: Show the advertisements or like buy the place to put their own up a, so, yes. And for me, the most known is I think, of course, I think because this is our industry and then I would say retail because I used to work in the retail company and there, I had the chance to be in the every in every department. Also, like the data management, the price department and also in the marketing



department and technology department. So I can I'm kind of familiar with this industry and that's also why I gain the knowledge about this industry in the easiest way because it's kind of long to me.

Emilia Domagała: Mm-hmm. Yeah. I understand. So do you actually fully understand what we are selling?

Kinga Walczyk: No, of course not. I don't I get I can understand it fully, but I can say like I get it. Like I say, I understand how does it. How does it work? Why? For example,...

Emilia Domagała: Mm-hmm.

Kinga Walczyk: I understand why our solutions are available. Why it's good to work with us, like what?

Kinga Walczyk: Added value, we give to the other companies. Yes.

Emilia Domagała: Yeah, okay. And And are there any gaps in teams product knowledge?

00:10:00

Kinga Walczyk: Mmm product knowledge. Yes. I think, for sure. I have for some gaps in the technical knowledge about the products.

Emilia Domagała: Mm-hmm.

Kinga Walczyk: Or for example, I forget about some really important. Parts in the DSP solution to ask the client because I'm still on in the early stage in the company. But I think our sales team knows about our products a lot.

Emilia Domagała: and okay, you've mentioned before that it is really Important to actually show the customer the value of our product, right? Because we are quite quite pricey.

Kinga Walczyk: Mm-hmm.

Emilia Domagała: So, So on a scale of 1 to 10.

Kinga Walczyk: Yes.

Emilia Domagała: How effectively do we do it? So how effectively do we communicate that value proposition?

Kinga Walczyk: I would say seven. Because we are like, we can, we are great, like, we can act as an experts to the clients. but I would say, Okay, so when the clients are seeing us on the call, I think they are mostly like

Kinga Walczyk: We do it. Good person to person but in person, we are good. But with only marketing activities, I'm not so sure.

Emilia Domagała: You can elaborate on that if you want. So marketing activities, why aren't you sure about it?

Kinga Walczyk: Because I always have a feeling that on the, during the call, like the other people are always like surprised how How much do we know?

Kinga Walczyk: I but this is just my feeling.



Emilia Domagała: Okay. Yeah, so like they don't really know what we do or they are.

Kinga Walczyk: Yeah, or how good we are. Because we have this problem that we provide solutions for the other companies but the companies they have no business in telling the other companies that we work with them, That we are the apart from there because this is some kind of competition on the market. So like it's not easy for us to make the good. To show how big we are. yeah, for example,...

Emilia Domagała: Yeah.

Kinga Walczyk: today I had a call with with the guy who wanted to Like support us as a startup, you know. I was sure that it's gonna be there potential partner and he just wants to support us. He didn't really think that he had no idea that we could also help him in any...

Emilia Domagała: Oh wow.

Kinga Walczyk: Yes, it is.

Emilia Domagała: Yes, that's surprising, I guess.

Emilia Domagała: Okay, that we can we can talk about a little bit later when it comes to your. Yeah, your ideas about the improvement. And okay, and what about following up with the potential clients, on the scale of 1 to 10, how well does the sales team or you actually follow up?

Kinga Walczyk: I think we are good with that. I think everybody in my opinion everybody remembers about their people to follow up and...

Emilia Domagała: You know.

Kinga Walczyk: for example I follow up two times on LinkedIn. Once just I write the message and then the other one I'm to say, I'm just saying, in case you wanna meet just, this is the link to the calendar and I also see that my colleagues are doing the same. They are not Too present. They are not sending the message every day, but we actually do it and I see that the following apps, they actually work because the people now they have a lot of responsibilities, a lot of messages and it's not always that no response is not always.

Emilia Domagała: Yeah.

Kinga Walczyk: That proof of. of the fact that somebody doesn't want to talk with us, it's just The thing that he has a lot of priorities and...

Emilia Domagała: Yeah.

Kinga Walczyk: I think we I don't see the problem with that.

Emilia Domagała: And when it's about the score, how would you score it from 1 to 10?

Kinga Walczyk: Eight, very good.

Emilia Domagała: Okay, perfect. And the next question is about the tools that you're currently using. So I know about Sales Navigator is there anything else that you use

Kinga Walczyk: Yes, we as a team use galaxy, it helps us with the campaigns. We use also, serve, and hubspot. So perhaps what is up is I don't know if it's called as a tool, I guess so. So, this is to manage our clients and we have a tool called Serve to connect the CRM. So, hubspot, with, with LinkedIn. So,



it's easier for us, because when we see some person on LinkedIn, we can also see the sign that this person is in our serum. And we can also know the owner of the deal and stuff or on the lead or opportunity. So, it's really making our work easier.

00:15:00

Emilia Domagała: So, these are the tools that you're currently using, and Here.

Kinga Walczyk: Yeah. Yeah.

Emilia Domagała: Continue if you

Kinga Walczyk: So like because I don't know if you also, I mean, like Google mates or slack.

Emilia Domagała: Yeah, these are less important but yeah, they are tools as well. I think more important question is,...

Kinga Walczyk: Yes.

Emilia Domagała: if there are any tools that you actually could benefit from using but you don't

Kinga Walczyk: Mmm. So for me personally I now I'm thinking about asking my colleagues about Grammarly. I know that this idea was already in the team before. So yeah my plan is to ask about it when we have a meeting soon because I'm actually testing it's right now and it's really helpful for me with sounding more professional. So yeah.

Emilia Domagała: Yeah.

Kinga Walczyk: But I don't know if everybody needs it from the team because my colleagues they have really high English. But for me personally that's that's what I worked. and I think I yeah I'm sure that I could benefit from that, so

Emilia Domagała: That could be useful.

Emilia Domagała: All right, and What about the collaboration between the other departments? So I know that we are working closely with lead processing for example or marketing. How is the collaboration in Europe?

Kinga Walczyk: I would say it's perfect and like, I've never experienced that close collaboration between the teams. Also with the team also that even like finances or even like the board goes like, attends the daily meetings with us. We have also full support from What's the other one? Oh, well with them delivery team. So the people who are delivering solutions to the clients and also with the project managers, For me, it's the second serious company that I'm working in but I think I have nothing to say. We have regular meetings with delete processing and with marketing. MMM. So I think head of our department is really close with the delivery people and I don't see any Disadvant like any weak points here.

Emilia Domagała: Okay. And what about the training? Do you feel that our sales team is properly trained and equipped to to close deals?

Kinga Walczyk: Yeah, I don't think so. For example, I think I had no really. I had no training about Just about sales about being like a closing the deals. I think I have no trainings for sure. **I think, within the team, We are sharing our knowledge, our tips and a lot. We are not, we don't really have this competitive atmosphere inside the team.** We don't fight for the clients, we don't. Yeah, we are really



helpful to each other. **We work like as a team so this knowledge kind of passes from one person to the other but I don't think we have a lot of theory, which we gained So I think this is not no professional trainings,...**

Emilia Domagała: Okay.

Kinga Walczyk: but a lot of tips and good. Advices we are kind of passing to each other.

Emilia Domagała: Yeah. So what kind of training did you get from the company? You've mentioned that it was something like organic training, right?

Kinga Walczyk: Yes, I had the regular meetings and we the head of our department and the other more experience colleague, which he actually made the same journey in the company as me. So he started from the intern. He also studies the same as me. So, for us, it was really easy to communicate and to like answer to the questions and to the things which were not really obvious. And so it was really supportive. They had our they had their free time and they had like half an hour or an hour a week to talk with me to tell me some stories about what happened and the good. And the good. Advices the good practice to share with me.

Emilia Domagała: Yeah.

Kinga Walczyk: So it was really, really nice. But I'm sure that they could forget some basics, or I put forget some questions to ask about this the basics.

Emilia Domagała: Yeah. Okay, perfect. And so you've mentioned the cooperation between the departments are there any like communication, gaps, or maybe delays that you've noticed.

00:20:00

Kinga Walczyk: I don't see any of them. I think it's actually brilliant. Like, if there is scale on this question, I would give them.

Emilia Domagała: okay, so you have a scale, It's not this question but the next one how would you rate like our overall effectiveness? Our, I mean, the sales team.

Kinga Walczyk: I don't know, this is such a complex question. Like, I would say eight because I think what I like, I'm gonna like combine 18 and 19 question. okay, I get

Emilia Domagała: Yeah. I mean, you can of course, of course.

Kinga Walczyk: Okay, so for me, I think what we like is kind of expertise of every, every of the person because for example, we don't really have a structure and I love it. Like we can we just do like we don't have, we don't have to report, what we do on our daily basis in work, and I love it. Because one day, when I feel more key creative, I text more, when I feel rest creative, I do some just researching the people, you know, like I can choose...

Emilia Domagała: Yeah. Yeah.

Kinga Walczyk: what I want to do in everyday when I don't have some important things to do the deadline and I adore it back. The thing is we don't really have expertise and everybody does everybody everything. So for example, if one person contacted one potential client, and failed with this first, with this client, it hardly ever goes further. So I would say we could be more effective if we have some kind of experts in the in the industries or in the in tasks. So for example, if I fail with some kind of person, I



can hand it over to you or to, to our head or to other people to give it a second try. And I know who to hand it to

Emilia Domagała: Okay. So what you mean? I don't know if I understand correctly,...

Kinga Walczyk: Mm-hmm.

Emilia Domagała: is that every person should be like specialized in some kind of industry. Okay.

Kinga Walczyk: Yes. Yes not industry. Maybe like I don't know maybe this one is more into the course. This one is more into the yeah.

Emilia Domagała: Okay.

Kinga Walczyk: No but I think the industry would make sense because like we everybody does everybody everything now and it's nice but I think as I said like technology industry is really like really rapidly growing. So When we want to be seen as an experts in the industry.

Emilia Domagała: Mm-hmm.

Kinga Walczyk: I think it's better to have actually the expertise even of the sales level. Or, for example,...

Emilia Domagała: Yeah.

Kinga Walczyk: for example, this person talks with a bigger companies, and this person talks with the smaller companies. Because it's different type of communication.

Emilia Domagała: Okay. Yeah.

Kinga Walczyk: And then this person is used to longer period of time between the follow-up. Follow-ups. This person is used to more informal language and then I think we would be more effective.

Emilia Domagała: Okay, okay, and all things considered. What else could be done to improve our sales process?

Kinga Walczyk: Mmm. I think um I don't know about the other guys, but I think now for everybody, we could have a survey with a requests for the Trainings or for the books, we want to read or something. Like I know that we have really we have really nice atmosphere within the team, we can talk about everything. So if I have some big desire of some training or some tool, as I mentioned grammarly, I have a space to talk about everything but sometimes we just don't remember about this opportunities. So I would say we could have this

Kinga Walczyk: I don't know the form or just this meeting like what each of us would want. You know, like once a year like Emilia Kinga wants a training something like that to just constantly develop because like,...

Emilia Domagała: Okay.

Kinga Walczyk: I would love to have the opportunity to ask, can I have basic sales around it training, just like that.

Emilia Domagała: Yeah. Yeah.



Kinga Walczyk: Because it sounds maybe years because I'm already in this position, but it would be useful.

Emilia Domagała: Of course. Okay, so the first one, you mentioned the training, right? And yeah,...

Kinga Walczyk: Yeah, like like I would say training / book /.

Emilia Domagała: like what development?

Emilia Domagała: That would be.

Kinga Walczyk: And things like that,...

00:25:00

Kinga Walczyk: just like given constantly.

Emilia Domagała: Yeah, yeah. Okay. All right. And any others that you can think of

Kinga Walczyk: This second one, I would take from the 18th question if that's okay about this. Specializations within the team members.

Emilia Domagała: Yeah. Yeah. Can you can you like mention a little bit more about it? So the Not only the industry, but you said the cat.

Kinga Walczyk: also that, for example, sizes of the company, Like, because there are people...

Emilia Domagała: Yeah. Okay.

Kinga Walczyk: who are patient enough to talk with the big corporations and there are people who are sold out.

Emilia Domagała: Yeah. Okay. All right, so the specialization and training or the slash books / Yeah, some development kind of thing. And is there anything else that you can think of that could be improved in our sales process?

Kinga Walczyk: I don't know for that.

Emilia Domagała: Functions. Yes.

Kinga Walczyk: I have no idea because I think overall we are a good team, you know, As I said there was important thing is that we just talk and exchange what we want and there's a space for our own. Ideas and everything. So I think we are good. I have I don't have the third thing, I'm sorry.

Emilia Domagała: That's fine. All right, so last but not least, we have that graphic of the sales funnel.

Kinga Walczyk: which,

Emilia Domagała: So when someone comes to us, it goes through the stages, right?

Emilia Domagała: Into sales funnel. But my question is, if you see any of like, any stage that we are losing more leads than we should, In, you know. So for example do you think that the problem lays like on the first stages or maybe at the end? Like Where is the spot that we are losing the most deals in your opinion?



Kinga Walczyk: Mmm. Okay, I would say is Some more around prospect. Because we look okay in like the marketing I think works really well. Even though I said we don't we might not be seen as such experts that allow we have really good.

Kinga Walczyk: We have really nice blog and stuff. So I think like the marketing is really active and it's very nice. Mmm. then I would say that people are scheduling meetings with us...

Emilia Domagała: What?

Kinga Walczyk: because we are really

Kinga Walczyk: Come we are really easy to contact, okay? Like we are like responding quickly.

Emilia Domagała: Yeah.

Kinga Walczyk: We are really responsive so it's really easy. But then I think on the prospect point when we have the meeting and There is the thing that either people who contacted us.

Kinga Walczyk: See something different that we that they expected. For example, they didn't they don't know that. We don't. Have any white label? They don't know that we build. So again they don't know that it's such a expensive thing to work with us. Or also we are losing a lot of leads but I think is normal because people are just doing the quick research. You know where is it?

Emilia Domagała: Yeah.

Kinga Walczyk: Where is the cheapest place to build that? I would say, also, like people who are looking for the vendor they are Sometimes also not well informed about what to look and what to what they want. So I was like miscommunication and

Emilia Domagała: So people don't see us for who we are. All...

Kinga Walczyk: Yes.

Emilia Domagała: Okay, so this is the only place that you see the problems in,...

Kinga Walczyk: Yes, because I'm I'm really in love with and...

Emilia Domagała: or do you have something?

Kinga Walczyk: I really admirer all the other departments, like all the people who are working here because we I think we look really professional to the client.

Emilia Domagała: Mm-hmm.

Kinga Walczyk: So for sure, nobody would reside from making a day with us because we don't have expertise, or we are rude. Or we are, you know, ignorance. Like we are not the people like that. I think it's like you have to pay us something,...

Emilia Domagała: Apprehensible.

Kinga Walczyk: but yeah,...

Emilia Domagała: Right. Yeah.

Kinga Walczyk: you'll be happy after. and it's like,...



Emilia Domagała: All right.

Kinga Walczyk: I think also we are kind of flexible and stuff like we can like like, wait, for example, we don't have a lot of stuck in Python, but that's why we could also Gets like we are just flexible and helpful so I think if the client client knows what he wants and...

Emilia Domagała: Yeah.

Kinga Walczyk: he needs much our expertise, then it's only about money. Like, I think if somebody is really looking for some good product, they will say.

Emilia Domagała: Okay. Well perfect, thank you for the interview. It was really helpful unless you have something to add,...

00:30:00

Kinga Walczyk: You're welcome.

Emilia Domagała: I think I don't have any more questions.

Kinga Walczyk: Yeah, I don't know, maybe I would think about third thing that could be improved, but I cannot, I have nothing in my mind. Now, I know it's the most important question for you.

Emilia Domagała: Yeah, that's okay. That's okay. If something comes up you can just yeah send me and a message. All right. Thank you.

Kinga Walczyk: Thank you. She's been sure.

Emilia Domagała: An agreement here.

Kinga Walczyk: Thank you.

Emilia Domagała: No. Yes, they get around is one of the vertical model. Statistic.

Kinga Walczyk: Extra.

Emilia Domagała: Emilia.

Kinga Walczyk: Oh yeah, oh yeah. So yeah, it is much better. Okay.

Meeting ended after 00:31:18 🙌

[Appendix 6.6](#)

Bartosz / Emilia interview (2023-05-16 13:10 GMT+2) – transkrypcja

Attendees

Bartosz Mocek, Emilia Domagała, Emilia Domagała's Presentation

Transcript:



Emilia Domagała: Okay, let's start.

Bartosz Mocek: Hello.

Emilia Domagała: I'm very glad that you decided to do this interview with me. So basically it shouldn't take more than half an hour if it does, I'm very sorry. And yeah, if you're ready, maybe let's start. Yeah, okay,...

Bartosz Mocek: Mm-hmm, sure.

Emilia Domagała: so let's start with the first question, so I'm sure that you are a customized with sales funnel. Basically when the client comes to us, it starts with the contact, then comes to delete prospect etc. So I would like to ask you looking at this graphic at what stage do you think that we are losing the most bills so from contact delete or lead to prospect or etc.

Bartosz Mocek: Well, in my opinion, we lost the most at least qualification, but this is because we are very picky in our niche. But when we pass this part of the process, I think the biggest dropouts are during offering and negotiation. Because since we are very niche oriented company, we have quite bigger prices than our competitors. And especially companies,...

Emilia Domagała: Okay.

Bartosz Mocek: working with software houses before are not familiar with the the level of pricing that we put in our offering offerings. And therefore, the offerings do not really, in my opinion, justified prize that we're putting in our men hours for the development process.

Emilia Domagała: All right, so you mentioned the first stages so qualification to lead for example, right over here.

Bartosz Mocek: Yeah, exactly.

Emilia Domagała: And the last stages. So just before signing the deal.

Bartosz Mocek: yeah, we're very good at Doing any type of both formal and formal contacts with with our client with our leads and prospects. We know how to build a connection and the relationship with them. But when it goes to hard data, there is very often up decider part. That doesn't take part in the process and just looks strictly at the data on tables that provide with our offerings.

Emilia Domagała: Mm-hmm. Yeah, okay, we will elaborate on that in the next questions. So let's move to 21. Are there any common issues that arise when the deals are lost?

Bartosz Mocek: um, well, it increases the bench in our company, so Like, we tend to.

Bartosz Mocek: Have at least 75% of occupation for our development teams. So there is always One team, let me maybe not always but typically there is one team that is currently waiting for a project when that deals are lost.

Emilia Domagała: but,

Bartosz Mocek: We are prolonging the process and we're increasing the risk of potentially more teams without a long-term projects to be working on and generating more revenue. There are no,...

Emilia Domagała: Okay.



Bartosz Mocek: I didn't see any direct issues that are connected with with the lost deal.

Emilia Domagała: Mm-hmm. So that's about the internal issues and what about the, like, the reasons. Why the clients decide not to continue with us.

Bartosz Mocek: There are multiple in fact and it's depends both in our in my opinion of course. But in our offering and stage at which the companies that are connecting with us are because most of the times the company doesn't have like allocated budgets for the for the project. There are just looking around trying to figure out what type of costs. They would need to book in the next in the next year. And most often, they had a great idea but didn't realize the

Bartosz Mocek: Costs of the building such a platform that they want is significantly significantly high this. If they want to have have it done properly with lesser backs and in quick pace they need to pay more. Um, but also not all, they do not always see the benefits from cooperation with our DEV teams and not only that teams, but with clear coat teams. um, and this is something that I think we could improve in the future.

00:05:00

Emilia Domagała: Yeah, yeah, for sure. Do you think that is the lack of research from the potential client side that they they are surprised about our pricing?

Bartosz Mocek: not really, especially when they have like, internal the teams and they're from the countries that men hours are relatively cheap, like in Indonesia, India, Pakistan. They're like familiar with those prices. We have much bigger ones but also for them like an supplies that platform or demands that platform, it's just like a portal including

Bartosz Mocek: But have like the in-depth knowledge that you have to build a full quickly rapid operating in fact system on the back end of the application that handles multiple thousands of requests for information per second and...

Emilia Domagała: oh,

Bartosz Mocek: stable reliable. We need we also spend a lot of time to figure out which tools should be used how we should write it, how we should create it. And we just value this this knowledge. Hearing in Google.

Emilia Domagała: Yeah. Yeah, of course. All right. So moving to the next one. I think we talked a little bit about it but if you could maybe repeat, are there any areas of the sales process that need improvement to like increase the changes? The chances of closing deals?

Bartosz Mocek: The thing, I think so. We would need to, in my opinion. Of course, I will always say that sell it to that in later on, but first of all, if we operate us. Hmm. So high men, our Of course, or prices. We should just.

Bartosz Mocek: like, Pitch our offerings.

Bartosz Mocek: To to the roof like to do the space. You show that the value that we provide when someone's corporating without is so high that it's it's just justifies the price and in fact if we have an offer that someone will be stupid. See now too we can then put any price tag on it if when we want to and we have a lot of benefits for working with us that we just only put a hand on it. Like two, three centers as that's all. And I think we could extend our offerings with a huge paragraphs of what the potential clients really get from having us developed their software please. When you go to self



software development company, that doesn't know anything about optic. They want all year that you're beating process is set up to know.

Bartosz Mocek: strategies that you're hitting will have a lot of use cases when they won't perform at all, and since we've built multiple such platforms, we know that it won't work because we've seen it and we can put Recommendation, how to solve it? If there's some sexy features that could differentiate a new product,...

Emilia Domagała: Okay.

Bartosz Mocek: from the others, we could also like proposed and go through the whole world map. If the world map is already created, we can we know what elements of the system are really required to have been having up and running. And in fact, we can talk with the client and build the newest new newer version of the roadblock when he doesn't need to. Wait, six. Eight months to to get some revenue because when when it starts the revenues really small, If it starts.

Bartosz Mocek: Doesn't, it doesn't Really the platform, doesn't really need a lot of sexy features and we can sometimes cut the, the rolling up in half and provide valuable product within three, four months, which can be used to acquire new customers because it's already working and it can generate revenue. Still roll one because it doesn't have the sexy features but it's still something and could be used as a promotion of the product. We provide we can provide a post release support maintenance team roadmap building. We have our BAS head of Engineering R&D departments that can help to build a roadmap for Several years of development and extending the platform, we can provide A/b testing logging.

00:10:00

Bartosz Mocek: We can help out with a lot of different things. and we either pitch all of them, all of the things that we we have In the proposal into the offering. Or try to figure out maybe with the discussion with a client. What are the problems that he could bottom potentially have?

Bartosz Mocek: There are some few exercises that can be, that can be done to figure it out. um, And therefore, they're like, the outcome of them is like, What are typical problems with our clients can have like, for example, they do not have a support team, but they do not want, but they want to have it. With you or they're hiring process, create developers, profile, engineering profiles, that they need to look out in the market. This. They're like very The list is very long. In fact, what, what can we offer?

Emilia Domagała: Okay.

Bartosz Mocek: And if any clients will ask anytime, we'll ask us, if we can provide it, we can say, Sure, of course, No problem. You won't even use their own on Wednesday. It's not a problem for us. But they don't...

Emilia Domagała: Yeah.

Bartosz Mocek: but they do not know that we can provide it. It's actually

Emilia Domagała: So, is it also connected to being proactive with the clients? All right.

Bartosz Mocek: yeah. Exactly.

Bartosz Mocek: Yeah, we need to like maximize the value that our offering. Has. Of course, the value is very high but we do not expose it enough. And then this couldn't any price that gallon, it should work.



Emilia Domagała: Yeah, yeah. That makes a lot of sense. That was Yeah. Very good. All right we will come back to it a little bit later but for now the next question.

Bartosz Mocek: The router.

Emilia Domagała: So are there any tools or like resources that you think that the sales team like needs to That needs to have to like improve their performance. Something that we don't use because for example, I don't know, if you're aware, we use like sales viewer or sales flow. Are there any other tools or like some resources that you think could be helpful?

Bartosz Mocek: No, I don't know any of those like those are the early stages of the leads. Like gathering that I'm not familiar with.

Bartosz Mocek: but there are Few books that I could recommend. Especially especially on the latter,...

Emilia Domagała: Okay.

Bartosz Mocek: latter stages and offerings. And By creating copy for for any proposals or offer.

Emilia Domagała: A copy. What do you mean with the copy?

Bartosz Mocek: Like the Copyrighting for an offering.

Emilia Domagała: Yeah, all right. Okay, then let's move to the next one. So do you receive feedback from the potential clients? That actually haven't decided to continue with us?

Bartosz Mocek: Very rarely, in fact, but the most common reasons are the timeline is too long. Because very often, the clients expect us to have a proved or some kind of bricks that we just put together and they have a product. That we do not have. So the timeline the cost is too high. Or.

Bartosz Mocek: They just postpone the project or dropped it entirely.

Emilia Domagała: Mm-hmm. And why do you think is that if I can ask you, do you have any thoughts on why they come with the? Timelines that are not feasible.

Bartosz Mocek: because they have no idea what is to build inside like they well, people are Massive procrastinators and when they go to a web page,...

Emilia Domagała: Yeah.

Bartosz Mocek: **that promotes a white label solution. There is like a big, big headline, we can set it up in two weeks. So, they expect if the white label can be set up in two weeks and fully operating that I go to clear your code and they have expect them to have some kind of blocks of functionalities.** Let's let's do it. Not not who weaks, but maybe, let's give them a month and it should be work. So we like transmit all the IP to our clients. So we don't have any blocks. We need to build every time from scratch. We, of course, have some head starts like, the basic setups, but it's like saves us a bit of nerves with configuring and That's, that's it. Everything is, it's from scratch.

00:15:00

Bartosz Mocek: And since the people are progressing leaders, then they postpone it. They're the call with our sales team till it's already too late to set up anything.

Emilia Domagała: Yeah. Yeah, I understand. Do you think we could do something about it? Or that's just an extra question from me?



Bartosz Mocek: um well there is an ongoing discussion From Wow. For a long time for, as I...

Emilia Domagała: Okay, I can imagine.

Bartosz Mocek: That we should build some. Some parts of fundamentals, but

Bartosz Mocek: The technologies change the approaches, change the use cases change. And in fact, the most work that we that we do are is connected with the, the specific use case of a client Like you can build a data lake. In the same way for every client, it will like use the same services. But things that data sources are different, the integrations are different, like everything around. This core is different and the core is very Quickly can can be developed very quickly. and it's there, there is no sense, the building like foundation for

Emilia Domagała: Yeah. Well, of course.

Bartosz Mocek: If we, if we do.

Bartosz Mocek: For example, like an SP or DSP platform and we there is a team that typically uses Django framework for it with a postgres database and some kind of basic and they used to react app for setting up the front and application and they use AWS Cdk for infrastructure as a code. And we create well, we created such a foundation but it saves us like 10 days of development and that's all we have.

Emilia Domagała: Yeah. Yeah.

Bartosz Mocek: We have all the basics, but but we cannot like specify to even to which platform if it's events. Like a application. There is they're like the models there. Those are very different from use case to use because everyone wants to stand out. That even if we're talking about like this is a basic DSP or a basic server, but And there is always about but we don't want, we don't want this, we want this, we don't want this, we want this, so we can create a foundation only on the basic level.

Emilia Domagała: Yeah, yeah, it's understandable. Especially that clear coat is a custom built.

Bartosz Mocek: Yeah.

Emilia Domagała: So yeah. I understand that. All right, well we've talked about the reasons why the clients decides not to continue but can you like group them let's say or like put them from the most important to the least important. So we talked about the pricing, the timelines and the unresponsive clients or The other ones that postpone.

Bartosz Mocek: Those are the. Main reasons I would say the most important would be the cost one. because we did...

Emilia Domagała: Mm-hmm.

Bartosz Mocek: we cannot do much about the timeline, you cannot give birth in one month using 90 women, or the job,...

Emilia Domagała: Yeah.

Bartosz Mocek: and there are multiple dependencies that could that just expands this timeline, especially when clients does the really know, Or in details? What features should be included. We cannot do anything about timeline. We cannot do anything about their budgeting strategies or the thing that



Bartosz Mocek: That's that's they they having their own companies. So this is the least important is their budgeting and that this is not the time for them. The. A bit more important would be the timeline case, because we can build some foundations. Those would be like small ones, but sometimes to go, no go since when we are talking about it, two month project, so 10 days from it, it's like a gonoodle. Sometimes, because we,...

00:20:00

Emilia Domagała: Yeah.

Bartosz Mocek: then we miss, for example, a big event in Hanover, there was case that we need to have it, have it done by June, because we need to present it until these days. We do not have an agreement and it's half of me.

Emilia Domagała: Yeah, no. Yeah. I understand it can be a trouble.

Bartosz Mocek: And but sometimes and we we try to do it.

Bartosz Mocek: when there is a possibility to shorten the timeline and the client, really wants to have it shortened Then we try to arrange like external. Engineers or have some moves between the teams just to expand it. The expand, the teams or even have two teams working at the same time. We've been working on an SP, That if we were working in one team, it's which took us a year of development. And since...

Emilia Domagała: oh,

Bartosz Mocek: since there were two teams, we managed to do it in

Bartosz Mocek: Five, five and a half months. So, that's less than half a year for the,...

Emilia Domagała: that's impressive.

Bartosz Mocek: for the first working version.

Emilia Domagała: Mm-hmm. Yeah, and with was a DSP you mentioned yeah, this beer.

Bartosz Mocek: Ssp.

Emilia Domagała: SSD. Yeah. And that's the giantic platform, right?

Bartosz Mocek: Yeah, especially the client wanted an exact copy of already existing. 15 years old platform that is well, well placed in the market. So we have Every rainbows butterflies and you name it in the

Bartosz Mocek: Application even if even if it didn't make sense we need to have it. So there was one team that was working on the most crucial decision-making process in the back end and...

Emilia Domagała: Yeah. Yeah.

Bartosz Mocek: there's other team that was working on the platform itself with the configuration and they they just connected between. And also, of course, the reporting etc. And there, there was even the first team. It was a one-man team for, for two weeks, but we also had to do some calling on publisher side just there, just to provide them with SDK that they can use. So it was a huge project. It's delis that right now. They're free teams working there in parallel, so it's as a huge one, but there's something that we can do and if we can, then we do, that's the most important would be the cost. and there is There's something that in my opinion,...



Emilia Domagała: Yeah. Yeah.

Bartosz Mocek: we shouldn't do. That we should never lower our cost for the client. and we could, Sorry.

Emilia Domagała: Why is that? Why is that?

Bartosz Mocek: because, Because why would be if we if we put well we can of course have a like okay there is a summer summer discount or whatever. In this kind that we have, but we shouldn't be like a typical typical thing. Instead, we could provide more value for the same price. Okay, I'll drop you like another two weeks of the development team, that will take a look at your your application, okay? Well, put some extra effort and we'll provide you with knowledge transfer workshops free of charge or...

Emilia Domagała: Yeah.

Bartosz Mocek: any. Any other thing that we haven't discussed, that could be beneficial. And could be provided easily. Well, it should have it should be something that doesn't want cost us a lot of men hours, but quite a great value for the customer.

Emilia Domagała: Yeah. Yes. My highlight the value.

Bartosz Mocek: And they would typically typically would have to pay for for those hours. So this is like, Troubleshooting documentation. Or any any documentation for end users or knowledge, transfer Knowledge Knowledge transfer workshops or for exp if there are looking to expand the team maybe to include the team in our work or if they do not have already working on it, create a create, create them a bio or specific skill set, that they they should look for something that gives them value. That doesn't cost us a lot. And justificate the brand that the high price that we have.

00:25:00

Emilia Domagała: Yeah.

Meeting ended after 00:43:16 🙌

[Appendix 6.7](#)

Arkadiusz / Emilia interview (2023-05-16 13:10 GMT+2) – transkrypcja

Hi, Arek. I'm very glad that you decided to do this interview with me. So... I have a few questions for you today. It shouldn't take more than 30 minutes, but if it does I'm sorry. All right, are you ready?

Arkadiusz (Arek) Kumpin

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10:39

Yes, I am.



Emilia Domagała

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10:41

Perfect. So let's start with the first question. As you see on these graphics we have sales funnel so when the potential client comes to us, it goes through the stages: contact lead, prospects offer negotiation deal and my question is, looking at this graphic at what stage of that sales process do you think that we are losing the most deals?

Arkadiusz (Arek) Kumpin

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11:05

Okay my view on the process is a bit limited because I'm working on it starting from the lead level up to the deal. So within this spot I have a feeling that the most leads that we are losing are dropping off this funnel around the offer level. Or I would say just after the offer. So whenever we start talking to the lead building relationship gathering requirements. This is that where in most cases we are not losing track and traction with the lead. Usually after I think that in many cases after offer is prepared with some ballpark estimate, our leads are replying for our messages. So usually sometimes we are able to have a meeting and talk about the offer, sometimes not. And that's where we are losing many of them without having any good information about why. We can only guess.

Emilia Domagała

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12:36

So some of them go to negotiation level, but some of them don't?

Arkadiusz (Arek) Kumpin

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12:40

Yes, some of them go to negotiation level. I have a feeling that our negotiation level is really if someone starts negotiating, my feeling is that nine out of ten we are getting to the deal. We can agree with anyone. I can remember only one lead where at the end I think even after the sprint zero, someone tells us okay, this is for sure too high, I'm not going with there. Sometimes they are answering that the offer is much too high. But yeah, I think that when we are starting talking when they want to go with us. And the only problem is that the price is a bit too high in most cases I have a feeling that we can get the deal.

Emilia Domagała

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13:48

Yeah. Okay, so like this freelance stages, but mostly offer, right?



Arkadiusz (Arek) Kumpin

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13:53

Mostly offer, yeah, this is my bet.

Emilia Domagała

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13:56

All right. Okay, so staying in the subject, what are the most common issues that arise when losing the deals?

Arkadiusz (Arek) Kumpin

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14:10

Of course we have some deals which have low probability of execution from the start. Like for example, we have one guy who has pitched to us his second idea right now and this is like his ideas are unusual. I would say he's coming to us to get some kind of estimate and then look for the investors. And in both cases investors said no, we don't believe in this idea. So we had deals like this where from the beginning there's really no chance to win this. All right, second thing, we had some situation but I don't think that it was much of those where we misunderstood customers need. I think in majority of cases we are quite good in this and we can build a relationship with customer, we know how to talk with them and that works quite fine.

Arkadiusz (Arek) Kumpin

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15:31

My personal feeling is that in most cases ballparks that we are presenting to them are just really high.

Emilia Domagała

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15:46

Okay, sorry, I have additional question because I am not really familiar with the vocabulary. What is ballpark?

Arkadiusz (Arek) Kumpin

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15:53

Ballpark estimate, which is the initial estimate for the project based on really high level knowledge of the project. So it can be like yeah, we believe it's an estimate with really high range. Right. Something between four and eight months. For example, I would say ballpark estimate and somewhere between six and seven would be just the regular estimate. So



those ballpark value with huge range. I have a feeling that in most cases those are high and to be honest, we have no way really to figure those out. How to because it's really hard to say to verify those estimates.

Emilia Domagała

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16:59

It is hard to be precise as well, right?

Arkadiusz (Arek) Kumpin

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17:03

It's hard to be precise, yes. And it's hard for us to even check are our estimate accurate or not? Because even when we are estimating projects, that where we have a deal. Usually after month or two scope is changing and this means that the initial estimate loses its accuracy and it's hard then to compare the actual project to the estimate. This is something that we've been talking for some time because if we would be able to tell, okay, this was estimate for four to six months and we did it in three, this is what we would knew. That okay. Usually when we are estimating, we are a bit afraid of saying something. We are not courage enough to meet the true. We are having this huge margins and this makes us lose deals. Right now we have no evidence that those ballparks are inaccurate.

Arkadiusz (Arek) Kumpin

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18:26

But in many cases we can see that some of those elements for sure are inaccurate and are too high. So that's why we are believing, we believe that this might be the case. Of course, once again, in most cases I would say we don't know the answer. We don't know what was the reason why our customer offered. Because maybe it just asked that we think that the price was twice as high as the budget. Maybe. Really those estimates are not the reason. So the common issue is that we don't know why we are fading.

Emilia Domagała

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19:10

Yeah, that's why I'm here with my research. I hope so. Talking about this. So what are the areas of the sales process that actually needs improvement to increase our chances? Like what needs to be improved in the sales process to actually increase the chances of closing those deals?

Arkadiusz (Arek) Kumpin

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19:37



So I think that one thing can be lead verification. This is for sure one thing that we can think about. Because in the case I mentioned, we have this guy who likes us, who likes the way we are approaching him and with every new idea he's coming to us to talk with us.

Emilia Domagała

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20:06

But he's never a client.

Arkadiusz (Arek) Kumpin

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20:08

Yes. So the question is could we reject those kind of people with ideas that we don't believe in just to keep our statistics higher? Or should we give them some credit, spend some time with them, especially when we have this time. Because in most cases it's not like we cannot do it because we don't have time, because we have ten other leads. Right? Right now I would say that the balance between the sales and lead processing team is nice enough for us to handle almost all cases. So it might be that one in a ten of those kind of leads will end up in a project, even maybe some small proof of concept. Right. So it's hard to just say, no, we don't want to talk with you.

Emilia Domagała

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21:11

Yeah, of course that is true.

Arkadiusz (Arek) Kumpin

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21:16

I think that the question we should answer to ourselves. What do we want to do with those kind of deals? Do we want to spend some time with them or just reject them at the beginning because we don't believe them? But it's hard because I can say that I don't believe in this idea. But even in my own eyes, I'm not the professional who can judge projects like this. Right. I don't have enough business experience. I haven't been enough in the market to say, yeah, this is for sure not going to work. Right?

Emilia Domagała

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21:56

Yeah, of course.

Arkadiusz (Arek) Kumpin



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21:58

I think that maybe we should have separate statistics for the leads that are coming from the existing businesses and leads that are coming for startups that are just gathering their investments.

Emilia Domagała

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22:17

Yeah, that's an idea, for sure. All right. And what about the tools or any resources that you think that the sales team or lead processing team could use? I know that we use, for example, in sales, like how was it called? Sales flow and such things. Do you have any tools in your mind that could improve the process?

Arkadiusz (Arek) Kumpin

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22:47

Well, there's one element that were thinking recently because our offers proposals, we are sending those as PDF files, which means that we have no idea what is happening around those. So we don't know how many people read those, how many people just checked the price and how many people read specific parts. The idea is to try to figure out a way to change the format to the web page. That would be easy to create, but would allow us to tracking what is happening with this particular page. This would allow give us some information regarding okay, are those proposals meeting the expectations of the reader? Do we have there any parts? Because sometimes we may find out that for example, we are spending one day on preparing something that no one reads, right?

Emilia Domagała

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23:59

Yeah.

Arkadiusz (Arek) Kumpin

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24:00

So knowing this could speed up our process and maybe improve it a bit. Right. Maybe we could have there some simple form like what else do you want to know? And when someone is reading cannot find what he needs, he can leave us this kind of message and we would know that. Okay, we should additional section to those proposals. Yeah, I think that this is where we could think about improving habit, finding habit, more interactive way to figure out what is happening on the client side after the proposal is sent.

Emilia Domagała



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24:43

Yeah, that way you can track it for sure.

Arkadiusz (Arek) Kumpin

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24:46

Yes.

Emilia Domagała

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24:46

Information.

Arkadiusz (Arek) Kumpin

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24:47

Yes, I know that there are some for example, there are some tools this probably would not have been good for us, but maybe because I know that there are some stealth tools where when offer is opened by the customer. The salesperson gets notification and the page itself, which contains the offer of like the small chat window person can start conversation at the moment when someone reads it, just to say okay. Hi. I see you are reading this. Let me know if something is not clear. Let me know if you need anything more.

Emilia Domagała

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25:32

Yeah. This is very smart.

Arkadiusz (Arek) Kumpin

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25:35

Or creepy, depending on how you do it. I'm watching you. So this is like a risky one, but we need to look for a ways around this. It's hard for me to tell anything about tools that we could use to improve our rates quality. Let me put it like this, right? Because I'm not the sales guy. But from the proposal perspective, this would be one thing I would like to know what is happening with our proposals and something that I don't think that can be done with tools is to simplify or improve some kind of our process of providing those ballpark estimates.

Arkadiusz (Arek) Kumpin

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26:28



Because I have seen that many times you have similar projects where we could have some way to we should be able to give those ballpark without talking to the teams all the time and getting them out of their projects and being always unsure will they estimate on the safe way or not safe way. Right.

Emilia Domagała

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26:53

Some general way of estimating them. Okay. I can imagine that's also hard. But we are not in an easy industry. Right. And regarding the types of feedback, you said that many times, the clients, the potential clients are unresponsive. So do they tell you the reasons why they decided not to proceed with our company?

Arkadiusz (Arek) Kumpin

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27:19

That's the tricky part because sometimes they are just we had those situation where our customers were expecting something really simple and quick and with our bespoke development approach, our offer was just completely out of their budget. Some of them were telling this to us sometimes we knew because, for example, we knew their budget and we knew that what we are offering is three times higher. We knew that we are not the match for them. We had customers who responded directly that they decided to go with other vendor or that they decided to after seeing how big the product we believe is, they decided to go with some SAS product or some other out of the box tool.

Emilia Domagała

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28:30

Yeah.

Arkadiusz (Arek) Kumpin

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28:30

I don't think that we ever get the feedback that we point out that the process was crappy and someone didn't want to go with us because the way were talking with them was unprofessional or they needed to wait for something too long.

Emilia Domagała

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28:50

Yeah. They're not always honest, the clients. Okay. That's the tricky part. Indeed. All right.



Arkadiusz (Arek) Kumpin

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28:59

Yeah.

Emilia Domagała

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29:00

Okay. Moving to the next question then. So what do you think are the most common reasons why the potential clients decide not to continue not to proceed with our company?

Arkadiusz (Arek) Kumpin

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29:16

I would say that we are the first one who are selling saying to them that this is a big what you want to build, that it's not going to be simple two months project for guys, but you are aiming into half year of the development which of course can go wrong and can be nine months in some way. Right.

Emilia Domagała

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29:52

And why is that? That we are the first ones to tell them because they are not aware of how long the custom development takes.

Arkadiusz (Arek) Kumpin

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30:01

Yeah, I think that many of our customers are not product companies so it's quite often interesting things to talk about. I have a thing that quite often those are business people who can see on their spreadsheets that okay, we are paying few thousand euros or dollars a month for service X. Right. So hey, let's build our own because when you are starting and all those products are almost free to use and at some stage you can see that okay your margin is that your cost of operating are really high and you are looking for ways to increase your revenue. It seems like a good idea to build something by yourself. Right. So they start looking because of our marketing.

Arkadiusz (Arek) Kumpin

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31:12

I would guess that when they are looking for the company that can build some piece of ad tech we are the first one who gets from Google. Right. And as they may have no experience with building It products that they might not know how complex it is. Right? Yeah, even not



complex, but how much work needs to be put into this because for example, right now we know that I have a feeling that while building another DSP, another SSP, another ad server and giving all IP to our customers, we need to all the time start from the scratch. Many customers are surprised by this because they are not even aware that okay software companies cannot just copy code from one customer to another and just use it even if it's the same.

Emilia Domagała

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32:21

Right.

Arkadiusz (Arek) Kumpin

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32:22

Someone needs to sit and read it, write it from the scratch. So I think that this is the knowledge that is missing in the market. Well, they don't need it on a daily basis, so why they would have it so yeah, I think that in many cases they are not aware that they will get such high estimates.

Emilia Domagała

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32:46

Yeah. Okay, so you would name that as one reason right. Why they decide not to proceed? Yes. Okay. And any other reasons that are very common?

Arkadiusz (Arek) Kumpin

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33:04

Some business decisions that are changed currently I have in the business landscape is changing really fast and quite often they are just changing their minds. Right. They decided to say if this should take half a year, we will do something else because they want to have quicker results that we can provide to them.

Emilia Domagała

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33:35

So the timing or like feasibility yes.

Arkadiusz (Arek) Kumpin

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33:39



I think that may be a point because.

Emilia Domagała

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33:48

No decision the timing or too big or too expensive project right is what we gathered so far. So does the price also play the role in this?

Arkadiusz (Arek) Kumpin

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34:04

Well, I think that I don't think that our rates are problem. We are not the cheapest company. But I don't think that this is a problem because I think that everyone knows that experienced people are costly. Right. It's easy to find software house it's hard to find a software house with experienced developer who knows this particular niche market. And many times you are talking with CTOs of those companies and they are telling us that they would like to have a bigger team, but they cannot find people experienced in this. And they don't want to waste time with getting some mid level engineer without expertise in archek that they will need like half a year to get him up to speed.

Emilia Domagała

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35:13

So do you think that people aren't that much aware of our expertise? Because you say that some of them approach us as the normal software development company, but as I understand, there are many, like for example, the Indian developers are going to be much cheaper and they are also developers. But we are different because of our expertise, right?

Arkadiusz (Arek) Kumpin

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35:42

Yes, that's for sure. Yes. Sometimes it might be that our customers do not understand the value of this expertise because in many cases, if they are building web page, if they are building CMS, in many cases doesn't require much expertise. You have someone who built different systems for five, six years and he can build most of the systems that are needed by business. But in our case, when there are a lot of integration required, which are quite complex integrations, when there's need for low latency elements, when millions of requests per second needs to be executed in really below 1 second time yeah, it becomes really tricky to do these elements.

Emilia Domagała

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36:53



Yeah, I can imagine. Okay, and what about the training or coaching opportunities? Do you think that something like that could improve our performance?

Arkadiusz (Arek) Kumpin

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37:07

By our performance you mean you are thinking about the lead processing?

Emilia Domagała

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37:13

I'm thinking about the sales team and lead processing because you are working closely together.

Arkadiusz (Arek) Kumpin

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37:19

I'm thinking about the process. So you are talking about coaching of people engaged in the process to improve results.

Emilia Domagała

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37:29

Yeah, basically.

Arkadiusz (Arek) Kumpin

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37:35

I think that some training for sure could help us because even the fact that we are dealing with customers from around the world and basically our Western civilization is not all the world. So when talking with people from Asia, people from Africa, people from India as a separate part of Asia right. They have their culture and maybe we are losing some opportunities because we are talking with them, like with ourselves.

Emilia Domagała

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38:23

Yeah. So we are not aware of the cultural differences that much.

Arkadiusz (Arek) Kumpin

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38:29

Yes. And my personal experience is that with more technical people, it usually goes well because technical people, my personal experience is that they are quite open and no matter if I'm talking with someone from India, from eastern or western United States. We are all more or less open on being direct or solving things quickly, saying things as they are. That's a bit engineering kind of mind where we've been at people that's more cultural, that's I would say more of building that relation, saying things in the way that other part would like to hear those things. Right. In some cultures, I have a thing that being too open and too honest doesn't work.

Emilia Domagała

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39:38

Yeah.

Arkadiusz (Arek) Kumpin

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39:39

Because they are not just not used to it. Right. This is not how they are operating.

Emilia Domagała

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39:43

Yeah. That's a very interesting point, actually, the cultural differences. Okay. But coming back to the process so let's start with the scale. So on a scale of one to ten, how effectively do you feel that the leads are being qualified and managed.

Arkadiusz (Arek) Kumpin

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40:06

Something?

Emilia Domagała

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40:08

It is also on the sales part. So if you don't know, like you aren't aware of the first processes, let's say first stages, this is also fine. You can say from the lead processing perspective.

Arkadiusz (Arek) Kumpin

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40:26



From my perspective, I would say that it's high. It's like 89. That's my opinion. We are doing the best we can with what we got in most cases. That's my feeling. This missing element that I have right now as we speak is this gathering this information regarding our failures from the customers. Because when we will unveil this is when we will be able to really improve our performance.

Emilia Domagała

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41:17

Okay. Can you repeat that? To do what? I didn't catch it.

Arkadiusz (Arek) Kumpin

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41:24

The missing piece is getting information from those clients who just shut down, who just don't catch us. Right?

Emilia Domagała

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41:33

Yeah.

Arkadiusz (Arek) Kumpin

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41:36

It may be that all of them will tell us your Ballpark estimate was too high. Or they may tell us, I just wanted to know how much is it? I wasn't yet prepared for building and I'm thinking about it for two years, but I just wanted to know. Right.

Emilia Domagała

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42:02

Yeah. Okay. I understand that. All right. And do you think that any internal processes or any departments are impacting the sales team's ability to close deals?

Arkadiusz (Arek) Kumpin

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42:20

I don't like to point fingers in some other direction than my own, but once again, the place for me, which we need to find a way to improve is figuring out those Ballpark estimates.



Emilia Domagała

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42:37

Yeah. All right. So what could be done to actually improve this collaboration between departments or to improve this Ballpark estimate, as you said? Because I understand that Ballpark is also something in between lead processing sales.

Arkadiusz (Arek) Kumpin

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43:02

It's really between lead processing and development teams.

Emilia Domagała

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43:06

Development. Okay. Yeah.

Arkadiusz (Arek) Kumpin

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43:09

So I would think about few things. First of all, I think that it might be possible to create a list of components like, I don't know, it might be 2030 components, which are fundamentals for all the platforms that we are building. Right. So there would be like self serve UI with user management. It doesn't matter if customer is building DSP, SSP, Ad Server. If you want to use it for their customers to work by themselves, you need this piece. Right. Second is some kind of bidder. Of course, if you are using SSP, you don't need it. If you want to build Ad Server or GSP, you will want to need it. Right.

Arkadiusz (Arek) Kumpin

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44:14

And maybe we could create such a list and get even, maybe even not the estimate, but figure out from our past projects how much time we spent on similar elements and then when we know what customer wants to build, we can just pick. Okay, so that means I need element Ace and K. Sum it up, of course, give it some range because there's always something can go better or worse and do it without talking to developers. Maybe just to confirm this with some kind of architect. Okay, yeah, you missed one element that will be also needed. Right. Or this element maybe looks the same, but it's not really this. Yeah, I think that could simplify our process here. And if we could base this ballparks on real figures from past projects, then we would not be guessing. Right.

Arkadiusz (Arek) Kumpin

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45:31

We would not have these feelings that we have now. Okay, is it correct or is it too high or is it too low because it's only an estimate?

Emilia Domagała

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45:41

Yeah, it would be more accurate, that's for sure. But mostly the opinion of the team on that is that every element is different. Do you think it's that much different or can we really create something that is more or less telling us what's the timing, what's the price, et cetera?

Arkadiusz (Arek) Kumpin

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46:00

I think that those elements are different, but at some level of abstractions they are the same. Right. The design may be different, but when we are talking about a piece of code that takes a month to build, is it going to be a month and five days or 20 days? We can have this range. And in most cases when we are talking about one, let's say this Ad server and second Ad server, some will have additional features but will not have other features. So I have a feeling that if we could figure those out from the Jira, I don't know, but I haven't built a server yet. I haven't been involved in building in real projects from the real world. So maybe what I'm saying doesn't have sense, but I have a feeling that it's something that is at least worth checking.

Emilia Domagała

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47:11

Yeah, of course. So I think we started the next question actually by talking about this. So do you have any ideas, any more ideas maybe or you want to elaborate on how can we better measure and analyze the effectiveness of the sales process to identify the areas for improvement?

Arkadiusz (Arek) Kumpin

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47:36

Measure and analyze the effectiveness? I think that what we can use is first of all, I don't think that right now we have our statistics, but they are on a really overall they are not precise. That's my idea. One thing that we are missing information actually many customers just doesn't tell us anything. And second thing, I think that we shouldn't compare different classes of leads. As I mentioned before, I think that we could have separate statistics for startups with ideas, separate statistics for businesses that are working fine and want to just replace something, another statistic maybe for huge enterprises.



Emilia Domagała

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48:55

Yeah, of course.

Arkadiusz (Arek) Kumpin

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48:57

I think that reasons why we are not converting in those three groups might be completely different and we should know also who is our desired customer and then we can focus on improving this specific process, right?

Emilia Domagała

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49:18

Yeah, of course, because it is highly different right. It differentiates how you actually approach the startup and how you approach the huge enterprise. And talking about the ideal customer, who is that for you?

Arkadiusz (Arek) Kumpin

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49:34

That's a good question. I would say that from my perspective, which means how easy it is to process and how huge chances are to really to close the deal, I would say that it is business that already generates profit. So they are able to pay for the project by themselves. They are not too big, so the decision process isn't really going to take long on their side. Like there are two or three people we need to talk with to make sure that deal will be done and the process will be done and they know what they are doing because they have some experience in IT projects.

Emilia Domagała

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50:42

Okay.

Arkadiusz (Arek) Kumpin

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50:43

Because I think that even recently we had some leads that we won that makes us more problems than profit because we couldn't agree with our customer so.

Emilia Domagała



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51:02

They didn't know what they wanted.

Arkadiusz (Arek) Kumpin

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51:04

Yes, unfortunately I know this one place really close and I know that our customer was contractor for a big company and they were pitching the project to this big company for over half a year. At the same time, when they get this and come to us as a subcontractor to help them execute, they have still no idea what are requirements. They didn't know what needs to be built so they were always talking about this high level vision but even when they had this amount of huge amount of time they didn't get into the details to know how it should work and this end up in a huge mess.

Emilia Domagała

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52:03

Do they expect you to know that to propose them something?

Arkadiusz (Arek) Kumpin

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52:13

Yes, at some point, they expected us to propose. But I think that the most problematic thing here was that, as far as I'm aware, because I wasn't part of the project, so it's hard for me to start with the details. But as far as I'm aware, they wanted to keep up with their deadline without being specific on what needs to be done in this deadline. Changing their mind, right.

Emilia Domagała

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52:46

Yeah.

Arkadiusz (Arek) Kumpin

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52:47

And at the end, of course, there were some issues on our side but we did our best to. Solve it. And even without those issues, that this project couldn't work.

Emilia Domagała

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53:01



Okay. Yeah. It's hard, of course, to actually know upfront, right? Because there are so many variables in those projects.

Arkadiusz (Arek) Kumpin

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53:11

Yes. Especially when customer by themselves doesn't know what is the scope.

Emilia Domagała

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53:19

Yeah, that's understandable. Okay, so summing everything up, like thinking of what you have said earlier. Can you give me free or more, but most likely free, like improvement ideas. So what could be done to actually improve our sales process?

Arkadiusz (Arek) Kumpin

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53:43

First one would be to focus on feedback from lost deals. That will be critical, because without this, we don't know. I see that not only from the loss, but from any type. As I mentioned to you, even I would like to have some feedback regarding how people are working with our proposals. Is it only one person who reads this? Is it ten people? Do they go deep into this or no. So that's one thing. Second thing, we haven't touched one really important subject here quite often or almost every time. We are proposing two weeks of Sprint Zero. Which means that our customer needs to spend 20K before even it started, more or less, because this is how they may see it. On the one side, it's a kind of validation for us. Do they even have a money for this?

Arkadiusz (Arek) Kumpin

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55:14

But on the other, I think that once again, we don't have this feedback from the customer. We don't know. Is it worth it for customer to do it? Is it what customer needs? Because during the Sprint Zero for those two weeks, we are really doing a lot of work. But maybe this work is unnecessary.

Emilia Domagała

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55:39

Okay.

Arkadiusz (Arek) Kumpin



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55:40

In one of the companies I've been working previously, we've been doing similar scopings in two, three days in a group of three people.

Emilia Domagała

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55:52

Similar scoping? Sprint Zero? Yeah.

Arkadiusz (Arek) Kumpin

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55:57

Yes. Because were limiting the amount of prepared documents. Right. Sprint Zero ends up with the backlog, with the architecture diagram, with a lot of nice documents. But I have a feeling that many customers don't need this or it's too early for them. I think that they might prefer getting the good estimate upfront and then start the project. And of course, pay for the hours required to create this architectural diagram, this background, because those are elements that are needed to create, to prepare for the project. Those are required for the project. But maybe building them as Sprint Zero, when customers still thinking, should I go or not? Maybe that's to be this is something that I think we also should evaluate.

Emilia Domagała

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57:04

Because it also costs quite a lot, right?

Arkadiusz (Arek) Kumpin

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57:07

Yes. Cost is one and second thing, it takes two, sometimes three weeks, which is also a lot of time for customer who is just looking for the solution. Even when we are talking about half your product, we are saying to our customers, we can give you something that our sale process will extend with two weeks and will cost you additional twenty K you need to invest. If we would be able to have those two, three days long simplified sprint zeros, then probably we could also not charge for those.

Emilia Domagała

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57:54

Yeah. Because the customer doesn't even know if the project is going to start or not. Right.



Arkadiusz (Arek) Kumpin

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57:59

Yes. Sometimes that's the case. Sometimes they are still deciding and we are telling them basically it's somewhere between this and that. So we can tell you how much it really is.

Emilia Domagała

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58:12

All right. Okay. So the second point of improvement would be the rethinking, the sprint zero, let's say, how do you call it, the approach.

Arkadiusz (Arek) Kumpin

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58:30

Print zero.

Emilia Domagała

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58:32

Yeah. Refining sprint zero. Okay. And the third idea, do you have anything more? We have feedback roofing sprint zero. And.

Arkadiusz (Arek) Kumpin

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58:53

Yeah, the ballpark estimates really how we are approaching to make sure that we know what we are talking about, that when we are giving the ballpark, everyone is sure that's the proper value.

Emilia Domagała

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59:08

Yeah. So that it's in line with everyone's. Maybe not expectations, but views.

Arkadiusz (Arek) Kumpin

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59:16

Yeah.

Emilia Domagała



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59:18

Right. I think if you don't have anything else on the top of your mind, I think that was it. So yeah. Thank you a lot for that interview. That was very helpful and yeah. Have a nice day.

Arkadiusz (Arek) Kumpin
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59:34

Yes, thank you very much.

Appendix 6.8

Sales thesis interview (2023-05-11 09:04 GMT+2) – transkrypcja

Attendees

Emilia Domagała, Hanno Wilczek

Transcript

Hanno Wilczek: Money and my father actually was born in Germany, but never picked up the language of Polish.

Emilia Domagała: All right.

Hanno Wilczek: So I had no chance to learn Polish from him.

Emilia Domagała: That's interesting.

Hanno Wilczek: for studying in the Netherlands and you work for a Polish software company, where's Grace?

Emilia Domagała: Yeah exactly. Polish up to welcome. Do you know Rotswap or Breslow in German? Well.

Hanno Wilczek: Yes, I know I know that. Can I hold you for a second because just the bell ring and I have to check it out. What it is?

Emilia Domagała: Yeah. Of...

Hanno Wilczek: Yeah. One second please.

Emilia Domagała: of course.

Hanno Wilczek: Okay, I'm back, I'm sorry. Um, good. Um, so you are writing about sales funnel...

Emilia Domagała: No worries.



Hanno Wilczek: if I got it right. Okay.

Emilia Domagała: Yeah, basically about problems in it and...

Hanno Wilczek: Okay? And you're trying to improve the actual problems of your current internship,...

Emilia Domagała: improving it.

Hanno Wilczek: employer. It's a very, very individual situation,...

Emilia Domagała: Yeah, exactly.

Hanno Wilczek: I guess.

Emilia Domagała: It is and it's actually very hard because not many experts are specializing in advertising technology and marketing technology because we build softwares, you know. So it's not something that I have like a product to sell, it's not ready. It's that's if a client has a need we can build it you know. But it's it's hard for me to actually sell something that's doesn't exist yet you know because you kind of still dreams. Yeah, and there are so many platforms that they could they could build. And I guess it's not only hard for me, you know because yeah the conversion rate is it like that like the sales conversion rate is very,...

Hanno Wilczek: Okay. Yeah, the same.

Emilia Domagała: it's very low. So, Yeah.

Hanno Wilczek: I mean, that's a lot of business who don't have like products, which you can actually touch and feel and understand. It's pretty hard to sell services or software or anything, which which goes along with that. So, the same is true for me. I'm an independent consultant, and I'm I'm selling consultancy. So this is I'm not the only one doing that and it's very difficult to explain or to differentiate. So that's actually the same problem as what your company has. um, but So you you are are you familiar with the sales funnel theory?

Emilia Domagała: Yeah, I believe.

Hanno Wilczek: So have you read a lot of books or articles about how it should work in an ideal world?

Emilia Domagała: I cannot say I read a lot of books and articles about it. I just know how it looks like, you know, like the stages and yeah, I use it, I used it during my studies but I never got really much into detail to be honest.

Hanno Wilczek: Okay. Um, I'm trying to show you something. Maybe that is interesting for you because I have a customer...

Emilia Domagała: All right.

Hanno Wilczek: who has a similar problem as you have. And I built a chart for them which might be interesting for you as well. And you can use that.

Hanno Wilczek: If you put my copyright on it. So

Emilia Domagała: Of course, gave you need any like documents that I'm not gonna disclose information. It's fine for me, you know, it's just for my thesis. So



Hanno Wilczek: Yeah so that's all right. So this is a core poor chart which I use to sell to sell the service of explaining sales funnel management to companies and to introduce sales funnel management with them.

Emilia Domagała: All right.

Hanno Wilczek: I'm just now trying to share this with you.

Emilia Domagała: Okay.

Hanno Wilczek: I'm not so familiar with

Hanno Wilczek: Google meet. So, I'm sharing my whole screen.

Emilia Domagała: Yeah, I think usually I do it like that I'm sure my whole screen because then if you want to switch between the Websites.

Hanno Wilczek: Google Home. oh, no,...

Emilia Domagała: It's easier.

Hanno Wilczek: it doesn't want me to share that because of any

Hanno Wilczek: Oh my gosh.

00:05:00

Hanno Wilczek: No, I don't want to haven't software software update. Okay, this is not working. Um,

Emilia Domagała: Do you like click the Share, the screen and...

Hanno Wilczek: Yeah, that's...

Emilia Domagała: then the Full window?

Hanno Wilczek: what I'm what I was trying to do to share the screen.

Hanno Wilczek: and then, Share it with you, but it's not working. Something in the in the settings is not allowing that You know.

Emilia Domagała: Oh, that's weird. AI would need to give the permission or something like that.

Hanno Wilczek: what I can do is, How can we do that? Should I send? Can I can,...

Emilia Domagała: What?

Hanno Wilczek: can I chat it to you? Is that possible? Can I share picture?

Emilia Domagała: I think it is. Yeah, I think you can and if you want to like, switch to diagonal zoom or something that you are more familiar with, it's also fine.

Hanno Wilczek: Okay, let me try. Let me try to have a screenshot and then,

Emilia Domagała: Yeah.

Hanno Wilczek: Try to share it with you.

Hanno Wilczek: so now, back in the call, Where's the chat function here?



Emilia Domagała: Yeah, on the right.

Hanno Wilczek: And then try to

Hanno Wilczek: No. The want me to institute to insert a picture in the chat.

Emilia Domagała: And cleared. Maybe on LinkedIn because I have you on LinkedIn?

Hanno Wilczek: That's a good idea. Let me check...

Emilia Domagała: I think.

Hanno Wilczek: I think I have your profile still open...

Emilia Domagała: What?

Hanno Wilczek: because I know it's closed.

Hanno Wilczek: And second trying to insert this picture here. Yeah. That worked.

Hanno Wilczek: Can you open it or...

Emilia Domagała: Yeah, I got it. Yep, I see it. Mm-hmm.

Hanno Wilczek: a larger? That's good. Sales Funnel Management. I you can you can read it by yourself after the call all the details. But what I always try to make people aware of is that there are different stages in the funnel.

Emilia Domagała: Yeah.

Hanno Wilczek: And you have to understand every every stage and then to analyze every stage because only, then you can improve the whole funnel. And you can see that there's a broad contact base with awareness where you collect contacts. It's slightly different from business to business, but awareness consideration decision and delivery is like the is the chain the process chain.

Hanno Wilczek: In. For example, say that your your company has a lot of contacts. A lot of conversations but never gets like signed signed contracts and the conversion in the lower part of the funnel is the problem. Yeah. And probably not so much getting in contact and...

Emilia Domagała: Yep.

Hanno Wilczek: talking to people and talking to the right people and getting them interested. So and if wherever you have your major problems there, you need to tackle. And there is a marketing part in the funnel. And there is a sales part in the funnel. And there is an execution part in the funnel. When it comes to SCM is for supply chain management. So all the logistics delivery, whatever it is marketing. So the letter part is the executorial part of the funnel, which is also important because if you, you get contracts, but you cannot deliver or then you lose them because they're not happy or that repurchase, then you have other other problems.

Emilia Domagała: Yeah.

Hanno Wilczek: So that, for example, the loyalty factor there,

Emilia Domagała: Yeah, from my research I see that like the main problem lace in qualification, so many, many deals. Don't make it until like two opportunities and then final offer. So like negotiation from what I see, it's like two stages that actually yeah that loose the most of the deals.



Hanno Wilczek: okay, so this you can use this for for your thesis and theory to explain what a sales funnel is I think that's good. That's a good chart, but you can use The right hand side is the consulting approach I do. So you can you can probably copy that and say, Okay, let me do this with your company as you go through. Okay. Diagnosis of all sales funnel stages. What is, what is happening? Where where are we strong? Where are we? Where are we weak? So that's the identification, weaknesses and opportunities that's the next stage.

00:10:00

Hanno Wilczek: And then you go from, okay, what are the main weaknesses and where do we have the main opportunities? So focus on the on the top? Priorities, If you want to solve something, don't don't try to improve the sales funnel in in all stages at the same time.

Emilia Domagała: Hmm.

Hanno Wilczek: Just focus on the main, on the main stuff.

Emilia Domagała: All right.

Hanno Wilczek: So if you have If you have, for example, issues in layer two, it doesn't it, it's not important what you do in Stage, Three, because you have to solve the issues in. Let's say qualification You know, before you can chase for for the opportunities.

Emilia Domagała: All right, so I need to like note opportunities and threats for each stage of the sales funnel or overall.

Hanno Wilczek: Yeah. Overall. It also every stage you you analyze every stage independently.

Emilia Domagała: Overall.

Hanno Wilczek: And but if you if you start working on improving, you have to improve at the top.

Emilia Domagała: Here. Yeah.

Hanno Wilczek: And then you define activities.

Emilia Domagała: All right.

Hanno Wilczek: So really activities. What can be done to solve the weaknesses? And what can we can be done to materialize opportunities? So for example, if you realize, well, maybe we are chasing the wrong customers in the wrong industries or maybe the wrong contact people in the companies. Then you have changed something. And that means, okay, what needs to be changed? What needs to be done to induce a change? For example, we have to find another industry which is more prone to to our to our offering.

Hanno Wilczek: Then we don't have to ask maybe for the IT guy but for the general manager because they are making the right decisions. So all these and how, how do we get in context with the general managers? Instead of the IT guys. That just, for example, and And...

Emilia Domagała: Yeah.

Hanno Wilczek: then you have a come at the end, you may have a completely different sales approach. Of what has been done in the past.

Hanno Wilczek: And that is that is actually what,...



Emilia Domagała: Mm-hmm.

Hanno Wilczek: what can be done and maybe you need other people with other connections. Maybe you need to redefine the offering. So, if you have a blurry offering, which is very difficult to understand for potential customers because if you say, well, we can do everything. Then the customer says Great.

Emilia Domagała: Okay.

Hanno Wilczek: But that doesn't help me, tell me what, problem of my problems you can solve.

Emilia Domagała: Yeah.

Emilia Domagała: Yeah, that's the thing actually because, you know, like a lot of people mistake us with something like a ready solution. So we don't sell anything ready but we actually sell like development.

Hanno Wilczek: Yeah. That's a big,...

Emilia Domagała: So if people mistake us with with,...

Hanno Wilczek: it's a big mistake.

Emilia Domagała: you...

Hanno Wilczek: So what you have to do is look at successful projects.

Emilia Domagała: ready solution,

Hanno Wilczek: In the past. And what was,...

Emilia Domagała: Yeah. All right.

Hanno Wilczek: what was the mission of the project? What problems of the customer has been solved and how was it solved? And then you take this as a best case example, and then you go to your customers to your new potential customers and say, Well, if you have problems with this and that We have solved it with another company with another customer in previously. and what we have done is we have established ABC, And, and then it gets, it gets like a better format because then the, the potential customer can decide. Yes, that's true. That's a problem I have as well. Good that you have a solution for me and good. That it worked with someone else. Are they happy? And they can call them, or you can get a reference and then you have, maybe you have Three different projects from the past.

Emilia Domagała: Yeah.

Hanno Wilczek: Which have been successful but which all have had different solutions for the customers. So there is not one solution but they're like very many individual solutions,...

Emilia Domagała: Yeah.

Hanno Wilczek: then you select three, not more three of them and try to put them like a product. So what is the problem? What is the solution? How does it work? What is what's the process? What's the time frame? And in the end the consumer or the the customer always wants to know what is in it for me and what does it cost me? And those questions you have to answer. so design, even if there are no products,...

Emilia Domagała: Yeah.



Hanno Wilczek: but design products from successes in the past, And then you have three and then you ask the potential customers. Do you have problems with A? And he says, No. But maybe then you have problems with B and then they say, yes. And then it's product B, which you have designed and then you can get your story. And say, Well listen, we had a big company which is exactly in the same industry as you and that they had the problem, be you and you know, how we solved it. And then you tell the story and then you, you should the product gets shape.

00:15:00

Emilia Domagała: Yeah. Now that makes a lot of sense actually, because I feel like everything is very unorganized. Since, you know, we built everything like possible within at tech martes so many times, the client is asking the price and the price is like You know, The answer is. It depends, It depends if it's going to be a small project. A big project this integration that that, but they want to know,...

Hanno Wilczek: What's budget.

Emilia Domagała: you know.

Hanno Wilczek: What's the budget?

Emilia Domagała: But they cannot get

Hanno Wilczek: Of course. And it's two approaches to that, which you can use One approach is well, usually, if this is a standard solution, which you need and which we can take, then it's probably then you have to give them a number. Then you say it's 10,000. And it takes three months. Then the customers knows. Okay? This is not a solution for 1,000 and this is not a solution for 100,000 but it's a solution for 10. And then you say But of course you have to understand as with every individual solutions, it depends because we make you an offer and if we have to tell them, make some stuff for you and or if you want it in green but standard is in red then then of course there comes some Indian, some additional costs but we can solve that if we sit together and and discuss what the ideal solution is for you.

Hanno Wilczek: So that's and then you then you start with 10,...

Emilia Domagała: Yeah.

Hanno Wilczek: okay? And maybe you end with 19,000 in the end. But the customer says, Well, that's what I want. As with buying a car, you know? There is a car. It has a price if you want to buy a new car and then you say, okay, but I want the Seat heating. I want the big audio system and this is all added on cost, right?

Hanno Wilczek: So that's,...

Emilia Domagała: Mmm. Yeah.

Hanno Wilczek: that's what you can, what you can do and Have a look at the website from that company.

Hanno Wilczek: Imagine you are a new customer who is in like the first layer of the sales funnel and you check out the website of the company. and then, It has to be self-explaining. To the potential customer. Which problems of my 1,000 problems, is that company solving for me, and how do they do it on and are they successful? In doing it because I don't want anyone solving my problems. I want the one which is the best ideal partner for me. And that and then you have to browse to the website. Okay, customer ones. What's what, what is the solution? What is the product of the company first layer, then



they want. Trust second layer. And then also with references or with projects from the past, you can give that then maybe he has questions, is there?

Hanno Wilczek: Always someone available like Can I get in contact with a person? And how do the they're offerings. Look like this all has to come from the website. Because the most most interests are like searching the Internet individually.

Emilia Domagała: Yeah.

Hanno Wilczek: And the best website wins especially in software as a service.

Emilia Domagała: Yeah. Yeah. No. I, I can say that you're right for sure. Like, it makes sense. But I have

Hanno Wilczek: And if the website, if the website is not good. Then it's a waste of money to invest in. Marketing for getting traffic on the website, Google advertising or stuff like that.

Emilia Domagała: You know. Yeah. I mean for me I had an impression that not like every time that I look at the website, it is clear for me that is actually like custom development, you know? Because it's it's not like straight away that I look at it and...

Hanno Wilczek: Mmm.

Emilia Domagała: I know it's custom development. It's just like we are software development house but maybe clients get confused or something like this. And also maybe one more problem that I noticed is that the client needs to come to us of the like specific need and like a plan around it because basically what we do we don't plan like How could we help in it? But if you say, I had this problem and I have a plan for it like, You know, I know, I want to build that server or whatever then we can build it, you know? So we are not there. Kind of guy who advice you like, okay.

00:20:00

Emilia Domagała: Let's do that because we just don't do it.

Hanno Wilczek: Okay.

Emilia Domagała: And I think it also a problem for my perspective because some clients come and they're like, okay proposed me something. You know,

Hanno Wilczek: Yep. sometimes you, maybe you figure out that the product, As it's offered by, the company is not enough. Maybe they need some. Additional services to sell the products because if as you just explained, if the customer needs a plan and they don't have a plan, maybe part of the company has to be okay, how can we help companies come up with the plan so that we can sell them? Our product? So, you have to sell the plan first before this, you sell the product.

Emilia Domagała: Yeah. Yeah.

Hanno Wilczek: But that is, yeah, that's quite difficult. I totally understand. Especially in software, and you have to understand the product. But also external, people have to understand the product. It has to be really simple, and if it's not simple, then it will not sell, or you will just target a very small number of people who are like really into that. But, oftentimes people, people look for for simple solutions for their complex problems.

Emilia Domagała: Yeah they're they're perfect. Target is like the oh where the internal broke. Do you hear me?



Emilia Domagała: I think the Internet broke for like a second.

Hanno Wilczek: Yes.

Emilia Domagała: And yeah.

Hanno Wilczek: Okay, now I still see you.

Emilia Domagała: Okay, so basically I feel like this is who they try to target like this, 1% of the company is that are actually very big and they have those city O's knowing exactly what they want. They live like big money in a company. Yes. But they're not really coming often, you know, like, okay, you're gonna leave two million dollars but then Ones a year. Maybe it's not the perfect solution, you know? So they didn't want to in the past.

Hanno Wilczek: I mean.

Emilia Domagała: They didn't want to take any small projects so like integrations or something. They found it too small. And now they started actually like correcting this approach. And notice that there is, like, more money in it. So, So yeah, maybe that's something that they do. I don't know, I'm just saying what I think, you know.

Hanno Wilczek: Okay. Yeah, but that's good because you have to be, you have to test, you have to stay flexible in your mind and if you go through the sales funnel and you uncover, Some deficits or some weaknesses and you solve them, then the business could change and businesses have to be open to change their offering, or to change how they sell in order to be successful. Otherwise, another company will find the key and have success. And that's,...

Emilia Domagała: Yeah.

Hanno Wilczek: that's pretty tough, especially for founders because they have an idea. They think we have the best product we have the ideal solution. But if the world doesn't need that solution because nobody really feels that they have a problem. Then you're stuck.

Emilia Domagała: Yeah. No, that's right. So what would you say that? It's like the most important thing, you know, being a salesperson and like trying to sell B2B something custom developed

Hanno Wilczek: And that's very difficult question. What's the most important thing? I think you have to be hard with yourself. You have to challenge yourself, you have whatever you do, you need to try to come up with measurable targets. So, if you talk about sales funnel, try to make it measurable, try to collect all the numbers. How many contacts that we have last week? How many calls did we generated from that? How many meetings that we generated from that? How many offering said, we sent we out from that. And this is like all these numbers, and then you have not only one conversion rate You have a conversion rate on every stage.

Hanno Wilczek: From Stage, one to Stage 2. You have a conversion rate and two to three, and you have to improve all the conversions. And if you change something in the higher stages of the funnel, then because you think we're not doing that anymore. But we now do this because we hope that it's more successful, then you have to measure that again. And if it's worse, was the first approach, then you have to go back to the first approach and then you have to to continually improve on the direction where you going. So it's never straight road. It's always finding like in a like in the traffic jam. On the, on the motorway. You're trying to find the quickest way through all the cars and...

Emilia Domagała: No, no.



00:25:00

Hanno Wilczek: stay always on the quickest road. Never stay in the same line and hope that it's the first or the fastest. Always. Take a chance to be quicker than the others.

Emilia Domagała: yeah, it's better for

Hanno Wilczek: And this is how sales works. Make it measurable. Be hard on yourself and try to optimize every week every day. What you can also do is be hard on them.

Emilia Domagała: all right.

Hanno Wilczek: Think about all the human factors which come into play. So it's a Polish company and they are trying to make business in France. Is that the most easiest way to make business is the Polish reputation or software development on the French market. So big, that is the ideal market. Or should we focus on Polish companies in the neighborhood? Because they know our building and they know us from the supermarket. I don't know what but trying to and think are always of the human factor. So if there is, if there is a sales guy who is not like, Amicable or not likable because it's rude or doesn't speak good English or it doesn't look good.

Hanno Wilczek: This is all factors. I know companies which employ female salespeople because they know that the buyers are all men. They're more successful with female salespeople than with male sales people and it's not about qualification.

Emilia Domagała: Alright.

Hanno Wilczek: It's just that man. Listen to women more than they want to listen to other men.

Emilia Domagała: Those interesting.

Hanno Wilczek: Yeah, it's like really basic, basic basic stuff. and never forget that when you want to be successful,...

Emilia Domagała: Yeah.

Hanno Wilczek: and it's all about it's. It sounds so stupid but it's all about appearance, sympathy. and getting a, Human touch with people, connecting with people because business is in the end. Is done between. Human being. And you will never sign a contract with someone you don't like, even though they're offering is so so great.

Emilia Domagała: Yeah, you're right And that was smart.

Hanno Wilczek: Yeah, so to keep that in mind and have a single chapter on the, the human relationship for the human factor in selling. That's what you are on your side and...

Emilia Domagała: Yeah. Okay. Okay, I'm gonna do that. I need to, you know, I gather all the knowledge you just told me in my head and like, made something else.

Hanno Wilczek: I will check out fireflies.

Emilia Domagała: Yeah, it's also the first time I used it, because my colleague told me about it, you know, and it takes notes.

Hanno Wilczek: Yeah. Can you do me a favor?

Emilia Domagała: I saw the notes, they are pretty good. just, Sure.



Hanno Wilczek: Can you send me the notes of our meeting? Yeah. And you do you have my direct email address?

Emilia Domagała: Sure. Yeah.

Emilia Domagała: I don't think I do know.

Hanno Wilczek: it's on my website, you can find my website and there is a an email address and you can use that

Emilia Domagała: What I think. I used it for this meeting, right? I invited you.

Hanno Wilczek: Yeah. Or just just sent me that.

Emilia Domagała: So yeah, I think I do. I do have it. I don't have it.

Emilia Domagała: Thank you.

Hanno Wilczek: That meeting minutes to my website. And that to my email address, that would be nice because then I can see what's the result of it.

Emilia Domagała: Yeah, I'm also very curious. I will see how it worked. Hopefully, it's gonna work.

Hanno Wilczek: Yeah, we'll see. And what I can offer you and...

Emilia Domagała: Well.

Hanno Wilczek: this is for free because I like to support young people with their, with their endeavor, you can use me as a sparing partner. Once you have your, once you have your structure for your theaters, Your contents. Share it with me and we make a call and I can help you to structure yourself. Because if you have this structure, then it's way easier to feed in all the information you have.

Emilia Domagała: That's so kind of you. Thank you. Really.

Hanno Wilczek: Yeah, start with the structure. Even though you don't have all the contents, try to think of the perspective of someone who's trying to understand what what you are examining. And then whenever you read something,...

Emilia Domagała: Yeah.

Hanno Wilczek: you know, exactly. Oh yeah, this belongs to chapter one. I have to use it in the intro or that is my chapter on sales efficiency or...

Emilia Domagała: Yeah.

Hanno Wilczek: on stage XYZ.

Emilia Domagała: All right. All right. I'll try to structure a bit more. The thing is like, I'm very messy with those things but I will try to structure it as much as I can.

Hanno Wilczek: Yeah, be hard on yourself structure yourself.

Emilia Domagała: Yeah, exactly. That's my sales funnel. You know?

00:30:00

Hanno Wilczek: Okay, that's good. I have to I have to step out now, I'm sorry for that.



Emilia Domagała: Sure, of course.

Hanno Wilczek: But we can stay in contact and if you have a question, just drop me an email or write me a direct message and we stay in contact.

Emilia Domagała: Perfect. Thank you so much for your time and for everything with your your grades.

Hanno Wilczek: That's fine. And I wish you good luck for your thesis and your your role in the company. And we keep in touch, you sent me the notes, right?

Emilia Domagała: Yeah. Yeah, I send you the notes. I will see if they work. I think they work.

Hanno Wilczek: Good, thank you very much. Emilia was good to to meet you. Fantastic, take care.

Emilia Domagała: It was really good meeting you as well. Bye. Have a nice rest of the day. Bye.

Hanno Wilczek: Bye. Thank you. Bye.

Meeting ended after 00:31:08 🖐️

[Appendix 6.9](#)

Mike / Emilia - Marketing questions (2023-05-23 11:36 GMT+2) – transkrypcja

Attendees

Emilia Domagała, Michael Sweeney

Transcript

Emilia Domagała: I'm happy that you actually agreed to do that interview with me and so it shouldn't take more than 30 minutes. Do you see my screen by the way?

Michael Sweeney: Yeah, I can see screen. Yep, yep.

Emilia Domagała: Yeah, so you see that questions,...

Emilia Domagała: etc? Perfect. Okay, so I have only a few questions. Sorry, my throat is getting really bad and about the sales panel and the first stages of it. So basically, from the like marketing side on the topic because you're ahead of marketing, correct?

Michael Sweeney: Yes. Yeah.

Michael Sweeney: Yep.

Emilia Domagała: So from your perspective, how is the traffic on clearcode's website?



Michael Sweeney: So yeah, generally I will provide bit of context about what our main focus is with marketing. We focus on inbound marketing, right? So that's mainly through content markets.

Michael Sweeney: So we over the I've been working in clearcode about 2014. Obviously, since 2009, when I first joined, I was, I think, I essentially, what's the first person they had in the marketing team at Clearcode at the time. And at that, at that time, the previous CEO had kind of started to invest in content marketing. He had written a few blogs and that kind of like a few articles for our blog but nothing really structured or anything like that. So that was kind of one of the first things that I did together with him was to essentially start to produce content as a way to build up how our web traffic. Because the reason that we've kind of adopted, that approach is because content marketing is quite a passive way of generating. Not only web web traffic, but also new leads and new business inquiries and...

Emilia Domagała: Yeah.

Michael Sweeney: because, you know, is compared to paid advertising, you know, if you run Google Which we do. But they're only represents a very small part of our overall, website traffic and, and leads, If you don't spend anything on Google ads, you're not going to get any results whereas with content marketing you know you you produce one you produce a blog post one month and that can continue to generate web, traffic leads business, inquiries for years. So that's kind of one of the main benefits and...

Emilia Domagała: Yeah.

Michael Sweeney: one of the reasons why we adopted that as well plus, you know, back then we were kind of, you know, like a startup. We didn't have a lot of, a lot of money to use on paid advertising and a lot of other expensive marketing strategy. So, content marketing was kind of seen as a good way of of generating, you know, leads consistently without having to spend a lot of money on paid campaigns. so, yeah, in terms of the actual Web traffic on clear codes website, I guess it depends on what metrics you look at if I look in now and I can kind of give you a bit of an idea about you know, visits and of course, this is kind of an each, you know, Web Analytics tool is gonna have different metrics, different definitions of metrics, but I think it's actually. This is loading up at the moment.

Michael Sweeney: Why is that not working? okay, it's loading, I guess if I guess with this question you'd want to know some of the key numbers etc of our website traffic

Emilia Domagała: That will be great. But what I want to know is that in your opinion, Sufficient, you know like the traffic because I'm trying to to like research...

Michael Sweeney: Yeah.

Emilia Domagała: if the problem lays there or maybe it's linked in somewhere somewhere else, you know?

Michael Sweeney: Yeah, that's a good question. I mean, I guess, you know, I I don't want to kind of if say that the more web traffic, we have the better because the problem with that it's like that, I guess like kind of see this with other companies with how they do that they're marketing, right? Is that they focus on they focus on the metrics, right? They focus okay. Like they might say, Okay, we need to get a hundred thousand visitors a month. It's like okay...

Emilia Domagała: Yeah.



Michael Sweeney: why though you know like what what do you want to achieve? Like I would rather have 20,000 visitors a month and have a conversion rate of five percent which is pretty high versus a hundred thousand and a conversion rate of like, point zero two or something, right? So and in terms of the website traffic for us, I guess, you know, I guess the same questions they could always be better. We are always looking at improving that because we do see a correlation between, you know, a lot of website visits per month and marketing qualified leads that enter our system. So these are obviously, you know, these are people that

Michael Sweeney: Feeling a contact form and send us an inquiry. So, there is a correlation between that. So, you know, if we have a lot of web traffic, one month, it generally means that we're going to have, you know, we're gonna reach our mql target as well, so yeah, in general, yes. We, you know, we want to see more Web traffic and we are constantly improving on that. And one of the Strate, one of the goals with the content marketing that we see the website, traffic increase over time. We probably see you know going to bring about more leads and more mqls as well and so yeah I guess that's kind of kind of the answer to that but one yeah. Getting back to the original point about the number of website visits is that one of the things that we started to focus on especially over the past few years is we've started to produce content as more and specific to the development services that we offer. So we have a lot of content on our website that is designed to to generate website traffic so that we we increase our position.

00:05:00

Michael Sweeney: On Google Search. But and but we also want to have articles that are going to show up when someone types in something that is related to our development services, right? So if we have a blog post called,...

Emilia Domagała: You know.

Michael Sweeney: How to How to Build a Self Serve ad Platform that's a very, you know, the search that someone would do for that, it's very different Compared to if they read an article about, you know, what is a self-adplatform? Like, the the inquiry itself and the intent is also different as well. So we want to kind of, We want to, you know, Take both box if you want to have the evergreen content that is going to rank high on Google for a specific topic that people are looking to read for their own information. You know, to educate himself about. And we also want to have content that people are going to find if they're looking for our development service as well to help increase conversions. So, Yeah.

Emilia Domagała: Yeah, yeah. That's well know that actually that's true because um, yeah basically when I was preparing for my interview at Clearcode and I wanted to get to know something about, you know, this is DSP, SSP and all the peas and you were appearing is the first positions every time.

Michael Sweeney: That's good. Yeah.

Emilia Domagała: Okay, so in terms of numbers, you have something already or

Michael Sweeney: Yeah, let's have a look. It's still loading up. I don't know what's going so slow.

Emilia Domagała: well, we can come back to it later...

Emilia Domagała: if you wish

Michael Sweeney: Yeah. Yeah,...



Michael Sweeney: I can easily. Yeah. Even if it's not during the meeting, if it doesn't load up.

Emilia Domagała: Yeah. Yeah.

Michael Sweeney: I can always send it to you later. Yeah. So yeah. We'll have pizza metrics there? Yep.

Emilia Domagała: Okay, and then let's move to the brand awareness. So basically how do you make sure that enough people are aware of the of our brands and see our post and yeah website content etc.

Michael Sweeney: yeah, so I guess a lot of this is also connected with the content marketing that we do as well and...

Emilia Domagała: Yeah.

Michael Sweeney: you know, it's I guess with When we look at the kinds of different activities that we do for not only brand awareness, but you know, lead generation etc. The kind of channels that we use are pretty much the same. So the kind I'd say the biggest channel that we have for brand awareness is a SEO, the content marketing that we do. Because, you...

Emilia Domagała: Yeah.

Michael Sweeney: if we have, let's say we've got one blog post, right? If it's a popular blog post, if it gets, let's say a thousand visits a month.

Michael Sweeney: That's essentially a thousand, you know, almost different people and that are looking at that blog post in a month. If we if we then share that article on on social media, we might get, you know, 200 impressions for for a month, right? So there's a difference in in the amount of people that have seen that blog post as well. So yeah, in terms of in terms of brand awareness, I would say that. Yeah. That the content marketing is is the main kind of driver of brand awareness for a couple of reasons. Number one, because you know we do we do quite well with SEO. So we get a lot of exposure on Google Search when people are typing in different different queries, you know, keywords etc. But also from the It's also kind of like a brand building part as well, right? Because we often get, you know, people write to us and say or they mention something on social media or however they tell us. But they often say things like, You know, I've read. I read your articles.

Michael Sweeney: Like what you guys produce? Etc. So we get we kind of get that feedback as well which is, you know, can also take the box of brand awareness, right?

Michael Sweeney: So that's yeah. I kind of say that's the main thing that we do with brand awareness, of course, we also and the other kind of channel. I would say that we invest that is good for brand awareness would be social media and both it's probably more. So, the individual, you know, LinkedIn accounts that our sales team or management have rather than clear Code Company account. We do obviously post things on the clear Code Company account and, you know, individual people at the company will share it. But generally, you know, with social, you know, especially media, especially LinkedIn, people follow people, not companies generally, right? So yeah, that's one thing that we've started to do the past couple of years and obviously, you know, you obviously, you do this as well with the rest of the South team is to publish articles or, you know, post basically on social media is a way to to drive brand awareness of clique overall. So awareness of the individual in their own personal brand as well. So yeah.

00:10:00



Emilia Domagata: And so, would you say that the goal behind this strategy is to like let's say show off our expertise.

Michael Sweeney: Definitely with the content marketing. Yes, because and one of the, I guess, one of the, the unique selling propositions of clear code, you know, one of the reasons why we tell clients choose us over someone else is because we know what, we know the industry. So we we are a software development company where, you know, software house and that builds software, but with all of our marketing, whether it's on our website, whether it's on the, you know, sales materials or whatever we always, you know, make the point that we're a software development company. But we specialize in ad tech and martech and...

Emilia Domagata: Yeah.

Michael Sweeney: that's quite important for us because, you know, we want to be seen as as a software development company that's that builds only those types of software and in order to kind of you know, prove that I guess. And and yeah kind of show people that we you know we know we're talking about is

Emilia Domagata: Yeah.

Michael Sweeney: To essentially write about those industries, you know, because if you read something about, you know, what a DSP is, right? Even if you noted DSP is but if you read something that someone's written about it and you say and you think Oh yeah this you know these guys know what they're talking about. Yes you know they get this topic that that's adds a lot of credit credibility to the other areas of your marketing. You know especially You need your, you know, unique selling composition as well. So and yeah that's definitely a big key for us as well is having the content and, you know, support our our claim that we are and a company that knows what we build. We know how to build this stuff that we build

Emilia Domagata: Okay? And talking about our clients, etc. So what is actually our target market?

Michael Sweeney: So in terms of you do me like from a geographical point of view like where the clients are located or the types of companies or both.

Emilia Domagata: You can see both, so in both geographies geographical and who are they? As people? You know? Like industries.

Michael Sweeney: Mm-hmm.

Emilia Domagata: They're yeah, well The next question is also connected to that. So basically, you can talk about geography and industries for now.

Michael Sweeney: Cool. So yeah, in terms of geographies and I'd say that the two biggest ones are Europe and the US and you know, that also kind of aligns with our website traffic as well. We go a lot of visits from people from the US, We also a lot of visitors from people from India as well, but, and we do get, you know, quite a few inquiries from people from India but the, you know, the business situation is, is not not ideal for us, you know, they don't Have the fun. They don't have the capital to to invest in in the projects that kind of thing. So definitely definitely Europe and the US other two main target audiences for us. Yeah, in terms of Europe, it's kind of like any country but certainly the, the bigger ones, you know, like, Germany France, UK. Those are kind of kinds of ones, but we also work with, you know,



Michael Sweeney: Companies from like I think Slovenia. I think we work one with one recently. And well, Spain, I think as well, is a bit of a target country but yet Europe in general as well. And in terms of the, in terms of the actual types of companies, I've certainly say that, you know, existing software companies would be our target audience. So you know, when we think about, you know, AD tech the air to add tech industry, we're talking about the companies that provide ad tech platforms, so, you know, companies are provided DSP or an SSP or some kind of software that they offer to their clients.

Michael Sweeney: And is those would be our target audience...

Emilia Domagała: Yeah.

Michael Sweeney: because that's that directly connects with our our offering our services. And you know, we often I think, you know, generally speaking, when we think about the projects that we've worked on with with tech companies, generally the the cooperation has been the best. You know, will often have, you know, project managers and developers say that the corporation was with great because they they would they would also have their own software developers in House. So they understand the software development industry essentially, right? So if we if we say Okay we need to do like a week of maintenance or We need to be this right? They'll understand why we need to do it. If it's someone else that doesn't have a take 10, They'll say Oh why you spending time doing that. You should be building.

00:15:00

Emilia Domagała: Yeah.

Michael Sweeney: This type thing, you know, there's bit more of a general understanding and common ground when we work with with tech companies but also over I mean certainly going back. You know, when I started I think it was pretty much take companies. And also advertising agencies as well. And certainly, that's still a lot, you know, we're still getting inquiries and do some development projects with advertising agencies and, and even, you know, publishers, you know, if we think of like the, you know, big news websites media companies, and

Emilia Domagała: Yeah.

Michael Sweeney: Generally, generally, most of the clients come from, you know, the digital advertising marketing industry, whether they are, you know, like a news website, that earns revenue through advertising or whether they're an advertising agency, that works on behalf of brands, to show ads on different websites, etc. It's generally connected with you know, online advertising but increasingly, we're also working with companies outside of those industries, you know? Telecommunications for example, We've had a world to work in a project.

Emilia Domagała: Yeah.

Michael Sweeney: Now, we've had some, you know, interest conversation with other telecommunication companies and even retail media as well is another big one too. But yeah. those are the kinds of main ones I'd say, in terms of type of clients,

Emilia Domagała: And so this is who we target and, but do they rather choose us or we have the That's right, let's say a luxury to choose them?

Michael Sweeney: Luxury.

Michael Sweeney: Yeah, I mean I'd say that some I'd say that again, like I I don't I often don't know the specifics as to why company's partner with us. But certainly I would say that, you know, at least from



the conversations I've had with project managers when I've talked to them about projects and even the sales team about, you know, why they chose us. And so certainly, I'd say it's not because of where the cheapest option, that's I believe that's generally not the case and even though, you know, we are probably cheaper than some companies in, you know, the USA or even Germany, I guess. I don't know, but I don't think that companies would choose us to necessarily save Money. They are certainly would be cheaper options out there for them, but I would say that the again the thing that persuades them is the fact that we know

Michael Sweeney: What we what we are doing. You know, we've built the tech that they want to build and I like to, I like to think I don't know for sure, but I like to think that the kinds of questions that we would ask during the meetings would be more directed to, you know, figuring out what they what it is, they want to build and why rather than asking generic questions like, You know, Well, what is a demand side platform? What is an ad exchange? Like, How does it work? You know, like if a software development company has to ask those questions, they're never going to be able to build it because, you know, there's a lot of technical stuff you need to know about all this software, not only not only had to build it, but also all the integrations you've got to set up. Like, if you want to build an SSP, you've got to know how that SSP integrates with the rest of the ecosystem. And you've got to understand that there is. This open RTB protocol that you've got to implement in order to transact. So there's a lot of like both, you know, business knowledge and certainly a lot of technical knowledge that need to have. So can you make your

Michael Sweeney: Outside that it's probably the yeah I'd say that they would kind of choose us. Because of our knowledge and...

Emilia Domagała: Yeah.

Michael Sweeney: experience in this particular industry.

Emilia Domagała: Okay. Yeah, I understand. And then the next question is mostly like Really in detail. Let's say coming to the like psychological profile of the client of the, our target audience and so I don't know if you would not answer for it but let's try it. So what do you think that our current audience is actually thinking like whether their pains to be solved and what do they actually need to help with in the ideal situation?

Michael Sweeney: Yeah, I'd say this is really great really great question. So often I often ask myself this question as well and especially when I speak to the sales team and you know, like because the thing with the thing with custom development, you know, building your own ad tech platforms within the industry. Even from when I first started there was always this talk of, you know, buy versus rent versus and build, right? So, obviously, we focus on the build build ad tech. You can either build your own ad tech platforms. You can either rent, you know, existing software from one of our clients, essentially, or you can acquire a company that has the tech. So I often ask them, You know, I constantly thinking about this, right? Because, you know, this is kind of answering the why, why would a company spend upwards of over 100,000 upwards to a million potentially more on building software that they...

00:20:00

Emilia Domagała: Yeah.

Michael Sweeney: then that they then have to maintain? They have to make sure they've got the, the people internally that can use this software that they're actually going to make a return on as well. You know, that because it's a, it's a big. It's a big decision to for any company to to make especially if you're like a small medium-sized company to invest all this money in building your own platform. So Yeah,



why would it, why would a company do that? So, I guess there is a couple of key reasons why they would partner with us versus rent, an existing platform or acquire their own. So, getting back to the target audience that we have, as I mentioned, a lot of the target audience is essentially software companies, right? SAS companies, you know, it could be the trade desk and it could be magnified. It could be any of the large or even meeting size at tackle market companies in the industry.

Michael Sweeney: At the core they are software companies, right? They,...

Emilia Domagała: Okay.

Michael Sweeney: they have their own software that. They've either built themselves or acquired, but they own it, right, they're not. If once a company starts to once a company starts, using someone else's software and offers that to their clients that no longer a tech company, they're an agency that there are there a person in the middle, they have no control or ownership of the tech, you know? And so that's essentially to me. That's the, that's the core of the tech companies that they own their own software. If they wanted to, you know, turn it off tomorrow. They could. Right. So in that,...

Emilia Domagała: Yeah.

Michael Sweeney: in that sense, and the reason why we take companies that when the biggest, you know, parts of our business is because they don't have they can't go in rent. Someone else's technology because first of all, that's probably a competitor. Um, second of all that that company's probably not going to rent to them...

Emilia Domagała: Yeah.

Michael Sweeney: because they're a competitor and thirdly that they're no longer going to be a tech company, they're gonna be a tech company with their own tech, plus this agency business, right? So, that's why tech companies would partner with us, because they need to have ownership of the tech and, and they need to have control over, they need to have control over the product roadmap. They need to be able to say, We want to build this, this And you know, they also yeah, ownership, the big one, a big one for them and ownership of everything and...

Emilia Domagała: and then,

Michael Sweeney: that's and that's again. One of the reasons why companies partner with us and whatever. I guess one of the things that we offer is full ownership of the IP and code base. So we're not, we're not, we're not going to be like some customizable solution where, you know, we give you something that you can basically customize and all that kind of stuff, but we still own it.

Michael Sweeney: You know, we we give you the code, if you pay for it, we give it to your new maintainer. You can, you know, do whatever you want for it basically.

Emilia Domagała: Yeah.

Michael Sweeney: So that's that's kind of the why that's their kind of, yeah. Okay. You know, a lot of this because it's like B2B A lot of these reasons are business related. They're not so much like psychology in terms of, you know, as it would be with B2C, you know. And it's kind of more of like what makes the most business sense is kind of the,...

Emilia Domagała: Yeah.



Michael Sweeney: the pains. Um, what else? See, I definitely the, the kind of the ownership of the tech at the control is a big ones and but also there's, you know, there's other ones as well like and it's a probably kind of to a lesser extent, but cutting back on on phasing commissions. So, if and this is a special true, if you're a publisher or a media company, or if you're an agency, if you are using someone else's third party tools,...

Emilia Domagała: Yeah.

Michael Sweeney: you're paying you know commissions you're paying lots of things.

Michael Sweeney: Etc. Which up to a certain point is going to be okay. It's gonna be, you know, manage it's going to make sense. But if you start, if you start spending, you know, you know tens of millions of dollars, right? And you're paying the 30% commission,...

Emilia Domagała: Mm-hmm.

Michael Sweeney: that's a lot of money. It's a lot of money that you...

Emilia Domagała: Yeah.

Michael Sweeney: then use to essentially have your own tech and essentially you know cut out the commissions and fees and then and also have an asset that that adds value to your to your business as well. But that's that's kind of the case with a lot of and at agencies that they want to do that, it's more more relevant for them to save on commissions and fees. Rather than you know own the the software essentially it's more of like a financial makes makes more sense financially. But definitely I'd say the ownership of the software ownership of the intellectual property code base control of the roadmap, other kind of key reasons and why companies would would partner with us.

Emilia Domagała: And they're coming back to commissions for a second. These are rather big companies, right? Would you say or

00:25:00

Michael Sweeney: The ones that we work with, you mean, or The ones.

Emilia Domagała: I mean the ones that care about cutting back on commissions.

Michael Sweeney: Oh yes. Yeah definitely would say be the ones that have a big media spend you know, or even on you know behalf of their clients for example because it's you know it depending on which platform you use, you know, you could be paying, you know, 30% for every dollar that you that you spend. On advertising, you know, 30 30 cents. So that could essentially go to to the ad tech to that take platforms that you use. So and if you

Michael Sweeney: You cut out those ad tech platforms. You could essentially keep an extra 30 cents, which, you know, if your spare, as I said, if you're spending millions of dollars or tens of millions of dollars a year 30%, or 30 cents or 30% is quite a lot of money that they that you could say, especially if there are also other reasons as well. Like, you know, as I said, if you wanted to, yeah, build something that you've got ownership of as well with the features and that kind of thing control of the product. So I think a lot of clients would especially, you know, even at agencies, would would probably have a lot of requests from clients for, you know, specific things that might not be provided with the software that they use. So that would also give them the option to then build out the features that their clients are requesting to again drive more drive, more clients essentially for them as well.



Emilia Domagała: All right. See, I understand that. And that we are running out of time. I'm sorry. I hope it doesn't.

Michael Sweeney: That's like I'm free. All I have to do is cook dinner and...

Emilia Domagała: Okay, that's perfect.

Michael Sweeney: and that's it. Sorry. No worries.

Emilia Domagała: Like to hear that my boyfriend doesn't do that, okay?

Michael Sweeney: I know.

Michael Sweeney: Yeah. So I definitely say that, you know, kind of looking at the things, you've got a demographics goals, etc. I definitely say tech companies would be our ideal client and specifically the in also another thing to mention is the job position. So generally, you know, the types of inquiries that we get are from people that are, you know, either like product owners or they're the CTO or the CEO, they kind of like high level management and as well. So that's kind of part of the persona is the job title and Yeah, yes, I definitely take companies that operate in the, you know, programmatic advertising digital marketing industry. and that also,

Michael Sweeney: Yeah, looking at either, you know, building some new piece of software or potentially in improving their existing tools. That's also, another type of project that we work on Is we help companies improve their existing tools but you know, whether that's because they don't have the in-house capabilities, whether it's because of a lack of knowledge or skills or experience or simply time Yeah to kind of build new or improve their existing tools or even kind of like add features as well work with their teams. Yeah. To essentially Do you know, I guess Again the key thing is the the ownership of the tech because you know, I guess a lot of the time we are obviously our software development company, but often

Michael Sweeney: It would be kind of like, you know, thinking, if you're a tech company and you want to build a new piece of software, you look at you look at who you've got internally and you think, Okay, we've got 20 software developers, they're all super busy. We can't take any of them off our core product and get them to work on a new project. The only other options are essentially, we hire a team of, you know, five or ten developers, which could take, you know, God knows how long. And also, we'll have the issue of finding people that that actually, you know what, we want to build. If they don't, then we we're gonna have to educate them for like six months about the whole industry and everything and they may not stay and, you know, past three months, for example, then it may not work out. They may not, you know, get a build anything. And so then, okay, that's when they turn to us and, and we can say, Okay, we've got a team of five that have built what you want to do in the past.

Michael Sweeney: You know, we can work with you for six months to 12 months. However long you want after 12 months, if if we build what you want and you want to hand it off to your in internal team, you know, go right ahead. So that's also like another way that we help solve problems is even on the you know, human resources level as well, if they're having issues with finding engineers, you know, software developers that can, Get the jobs done, basically that they need to do.

00:30:00

Emilia Domagała: So in your view, having the knowledge is essential, right? About the industry, about what they want to build.



Michael Sweeney: Definitely. Yeah, definitely the the knowledge is is key both about, I mean, it's interesting because you know, I certainly think that I have different knowledge than what the developers would have, you know, because they work on the technical side a lot. And so they they would obviously have knowledge that I don't have.

Emilia Domagała: Hmm. Yeah.

Michael Sweeney: And I guess I would maybe have knowledge that I don't have because in the same with the sales team, I mean probably South things might be a little bit different because they kind of crossover into both worlds. And but, you know, it's like what's happening within the industry, right? Like, you know, whole thing about third party cookies it's like okay we're starting to get a lot more, you know, interest in. You know, for example, retail media or CTV, it's like why it's like, well, because these shifts are happening in the industry. And so yeah, but in general I think, you know, I'm not on any of the calls that we have with, but prospects or potential clients, especially when it starts getting on the technical side. But, you know, I like to think that, you know,

Michael Sweeney: They, you know, especially the lead processing team and usually Gosh, we'll catchevits. Who is the head of the engineering? I think this is job title still.

Emilia Domagała: Yes.

Michael Sweeney: They would have a lot of knowledge about a lot of this stuff. So I like to think that when they have conversation with potential clients that we show to them, especially if the client knows what special. They know the industry and which is not always the case, sometimes they're a potential clients. That don't know. You know what, this actually what they want to build and we kind of have to hold their hand a little bit and and you know, advise them a little bit and but certainly if it's if it's a cut, if it's just you know Ctr of a DSP who's worked at the company for 10 years knows, he knows dsps inside out, they have a conversation with us. I like to think that we can prove to them that we know what we're talking about and that would give them a lot of reassurance. That if they did decide to build something with us, that we would be able to build what it is they want. Rather than, you know, work on something for a month and say are

Michael Sweeney: We don't know what, what a DSP is, you know, we have to spend six months, reading books, and that kind of stuff. So, definitely, I think knowledge, especially the technical knowledge is quite important for us.

Emilia Domagała: I'm wondering if someone comes to us without them. Like specific plan on but what to build or what they actually need, do we provide such knowledge, Do we like you know dig a little bit deeper to actually recognize, What's the problem? What's that, let's say challenge in their company or do you think it doesn't make any sense?

Michael Sweeney: I think I think we do do that a bit. Yeah I think it part of it's done. I think with the general lead processing on, you know, we'd like for example We've got a couple of business anal analysis Arac and bartek they from...

Emilia Domagała: Yeah.

Michael Sweeney: what I know they you know do a lot of that they kind of ask questions have meetings with the clients, find out what it is say they want. But yeah,...

Emilia Domagała: Yeah.



Michael Sweeney: it's also, it's interesting. So one of the things that we kind of often talk about it, clear code is is offering some kind of consultancy, you know, especially in the early stages. Right. And with cleco we don't We obviously do have some knowledge about the industry itself but there's kind of a gap between industry knowledge and technical knowledge and that is business knowledge, right? And it's like you know what? What Why does it make business sense to build this? And you know, if this is our problem internally What tech can we build? That's gonna solve the business challenges. That's kind of something that we that we're missing a little bit I think. But it's you know, sometimes it's more of an issue than others. But generally I think, you know,

Michael Sweeney: If we can't even has some sort of idea about what they want to build, if they're not sure how how to go about it. Then I think we're in a pretty good position to help them based on our previous experience and you know even doing a you know a sprint zero as well to kind of

Michael Sweeney: You know, flesh out the details as well. Is something that we offer too. But yeah, I know that there's a lot of work that's put in before it gets that side would lead processing, the business analysis analysis and but yeah, certainly some kind of consulting could be beneficial in certain situations especially with larger companies like Telcos, right? Like If a telco comes to us and says we we have all this data. How do we create a new revenue stream from? It's like Well we you know we can tell them Okay? You can build, You can build this this like Okay but what what does that mean in terms of the the business performance, What are we...

Emilia Domagała: No.

Michael Sweeney: what are we going to get? You know, year one as a result of that. So that's kind of something that we don't have a lot of knowledge and I would say because that's not how Arab expertise. But I know that we have been kind of looking into how we can solve that you know particular problem. You know whether it's partnering with some kind of consultancy or something like that. But it is, it is very much trying to like a case by case. A scenario.

00:35:00

Emilia Domagała: Yeah, I think that. Mmm, well I want to see that. Yeah, I forgot. I had some in my mind but then I I catch you like different words and I forget. Okay.

Michael Sweeney: That's right.

Emilia Domagała: No, it doesn't matter. And all right. So moving on to the last question and I want to ask you like what happens after the prospect actually downloaded the active book. Like Mmm, do they are there like any similar those let's say leads that downloaded and how does the process look like after they do it?

Michael Sweeney: Yeah, so good question. So generally what happens with the marketing? Whether it's you know, inbound marketing or whether it's someone who downloads, you know, the ad Tech book PDF or if they download. One of the case study PDFs or any kind of PDF that they download right, generally what will happen is that they will be assigned generally to to me. And but let's see. I think that's his last name.

Emilia Domagała: Yeah. Yeah.

Michael Sweeney: Yep and he will essentially be the one that kind of nurtures this lead. So there are of course you know there's lead nurturing connected with marketing which a lot of companies do do we did that in the past but we never really kind of found that anyone converted from that, you know, like we would send out, you know, let's say four emails over the course of I don't like two months. Let's



say with the hope that someone would kind of getting contact with us but it never really produced any kind of results at all. So we decided that the goal would be that we whoever downloads any of our marketing material, they would be a sign to the inbound sales person and that person, we're getting contact with them, thank them for downloading the PDF. And then, you know, kind of ask a question like, you know, is there anything else you want to learn about? You have any kind of development need at the moment and kind of nurture the lead from there as well. And I think, I believe that Tomic does have

Michael Sweeney: Lead nurturing the system set up with his emails that he sends out to people as kind of like a follow-up. So that all the lead nurturing is basically done in the sales side. So I guess from the marketing point of view, our goal is to deliver leads and mql to the sales team. So they can go and nurture the leads because that's essentially the end goal of marketing for us is to pass on leads, mqls to the sales team. So the way that we can do that in the most direct and efficient way the best that, you know, the better. And the other thing outside of that as well, is that, you know, when it comes to lead generation because obviously, we have a lot of things that people can download. We've got laid, the ad tech book, which is very popular. We have case studies, which people generally can read for free. They don't have to download the PDF, but we do get a few, you know, PDF downloads a month and we have some other, you know, pdfs, that can that can be downloaded.

Michael Sweeney: A lot of the time what we find is that there are two main types of people that will get in contact with us. It first of all, it's people that download our materials and these people simply want to learn about the topics. They don't have any business, you know, development inquiry. They're not looking at building it at DSP or an SSP. There's simply want to learn about AD tech.

Michael Sweeney: And so in that,...

Emilia Domagała: Yeah.

Michael Sweeney: in that sense, it is, you know, a challenge for the sales team, the inbound sales team no to mek or whoever to actually turn that lead into a business opportunity. Because if the intent initially is not to build something that's worth 250,000. Then I let's say have that initially. It's going to be hard to convince someone to build that, you know, they could, of course, be they could be thinking, You know, maybe maybe you should build a DSP, you know, I'll download this thing. Can't learn more about it, that does happen, but it's, it depends on the the piece of content as well. Like, the ad tech book for example.

Michael Sweeney: That's that's basically a piece of information. That is something that people can read to learn about the industry. It's not highly promotional, we don't talk in anywhere really inside the attic book about clear coat and our development services apart from, you know the initial pages where we explain who we are. But we're not we're not trying to allow services throughout the book. You know, we're basically just trying to provide information that we've gathered over the years to help educate people about those topics so they can learn about it as well. So the, you know, the intense is going to be quite different depending on what it is, the person's downloading. So That's why, you know, generally the conversion rate between leads.

Michael Sweeney: Well, among leads is quite low because generally, most of the content people download that downloading it to learn about the topic. Not because they have a business, you know, development inquiry and this is like the first point of contact, right? And that's why from the marketing point of view, yes, all this stuff is importantly, ad tech books important because it's a brand awareness brand building activity, but our main kind of focus is are the mqls is getting people to fill in a contact form. Email us with an inquiry because those ones so buying intent, you know, someone downloading an ad tech book, And it's very different than someone filling in a landing page filling in a contact



formula landing page where we're promoting our DSP development services, they're two different types of people in the intense quite different. Yeah,

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Emilia Domagała: Of course, and

Emilia Domagała: And remind me what Mql stands for.

Michael Sweeney: Marketing Qualified Lead. So again, you know this um the marketing qualified lead definitions probably going to be different at different companies but for us. an mql is anyone who has At, you know, got in contact with us with it with a development inquiry.

Michael Sweeney: Right? So this could be the most obvious one.

Emilia Domagała: Yeah.

Michael Sweeney: Is someone goes on to our website, goes to our contact page fills in the form and fills in the message says, I want to build a DSP. Let's have a call that happens quite a lot. That's, you know, primarily how it happens, but it could also be someone, you know, send us an email to sales at Cleco.cc. It could also be that someone downloads, you know, the ad tech book and and they say You know, they write back to Tom Echo or they you know because obviously we we send out an automated email with a link to the PDF as well. It could be that they write back and...

Emilia Domagała: Yeah.

Michael Sweeney: say Hi I have a an idea for ideas you know a development project on speak to you guys about please get in contact that happens sometimes. And but not as often as you know people getting in contact with us. So the Mql is basically a sign that we have someone Who has a development inquiry versus a lead. Who has essentially just Had some kind of engagement with our brand more than just visiting our website, They've actually given us their contact details and they've received something in exchange, but we don't that the buying intent could, you know, the intent could be quite different. They could just be to,...

Emilia Domagała: Yeah.

Michael Sweeney: to learn about the topic. So, yeah, the lead is basically just to kind of You know, get gathering contacts and then see how the sales team goes when they qualify them to see. There is any kind of interest there as well.

Emilia Domagała: Yeah, yeah. Noted and so the moment that actually download that book, they get some like automatic email to contact us or how does it exactly work with the

Michael Sweeney: Yeah, so generally they'll get an automated email with a link to the PDF and we do redirect them to the PDF after they download it, but we also send them an email, just so that if they, you know, if they lose the, if they close the tab or something, then at least they'll have it in their inbox as well.

Emilia Domagała: Yeah.

Michael Sweeney: It's like, you know, it's kind of just so they don't lose the, the link, but yeah, it's also a way to, you know, collect



Michael Sweeney: It's also a way to measure interests in the ad tech book as well. Downloading the the PDF version and we can there's another one, you know, we can then communicate with them. And say, Hey, we're in the process of creating our hard cover version or we've, you know, released this new chapter etc. It's also way to communicate with people who have interacted with that as well. But yeah, generally regardless of what they download, they'll always get some kind of automated email just so that they are aware that we've, you know, received their own choir inquiry or whatever as well. Another thing to quickly add is that we also have newsletter sign ups. So these people just basically, you know, if they read a blog post is a form at the bottom, very simple disaster for their name and email address and and we add them to our newsletter our list. And then we kind of send them emails like generally once every two weeks we don't want to kind of like spam people every week with an email and we just kind of send them you know, our new content etc as well. But yeah again those people are also pretty.

Emilia Domagata: Yeah.

Michael Sweeney: Is looking for information rather than, you know, rather than having a development inquiry.

Emilia Domagata: Yeah, you've just answered the last question. Okay.

Michael Sweeney: Okay. Oh, I can use that subscriptions. Er source, something about that. Yeah. Yeah.

Emilia Domagata: Can I have just like one last quick thing because it came.

Michael Sweeney: Go for yeah. Yeah, go for yeah.

Emilia Domagata: And because I have a graphic of the sales funnel somewhere in my notes. And I was wondering since you mentioned the conversion, Came to me that maybe I can show you the first stages and like where do you think that? You know, the stages that you actually you're aware of? Because, of course, you don't know what's happening in the offer, negotiation etc because that's the sales part, I assume. So, in the first stages, where do you see? Like, the the least conversion rate, or you know, where do you see? Like the most problematic, let's say stage,

00:45:00

Michael Sweeney: Yeah, I would say.

Michael Sweeney: I guess probably a couple things I'd say that. I think, first of all, the like, for the, if it's called, if the kind of thing, but the marketing funnel, I guess, the, the challenge that we have would be converting website visitors into either leads or Mql's, which is generally always a bit of a challenge, the conversion rates are generally, you know, quite low. You know, you can't expect. They're only visit your website together, download something or whatever, that's kind of one, one challenge. But, you know, we can solve that by, you know, creating downloadable content offering something of value. I think that's also quite important. Nowadays is that don't simply just offer like a PDF but make it valuable and so the more value you can offer the better. So yeah, that's probably one thing is is that,...

Emilia Domagata: Hmm.

Michael Sweeney: you know, converting website visitors into into leads and even even I'll probably say, you know, converting website visitors into mqls as well because there is a bit, there is a big, it's Of a big step from someone visiting a website. About, you know what, what is an SSP and how does it work to them? Filling in a contact form, with the development inquiry, you...

Emilia Domagata: Yeah.



Michael Sweeney: it kind of what it kind of amazes me sometimes, when I look at, You know Mql's have entered our system. And I look at the pages that they initially visited a lot of the time and they are, you know, website in the blog post like What is an SSP and How's it work? You know, it's, you know I already kind of expect and that kind of makes sense because we have a lot of those types of blog posts but you would kind of expect that and...

Emilia Domagała: Yeah.

Michael Sweeney: you get more people that would be coming from our case study, for example, that Ssp's or some other kind of post that's more focused on our development services, which we do get but it's always you know, interesting to see that someone has visited a blog and article about an SSP but provides general information and then they feel in a contact form with the development inquiry. It's like You know, it's always interesting in that in that sense. So that's kind of one challenge. Let's say it's converting website. Visitors into leads and mqls. The second one I would say is probably

Michael Sweeney: Converting leads into MQL'S. And again, this goat This goes back to the part that I was just saying before about intent. Because, you know, depending on what lead magnet you have, it's going to determine how easy your hard it is to convert that person into a marketing qualified lead, right? If you're offering you know for example we had take book we're not kind of expecting that. We're gonna get a lot of mql from there, take book because the content is not geared towards promoting our development services. It's basically providing general information about it...

Emilia Domagała: Yeah.

Michael Sweeney: but still, it's still worth having there for brand awareness and in potentially, someone the development inquiry might get in contact with us from that. So I'm probably say that. Those are kind of like the two challenges from the marketing perspective is around the conversion of those ones as well. And even I would probably say like generating.

Michael Sweeney: The right type of company because yeah, as I mentioned before another, another kind of element that we look at with our the target audience is the size of the company. So we we generally don't like to work with startups because they don't have a lot of capital rather there's like cash flow issues. They don't, they can't spend a hundred, they can't spend a hundred thousand dollars over six month period building a DSP whereas a company...

Emilia Domagała: Now.

Michael Sweeney: who has maybe 250 employees. It's been around for 10 years, has a lot of revenue, maybe they have some investment, you know, funding. They're in a better position to be able to spend money on on development services as well. So, and...

Emilia Domagała: Yeah.

Michael Sweeney: the challenge that we have there is, I guess, generating, the right type of of client and you know, as you probably see on the monthly meetings where we talk about the different mql qualifications, you know,...

Emilia Domagała: Yeah.

Michael Sweeney: gold silver bronze, the gold, the golden silver generally well established company, they've been around for five years or more they have over you know, 15 employees for example. Temple. And that's also a challenges is getting the target audience in terms of size as well. So you get a lot of inquiries from startups individuals that think they can spend 20 grand and build a DSP. And so



it's kind of that's also a challenge but it's You know, and I guess solving that is a little bit more complex. You, you can do things from a content perspective, but also you got to kind of think about other avenues to explore like, you know, more like enterprise level sales, enterprise level marketing, more PR but which generally includes spending more more money on marketing budgets,

00:50:00

Emilia Domagala: Yeah. So that you've measure some conversion. So do you track those in the sales or...

Michael Sweeney: Generally we do.

Emilia Domagala: marketing funnel? However, you could

Michael Sweeney: Yeah. Well I mean when it comes to the website visits versus the conversions we do have some data from the Web analytics sort of things. But to be honest it's it's probably not it's not like super accurate because

Michael Sweeney: Yeah, it's always taken. Well, that's like a zero conversion rate, which isn't true. All right, we probably could, I could probably come up with a more kind of accurate conversion rate, rather than the one we get from the Web analy is because there's like, with the Web analytics thing. There's like the whole privacy element with Rod or Gdpr, where...

Emilia Domagala: Yeah.

Michael Sweeney: if you don't get consent you can't fight cookies and tracking conversions that kind of stuff. So there's a bit of data that's not accurate because of that. But I mean generally like generally speaking, if I have a look at what was April Yeah, that was April.

Michael Sweeney: Why? Oh, that's the AI Tech book and I kind of tell you quickly what the

Michael Sweeney: Where's Clicker website? Yeah. so again, we've got different metrics, you know, you've got like

Michael Sweeney: Paid views, you've got sessions which like different things. So if we just kind of look at if we can't look at, I don't know maybe sessions because that's like you know, one person kind of viewing 10 articles in in a given session, right? It's more more connected around the user. I was just taking so long to load. And people pro,...

Emilia Domagala: Yeah.

Michael Sweeney: I could probably provide you with some, with some conversion data, a bit later and it's kind of like, you know, and Not. you know, not 100% accurate but it's, you know, probably around the mark, you know, because if we, if we have, let's say, I don't know 10,000 people within our website and we get, you know, 400 leads and you know, 30 mqls and we can kind of do the Do the math from that, even though that's only taking into consideration website traffic, it's not taking the considerationally anything we've done on social media. But generally most, most of the conversions, we get from fire our website anyway so yeah, I can I can provide you with some information once once per starts working.

Emilia Domagala: Yeah. Yeah, that's that's that would be perfect for sure.

Michael Sweeney: Hmm. No,...



Emilia Domagała: Okay. And I took so much of your time. I'm so sorry.

Michael Sweeney: that's a guy. I'm always happy to talk about marketing. So it's a good exercise to me, kind of speaking to someone and getting asked questions about this kind of stuff because it's like a, you know, a thinking process for me. Right? Like I I constantly just think think one thought and I it can be hard to kind of see things from other perspectives and Get asked questions that kind...

Emilia Domagała: Yeah.

Michael Sweeney: almost challenge the way I think about things, but, you know, more than happy to help out more happy, more than happy to talk about this stuff. So yeah, no problem.

Emilia Domagała: Okay, perfect. Then I will just stop the recording and and when you get the website's loaded, the ones with the data and I will be more than happy to receive those.

Michael Sweeney: Yeah, perfect. Yeah. Hopefully I feel bad. Do it sometime today.

Emilia Domagała: Hopefully. All right,...

Michael Sweeney: Yeah.

Emilia Domagała: I will stop it.

Emilia Domagała: Right. Thank you really. Thank you for that. That's super helpful for sure. And yeah.

Michael Sweeney: No worries. My pleasure.

Meeting ended after 00:53:37 🙌