dito

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GLAB 2020
Belo Horizonte, Brazil

Company Background

Dito is is an omnichannel customer retention platform that helps medium to large retail companies automate their marketing and sales actions. Dito's SaaS software integrates consumer data collected from both online/offline sales & communication channels to capture a thorough view of the customer's retail experience and drive sales.

Project Objective

Dito's growth plan prior to our arrival projected revenue short of their ARR goal by $2M (at $8M instead of $10M by 2020). Our project was to analyze their current growth plan and provide recommendations to enable Dito grow from 14% market share to 22% market share of the Brazilian CRM market.

Project Outputs

Our team focused on three areas to accelerate Dito's growth in 2020 and beyond: new client sales, existing client sales (upselling), and Dito's pricing model. We analyzed data around both new and existing client sales practices, built a responsive pricing model, and provided actionable recommendations.

New Sales Analysis

We found that the leading cause of Dito's lost sales was that would-be new customers did not see the value of Dito's solutions. We encouraged Dito to:
- Better communicate its value by incorporating testimonials from existing clients in its sales pitch
- Shift customers' perceptions of its value by anchoring them to comparable, premium solutions
- Invest more time in product demos

Upselling Analysis

We found that 46% of the time, Dito's lost sales to existing clients was due to clients not seeing value in the proposed new service and that this factor was driving lost sales in the "connection" and "proposal" stages of the upselling pipeline. We recommended that Dito standardize the process for upselling existing clients and clearly map each phase's responsibilities to the two respective teams involved in the process.

Pricing Model

At Dito's request, we built a customizable, responsive pricing model to mimic customer demand for Dito's product offerings and reflect what their purchasing behavior might look like as Dito considers different price levels for its soon-to-be-released three-tier pricing structure. We recommended that Dito conduct further A/B testing to refine the assumptions built into the model and to better assess customers' willingness to pay.