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Business Process Management for Increase Efficiency Process on Leads Generation Acquisition in Saas Company (a Case Study Approach)

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Abstract

Customer acquisition is the backbone in the growth and development of a company, especially for startups. Companies can build business processes to create opportunities for potential prospects who can convert into new customers who gain trust and are ready to make a purchase. However, in this process various obstacles were encountered, such as the ineffective process of managing prospective customer data, the level of accuracy and validity of data to the low conversion rate of data from prospective users to become new customers. This research was conducted by a startup company in Indonesia engaged in the Software as Services (SaaS) industry. The approach used in the above problems is business process management (BPM) which is able to re-design and abstract the currently running processes to produce more efficient and logical business processes. This BPM approach is carried out with a business process management lifecycle framework that is capable of structuring and standardizing processes into processes of identification, discovery, analysis, redesign, implementation, monitoring and controlling. This study provides an overview and recommendations of companies that are arranged systematically starting from the findings of both quantitative and qualitative data, then analyzing the process, establishing a new, more efficient business model to measuring post-implementation impacts. The use of the BPM lifecycle method is intended to improve data accuracy, speed up the process of managing prospective customer data so that in the end it is able to contribute and increase company revenue.
Keywords: Business Process Management, BPM Lifecycle, Acquisition, Leads Generation, Efficiency

Abstrak

Akuisisi pelanggan merupakan tulang punggung dalam pertumbuhan dan perkembangan sebuah perusahaan, khususnya bagi para pemula. Perusahaan dapat membangun proses bisnis untuk menciptakan peluang bagi prospek potensial yang dapat dikonversi menjadi pelanggan baru yang mendapatkan kepercayaan dan siap untuk melakukan pembelian. Namun dalam proses ini ditemui berbagai kendala seperti proses pengelolaan data calon pelanggan yang kurang efektif, tingkat akurasi dan validitas data hingga rendahnya tingkat konversi data dari calon pengguna menjadi pelanggan baru. Penelitian ini dilakukan oleh sebuah perusahaan startup di Indonesia yang bergerak di industri Software as Services (SaaS). Pendekatan yang digunakan dalam permasalahan di atas adalah Business Process Management (BPM) yang mampu mendesain ulang dan mengabstraksikan proses yang sedang berjalan untuk menghasilkan proses bisnis yang lebih efisien dan logis. Pendekatan BPM ini dilakukan dengan kerangka siklus hidup manajemen proses bisnis yang mampu menyusun dan menstandarkan proses menjadi proses identifikasi, penemuan, analisis, desain ulang, implementasi, pemantauan, dan pengendalian. Kajian ini memberikan gambaran dan rekomendasi perusahaan yang disusun secara sistematis mulai dari temuan data baik kuantitatif maupun kualitatif, kemudian menganalisis proses, membangun model bisnis baru yang lebih efisien hingga mengukur dampak pasca implementasi. Penggunaan metode lifecycle BPM dimaksudkan untuk meningkatkan akurasi data, mempercepat proses pengelolaan data calon pelanggan sehingga pada akhirnya mampu memberikan kontribusi dan meningkatkan pendapatan perusahaan.
Kata Kunci: Manajemen Proses Bisnis, BPM Lifecycle, Akuisisi, Leads Generation, Efisiensi

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INTRODUCTION

Business Process Management is an approach designed to produce better processes by collaborating between business units and the world of information technology in order to foster a new paradigm of more efficient and logical business processes. (Underdahl, 2011). Deep dive into the definition of BPM covering the areas of concepts, methods, and techniques to support the design, administration, configuration, definition, and analysis of business processes (Weske, 2019). According to Panagacos (Panagacos, 2012), BPM is able to provide significant benefits for companies, including BPM is able to save time and costs incurred by the company. BPM helps to identify process redundancies and eliminates duplication of work. This effort will form standardized business processes that can reduce recurring operating costs so that they can enter into the automation process. This will reduce the work cycle cycle by reducing waste, increasing efficiency, and ultimately increasing profitability. In addition, BPM can improve business intelligence by means of recording and monitoring effective business processes. BPM can track and find important information so as to get reliable information as a basis for making the right decisions.

BPM implementation initiatives must be based on several considerations which are referred to as business drivers. A business driver is a situation, strategy, and objective that spurs management to support process change initiatives (Harmon, 2016). Business drivers that can drive BPM implementation include the need to reduce costs, the need to improve the performance of current processes and create new business processes, the need to increase customer satisfaction, the need to increase organizational responsiveness and the need to improve business coordination and control. According to a report from the Bureau of Labor Statistics (BLS), 50% of startups will fail in their first four years, 19% will fail due to intense business competition and 18% will fail due to pricing or cost issues. (Association of Certified Fraud Examiners (ACFE) 2018, 2018). Based on a survey conducted by DailySocial of 11 startup managers, it was found that 6 startups admitted that they allocated less than 50 million per month for marketing budgets and 5 other startups stated that marketing costs ranged from 100 million to 1 billion per month. (Karimuddin, 2014). Based on the same survey, only 6 startups claimed to be satisfied with the results obtained, while 5 other startups still had not received the targeted returns. Based on the above, startup companies allocate a high marketing budget of 12-20% of the company's total revenue (Perantara.net, 2019)

From the definitions and business drivers above, it shows us that Business Process Management provides positive results for the progress of the company, including XYZ as one of the companies engaged in the Software as a Service (SaaS) sector in Indonesia. Software as a service (SaaS) is an industry that is growing due to the connectedness of the world due to the internet, which previously needed to install devices that were transformed by simply accessing and using software via the internet. (Gazdecki, 2022). The advantage of SaaS is that it is a web-based service that only focuses on customer needs so that paid services are in accordance with customer needs (Blokdijk, 2008). At first, XYZ started its business in 2018 as a company that provided hardware for cashier needs such as printers, barcode scans and other supporting devices. In 2019, XYZ expanded its business line by presenting entrepreneurial applications on the mobile app platform and web dashboard for micro, small and medium enterprises (MSMEs) by providing entrepreneurial support applications in the form of point of sales (POS). Point of Sales (POS) is a system and tool used to assist the sales department, especially the cashier, in managing the transaction process (Magdalena Sipayung et al., 2020). The application provided does not only function as a point of sale (POS) but also provides added value in the form of financial management, inventory, customers, employee management, business analysis to integrated access to online merchant services, digital payments and access to business funding.

In carrying out business processes, companies need to think about processes and strategies to improve transactions and business. In the book Heavy Hitter Selling: How Successful Salespeople Use Language and Intuition to Persuade Customers to Buy explains that companies are able to create transactional involvement and focus on opening opportunities, then carry out analysis and strategies (Martin, 2006).

In increasing its business growth, XYZ carried out quite massive customer acquisition activities. There are many entries that are run to entice potential customers (leads) to register for a trial (trial) until they finally subscribe. Leads are people who have identified themselves as potential candidates to convert into sales targets (Świeczak & Łukowski, 2016). There are 2 categories of entry, namely organic leads, and inorganic leads. Organic leads are potential customers who are interested and trial registration through media such as requesting a demo either independently via the website or contacting customer service. Meanwhile, inorganic leads are prospective customers who are interested in learning and trying with intervention marketing campaign programs, sales area visits to telephone approaches by telesales.

Salesforce.com defines a series of processes for building a company relationship with potential customers to gain their trust and be by their side until they are ready to make a purchase called Leads Generation. (*The Better Way For Sales Teams To Approach The BANT Framework*, 2017). The lead generation mechanism can be managed remotely so that it can cut costs and increase revenue and buyers are more comfortable interacting using web conferencing, telephone, webinars, email, chat and social media (Vittorio & Alessandro, 2020). According to the book The Dictionary of Advertising Terms defines as a request from a potential customer made in response to a campaign or advertising program (Urdang, 1983). This customer request can be generated from various ways and media including publication advertising, publicity, direct mail, telemarketing, and exhibitions with the aim of identifying and generating the best prospects for your product or service (Bly, 1998). The above activities and processes are referred to as lead generation activities. Apart from that, leads generation also aims to build a database of prospects. Many companies are currently building databases of prospective customers personally to store, study and pattern the responses of prospective customers to sales marketing activities carried out by the company. (Bly, 1998).

Activities to acquire new customers are the backbone of the main business activities in every company. According to a survey conducted by 722 U.S., about 60% of companies are only able to convert 10% of potential customers to become new registered customers [17]. In implementing the process, XYZ has an internal dashboard system to manage the lead generation process which is known as CRM Leads Generation. However, the system and its implementation process still have many shortcomings, namely the low level of accuracy and validity of contact data in the form of customer telephone numbers and e-mails, the slow process of checking customer data because it is done manually one by one by the sales representative. Then, when the data is entered into the CRM Leads Generation system, the data will be distributed randomly evenly to all sales to approach and provide offers. This process also does not run efficiently because it experiences problems such as the slow process of sharing data because it is manual one by one and the low success rate of conversion to a deal because the data is distributed to all sales representatives randomly.

The aim of the research is to analyze and build an efficient lead generation acquisition process to improve the accuracy of prospect data, speed up the data distribution process and increase the conversion of success into a deal with customers.

METODE

In this study, the authors used literature studies to obtain a theoretical basis, framework implementation to formulate solutions. The framework used in this study is the Business Process Management Lifecycle which includes the stages and processes of identification, discovery, analysis, redesign, implementation, monitoring and controlling.

In this study, the authors used various methods to collect data as follows.

Literature Study

Collecting data and information by studying e-books, articles, journals and scientific research.

Field Research

1. Interview

This data was obtained by conducting interviews with several company stakeholders which were divided into two criteria, namely the management level and the executive level.

2. Observation

This data is obtained by studying XYZ standard operating procedures (SOP) documents, working procedures and feature documentation and workflow from the internal dashboard CRM leads generation.

RESULTS AND DISCUSSION

In this study, the authors will first identify business processes that are running end to end with limitations on the customer acquisition process business and lead generation feature business processes on the XYZ Leads Generation CRM system.

The process begins with the marketing team creating a campaign program for each period. Then the campaign can be seen and accessed by potential customers (leads). If there are interested leads, they will fill in some data in the form provided. The data will be collected in the CRM leads generation system.

The data that has been collected will be manually validated by the Sales Performance and Strategy (SPS) team by looking at the telephone number format. Phone numbers that are considered valid will be assigned to a sales area or telesales for an approach. Leads who have been assigned will be followed up by sales by calling or setting up a meeting. If you get a response and interest, you will proceed to the invoice generation stage. If you don't respond or get a rejection, it will be marked as rejected leads. When a purchase agreement occurs, the customer is asked to make payments according to the invoice and method of payment. At this stage, the customer may not make a payment until the lead becomes abandoned. Customers who successfully make payments will enter the scheduling and installation stage by business operations.

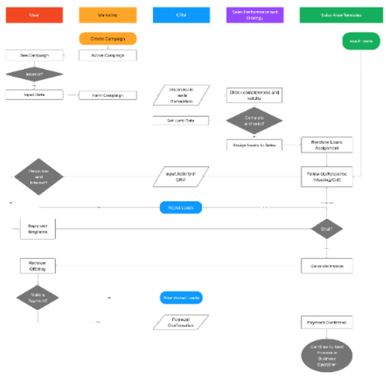

Figure 1. Overview of Current Customer Acquisition Business Processes

After the researchers identified the current business processes running at XYZ, the next step was to carry out an analysis process using the Business Process Management Lifecycle Model. The BPM Lifecycle Model is an overview of the phases in managing business processes and a description of BPM projects/initiatives that can be managed to achieve goals (vom Brocke & Mendling, 2017) through six steps in a continuous cycle as follows (Dumas et al., 2018)

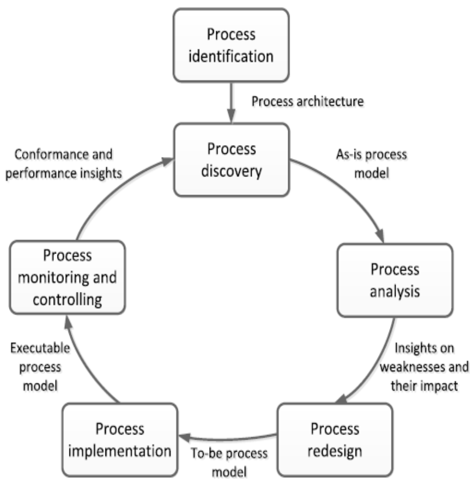

Figure 2. BPM lifecycle

1. Process Identification

In this phase, business problems are proposed to be mapped with processes that are relevant to the problems being handled, limited and linked to one another. The main result of the identification process is a new/updated process architecture that provides an overall perspective of all processes, relationships, defines criteria and priorities within the company.

2. Process Discovery/process modeling

In this phase, the focus will shift from the general to the specifics of a particular process. Process Discovery is an activity to collect information about the current state of business processes or commonly called as-is process model.

3. Process Analysis

In this phase, all issues/pain points related to the current state will be identified, documented and made possible to measure. The result of this phase is a structured set of problems. Then the problem is then prioritized in various variables such as impact and effort.

4. Process Redesign/process improvement

This phase aims to identify changes to the process to address problems in the analysis phase. Also in this phase, several change options are analyzed and compared using process analysis techniques. In the end the best change option will be chosen to replace the old process. The output of this phase is usually a to-be process model, which serves as the basis for the next phase.

5. Process Implementation

This phase includes the implementation of systems and measures to facilitate enterprise change. Process implementation includes 2 things, namely organizational change management and process automation. Change management refers to a series of activities needed to change the way the users/employees involved work. Meanwhile, process automation refers to system development.

6. Process Monitoring and controlling.

After the process redesign has been implemented, this phase aims to collect and analyze execution data to check the suitability between performance objectives and their realization. This phase will tend to bring up new issues in the future so that it requires a continuous cycle in BPM.

Process Identification

In the process identification stage, the company tries to identify its processes in stages, starting from the general process classification or landscape process, then proceed to the abstract process model to reach the detailed process. Process identification is closely related to business strategy. To identify processes so that they are inline with business strategy, it is necessary to describe the current process categories in the form of a process landscape as follows.

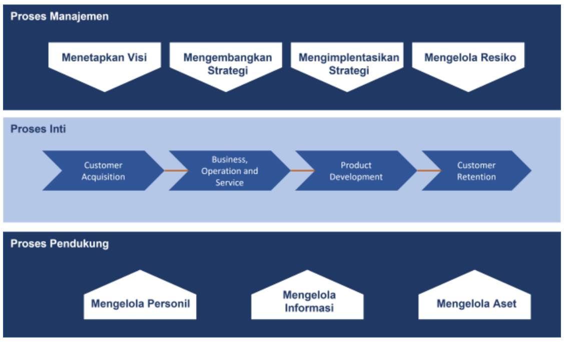

Figure 3. Landscape Process

The process landscape is the most basic description of the process architecture, which is described in 3 processes, namely management processes, core processes and supporting processes. At XYZ company, the core process includes customer acquisition, business, operation, service, product development and customer retention. The core process is an important process for the company. Support processes are processes that help core processes to run including managing personnel, managing information, and managing assets. The process of managing personnel ensures that the resources performing the core processes are available and have the capability to perform them.

The process of managing information helps to make the application and use of information technology present and support core processes. Then the asset management process ensures that the facilities, infrastructure, and infrastructure are available to support the core process. Process management makes decisions and policies on core processes and support processes. The management process is related to setting a vision, developing strategies, implementing strategies, and managing risks. Components in the 3 process categories are shown because they meet the criteria as a process, which is a series of repetitive or repetitive events/activities.

In addition, there is an urgency value contained in the process shown in the chart above, namely there are customers who are willing to pay, there are costs incurred to acquire customers and there is a responsibility to investors to request reporting on company growth.

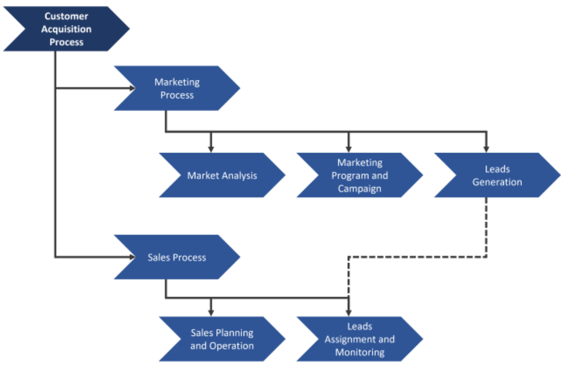

Figure 4. Identify the Customer Acquisition Process

The customer acquisition process consists of two dimensions, namely the marketing process and the sales process. In the marketing process there is a sub-process consisting of market analysis which aims to identify and analyze market needs related to products or services to seek insights regarding features, systems, business processes, behaviours, interests, trends. Then there is the Marketing Program and Campaign sub-process which aims to attract potential users to know, understand, try and use the company's products/services. Finally, there is Leads Generation to collect all the data that has been inputted into the Leads Generation CRM system for processing to the next stage in sales.

Then there is the Sales Process consisting of two sub-processes namely Sales Planning and Operation which aims to prepare the composition of sales personnel for forecast data leads that will enter from marketing. Meanwhile, the Leads Assignment and Monitoring sub-process aims to distribute incoming data for follow-up by sales representatives.

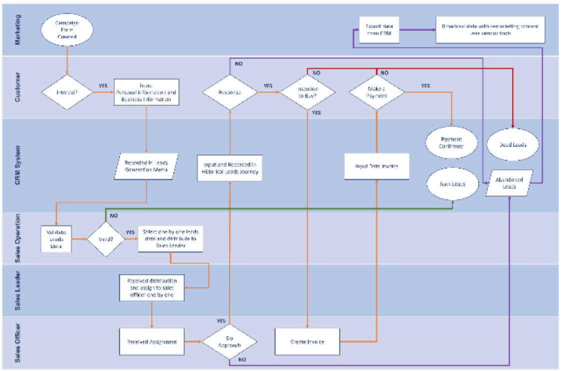

Figure 5. Identify Leads Generation CRM Detailed Processes

All incoming data will be distributed to the CRM Leads Generation system for follow-up by sales. Broadly speaking, the form of follow-up is in the form of scheduling meeting activities, demos, invoice offers, invoice agreements to payments. All processes are recorded and running in the system.

Process Discovery

At this stage the research began to focus on more specific business processes to deepen understanding of the problems being handled. In the identification process, several processes have been obtained in the customer acquisition process business. At this stage the researcher will involve domain experts to dig deeper into existing processes including marketing processes, sales processes and CRM system processes. The stages in Process Discovery will be explained into the following four stages.

1. Setting of Process Discovery

   Based on process identification, researchers will deepen the lead generation process involving sales operations, sales leaders, sales officers, marketing and CRM systems.

2. Process Discovery Method

   In this stage the researcher uses 2 methods, namely evidence-based and interview-based to gain holistic knowledge of the existing process in detail as follows.

Table 1. Using the Process Discovery Method.

Method	**Description**
Evidence-	• This method is carried out by viewing, reading and understanding process

Method	Description
based	documents in the company including the current standard operating procedures (SOP) and technical working instructions/way of work (WOW). • The next step is to make direct observations regarding how work is implemented based on process documents. This observation is to see the behavior of staff in carrying out tasks starting from incoming leads, validated, distributed, assigned, and monitored. • The final step is to look at the data records in the CRM system to see historical processes and achievements
Interview-based	• This method is also used in the discovery process to further deepen and validate the implementation of process documents. The resource persons in this interview cover the operational part of the lead generation process to the strategic and monitoring part.

Researchers also make observations on the processes and workings of stakeholders and subjects involved in business processes which are summarized in the following table.

Table 2. Observation Notes in the CRM Leads Generation system

Keyword	Description
Phone Number Validation	• Sales Operation performs validation by calculating the length format. If the incoming telephone number is not in the digit range 10 to 13 then it will be set as a junk lead • After fulfilling the length format criteria, you will see the data prefix. If it doesn't start with 08/07 or the area code it will be set as a junk lead • The checking process is carried out one by one for each lead data
Distribution	• Each sales operation staff has a different time in distributing leads not in accordance with the 3-time divisions • Sales operations first record calculations in a spreadsheet to divide the amount of incoming data by the number of existing personnel so that the distribution can be proportional. • There was an error in the distribution process because there were identical or similar names
Delegation	• Each sales leader will share data only at certain times outside of busyness because they do not have a definite time of distribution. • The distribution mechanism is not evenly distributed to all sales officers due to the subjectivity of the delegate selection process. • There was an error in the distribution process because there were identical or similar names
Assignment Work	• The sales officer's work on lead data differs depending on the task being owned • Sales officer work on lead data tends not to have priority settings because every day there will be an assignment process and it will be mixed with previous assignment data • When the data has been assigned, the sales officer can also conduct rejection leads on the grounds that the data is invalid because they cannot be contacted

At the discovery stage, the researcher obtained some supporting metric data to show the size of the process in terms of quantity. This data is sourced from CRM Leads Generation data collection.

Based on the data, from 100% of prospective customer data that is entered and undergoes a validation process, around 15-20% of the data is invalid and cannot be contacted.

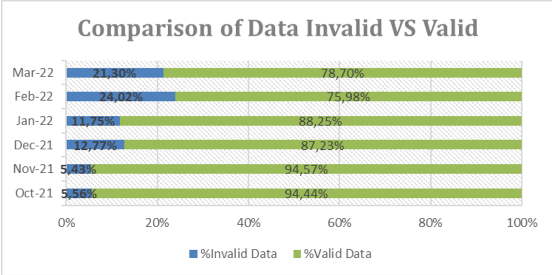

Figure 6. Comparison of Invalid and Valid Data

In measuring the distribution process time, it also experienced an increase in line with the increase in the amount of data entered into CRM Leads Generation. The greater the incoming data, the longer it will take for the sales operation to distribute the data to the sales officer. The average distribution time takes 7 hours from the time the data is entered.

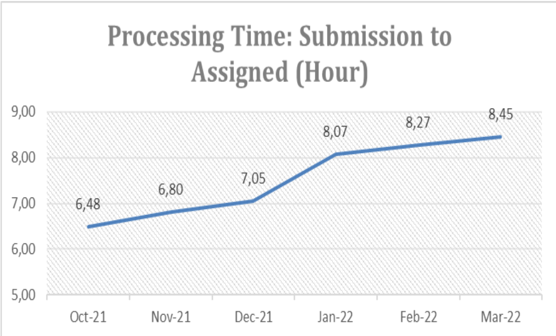

Figure 7. Processing Time: Submission to Assigned

Then, if you look at the conversion rate, it's no more than 2%. The conversion rate is calculated from the number of leads that have successfully made payments compared to the total number of leads that have been delegated. The conversion rate starting from October 2021 is 1.11%. Then it increased in January 2022 to 1.32% and in February 2022 it decreased the sharpest at 0.97%.

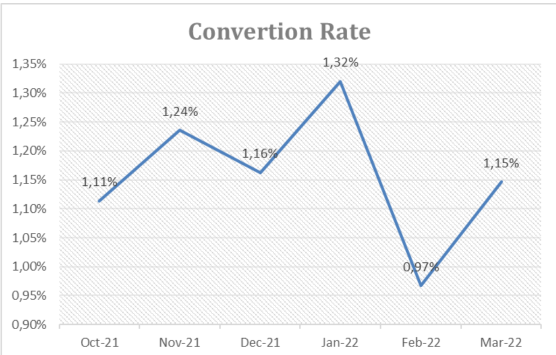

Figure 8. Convertion Rate

Process Analysis

In the analysis process using two methods namely Qualitative Process Analysis and Quantitative Process Analysis. This process aims to collect all structured problems in the form of processes that are not important, processes that take a long time and other forms of waste in business processes. Explanation of the use of the method will be explained as follows.

Qualitative Process Analysis

The method used in Qualitative Process Analysis is a Cause-Effect Diagram or commonly called a Fishbone Diagram. This analysis found problem statements related to data distribution issues with the following explanation.

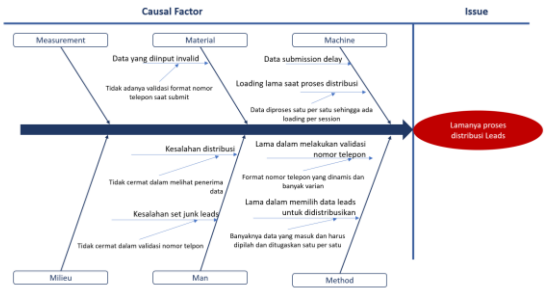

Figure 9. Fishbone Diagram for Leads Distribution Issue

Table 3. Causal Factor – Leads Distribution Issue

Causal Factor	Primary	Secondary
Machine	Data that goes into CRM Leads Generation often experiences delays due to connection problems or issues on the server	
Machine	Long time in data distribution process per lead	When data distribution is processed one by one by selecting data, selecting recipients, the page will reload and select data to be distributed again
Material	Data entered CRM Leads Generation is invalid	There is no data validation process during the submission process in the marketing campaign form
Method	Long time to validate phone number	Validation is done by looking at the dynamic telephone number format manual and the many provider variants
Method	Long time in selecting lead data for distribution	A lot of data is entered and must be selected individually to assign data to a specific sales officer
Man	Data distribution error	Not careful in seeing the recipient of the data
Man	Error in set of junk leads	Not careful in validating telephone numbers

Quantitative Process Analysis

The method used in Quantitative Process Analysis is Cycle Time Flow Analysis. Each process from the beginning of the process to the end will be calculated for each piece of the process to find out the duration or processing time required.

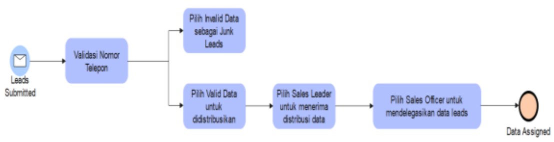

Figure 10: Flow Analysis for Leads Distribution

In this analysis, the only issue taken is the distribution of leads because there is a problem in measuring time, so the technique used is cycle time. The details of the average time obtained for each activity are as follows.

Table 4. Cycle Time for Lead Distribution

Activity	**Time Spent**
Phone Number Validation	15 minutes
Distribution of Leads from Sales Operations to Sales Leaders	120 minutes
Distribution of Leads from Sales Leader to Sales Officer	300 minutes

From the table above, it is found that the lead distribution process takes quite a long time in the sales operation of 120 minutes and the sales leader 300 minutes.

Process Redesign

In this process, researchers use product-based design techniques to produce radical solutions with the following steps.

Scoping

There are three scopes that will be taken to be the limitations of the redesign in this process, namely the data validation process, the lead distribution/delegation process and the lead rejection process.

1. Data validation starts from the process of data leads entering into the CRM Leads generation and then sorting the data based on telephone numbers.
2. The lead distribution and delegation process starts from the data given to the sales leader and then continues to the sales officer.
3. Rejection leads begin when the data has been assigned to the sales officer and then rejected on the grounds that the data is invalid to be contacted

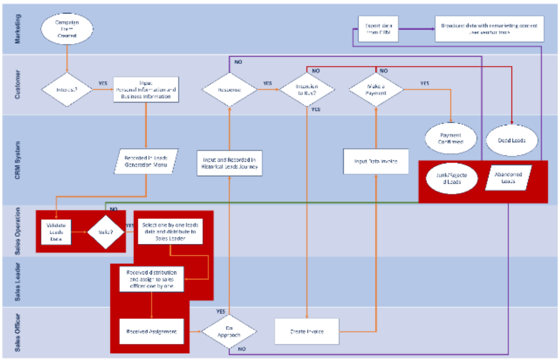

Figure 11. Scoping Process

Analysis

From the scope and problems above, a process of analyzing synthesis is then carried out for the four scopes with potential solutions as follows.

Table 5. roblem Scopes

Scope	**Potential Problem**	**Success Metric**
Data validation	• Automate data validation using call ping validator and whatsapp number validator. • Create a validator team to validate phone numbers. • Make a telephone number validation when submitting the campaign form	Processing Time
Lead distribution and delegation processes	• Automate direct distribution to sales officers based on regional distribution rules and performance distribution. • Build a distribution team per region. • Create mass distribution features to execute more data	Processing Time and Conversion Rate
Rejection leads	• This scope is a follow-up impact of the scope of data validation so that it can use solutions within the scope of data validation	Number of valid leads

Design

Phone number Auto Validator solution can be modeled by the process below. All these processes reside only within the CRM system and do not involve users or admins in their execution. First, when the data is submitted via the campaign form, the data will be validated by validator tools that have been integrated into CRM. Then it will send a call back to CRM to determine data conclusions. There are 2 possibilities in this conclusion, namely the data is declared invalid and is immediately processed as junk leads. For data that is declared valid, it will be able to enter the next distribution stage.

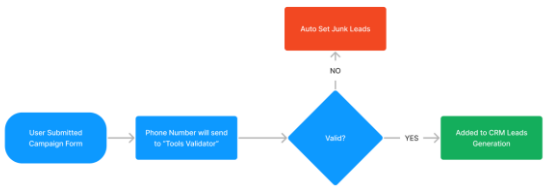

Figure 12. Leads Data Validation Process Redesign

Then the solution for auto distribution is modeled as shown below. Leads that have entered Leads Generation will then map their data conditions to check the location of potential users, campaign IDs to see interested programs, as well as several other business data considerations such as turnover, type of business and length of business. Then after checking these conditions each lead will get a score as a sign of potential and priority. This is useful for prioritizing leads that have the potential to convert into customers. There are 3 score ranges that determine the distribution recipient parameters, namely scores 1-5 will be distributed to Junior Sales, scores 6-8 will be distributed to Medior Sales and scores 9-10 will be distributed to Senior Sales. The determination of this sales level has been regulated in the sales performance and ranking system in the CRM system. In this model, sales operations and sales leaders are no longer involved in the lead distribution process.

Figure 13. Redesign the Leads Distribution Process

Evaluation

At this stage, all redesign solutions have been validated by stakeholders and have entered the implementation stage of the CRM process and system. The solution chosen has gone through justification and elimination in the analysis process so that when it enters the evaluation stage it has entered the system development stage.

Process Implementation

The implementation process is carried out by means of implementing the CRM system and using CRM business processes and products. Business processes that have been redesigned will enter the system requirements stage to be detailed in system development. The solutions above are then grouped into 2 CRM features namely leads validator and Leads Generation. Access to this feature is autonomous so it doesn't need to be handled by sales operations anymore, validation processes and lead distribution.

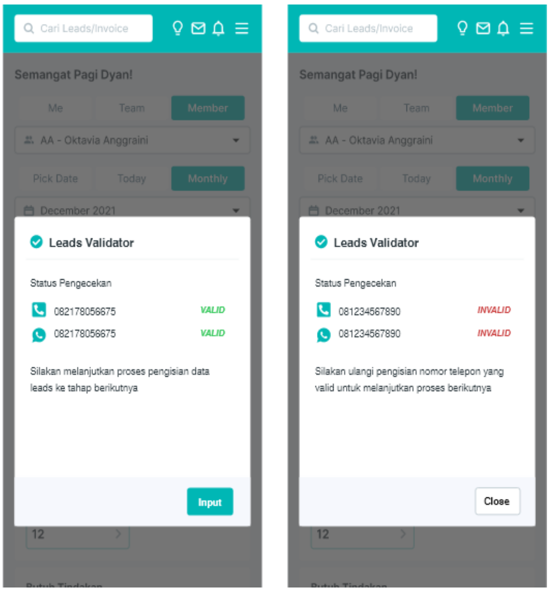

Figure 14. CRM Leads Validator feature

Then the Leads Generation feature in the previous process was enhanced because there was a process mechanism that changed in the system so it needed adjustments. In the feature display, currently there is only one sub-menu, namely assigned, which indicates that there is no distribution process by sales operations and sales leaders. All incoming data is immediately mapped with predetermined conditions.

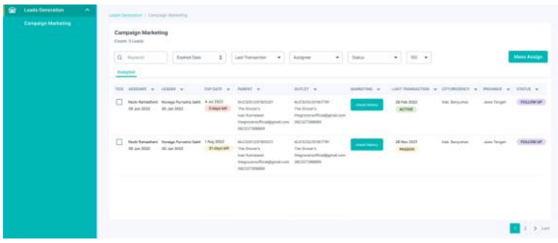

Figure 15. Leads Auto Distribution feature

Process Monitoring and Controling

After implementing and monitoring, the process of measuring research implications will be carried out. This is to measure the achievement of research targets with the realization obtained. The Leads Generation mechanism has been updated since June 2022 and has been implemented for 2 months until July 2022. This system was created and developed by XYZ for 2 months with a development period of April and May 2022. There is a significant difference between conditions before BPM analysis and after BPM analysis stated in the following table.

Table 6. Research Impacted

Old Condition	New Condition	Benefit
Need to validate telephone numbers manually through format checks carried out by sales operations	There is no need to do manual validation anymore because it has been replaced by the Leads Validator system	• Automate data validation using call ping validator and whatsapp number validator. • It does not require a system operator anymore because it is running autonomously. • Higher level of data validity because it is directly integrated with the system. • No more rejected leads or invalid leads are found after entering the assignment so that resources can be efficient for only valid data
Need to do manual distribution to the sales leader and proceed to the sales officer	There is no need to do manual distribution anymore because it has been replaced by the Leads Distribution system based on mapping parameters	• This update is able to eliminate the 2-layer distribution process at once so that it can speed up assignments to sales officers without the slightest waiting time. • It does not require a system operator anymore because it is running autonomously. • The level of distribution accuracy is high because it is based on parameter mapping.

This implementation also has a significant effect on the conversion of leads into CRM. Based on data for June and July 2022, there was an increase in conversion values to 2.33% and 2.45%. This positive effect is supported by increasing paid status on CRM where customers make many subscription payments. The high rate of paid on CRM is influenced by a distribution system that places sales with the highest performance meeting high priority leads, so you will get high conversion results.

Figure 16. Conversion Rate after implementation

This positive change also occurred in the status of rejected leads which dropped dramatically. The impact on the status of rejected leads cannot reach 100% impact because there are issues and findings in the integration of the validator system so that there is data that has failed to be validated by CRM. The CRM system is already running autonomously so there is no need for employees to operate the validation and distribution processes.

CONCLUSION

Through the development of the customer acquisition process business based on the BPM Life cycle which was carried out at PT XYZ's startup, the following research conclusions were obtained. First, The development of customer acquisition business processes is implemented in PT XYZ's CRM system which includes a data validation process to eliminate manual data validation by sales operations and also improve the accuracy of the resulting lead data. Valid lead data will make it easier and more efficient at a later stage so that the sales officer will only focus on valid data and not waste resources dealing with data that cannot be followed up. In addition, BPM also eliminates the 2-layer distribution process that occurs at the sales operation and sales leader stages. This is done so that assignments can take place quickly and do not depend on the willingness of sales operations and sales leaders. The distribution process has also become very measurable and has priority measures based on scoring and performance. Second, Process development in PT XYZ's CRM has also become very optimal because it can utilize incoming data to be converted. All abandoned leads will be processed and redistributed by CRM. This aims to utilize all data to be processed and followed up continuously without stopping. This has a significant impact on decreasing rejection leads in CRM. Third, BPM optimization has a major impact on improving company performance metrics as measured by processing time, conversion rate. Some processes in CRM are even optimized up to 100% by eliminating these processes.

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