

## BANZAI PIPELINE

### BRINGING NUMBERS TO LIFE

#### L7.2

View this pdf page-by-page with your "left" and "right" arrow keys versus with your "up" and "down" arrow keys.

This best simulates the scenario sequences and animated transitions.

# Banzai Pipeline

## The Sales Game

John Armitage, Geff Gilligan, Hamilton Meyer  
May, 2011

Rendered in the environment  
of SAP's UXNext Team's UX3  
Design Language



## Game Mechanics Applied to CRM Sales

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Games:

Have a Graphically Rich and Responsive User Interface

Provide Clear and Relevant Purpose, Goals, Status, and Feedback

Thrive with Collaboration and Competition

Leverage Physical Metaphors Where Meaningful

Are Highly Personalized to Users

## The Sales Game Premise

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Sales is the business activity most closely resembling a game. In fact the cyclical sales quota and pipeline metaphor already leverage real-life metaphors to depict status and progress in a more meaningful way.

The Sales Game focuses on the Pipeline Management use case scenario. For context, the scenario takes place within an overall sales automation application rendered with the UX3 Concept Car environment.

The game element depicted is called the Banzai Pipeline. This is a hybrid game/analytic for visualizing and acting upon an enterprise sales pipeline, from the complete rollup to an individual sales rep.

The Pipeline leverages UX3 concepts of unique spaces dedicated to different work modes, and the collaborative features of Streamwork. However, its primary examples of game mechanics are in its forms of visualization and interaction design, primarily by using the Pipeline metaphor in a non-literal manner, i.e. no need to depict any “pipes”.

**EXACT** Sales Pipeline SEARCH

Organization	Metrics	Phase	Confidence	View By...
Jack Johnson, VP	Gross Value	All	All	
↳ Nicole Dare, Director	Net Value	Qualification	High	
↳ Melinda Chan, Manager	Quantity	Analysis	Medium	
Rod Beck	Conversion Rate	Proposal	Low	
Jessica Bell	Cost of Sales	Negotiation	Dropped	

**Q3 Pipeline Net Value (Est.)**

Stage	2008 Value (x \$1,000)	2009 Value (x \$1,000)	Target Value (x \$1,000)
Qualification	~620	~720	~600
Analysis	~450	~280	~420
Proposal	~400	~300	~350
Negotiation	~280	~180	~280
Close	~240	~160	~240

Organization Hierarchy:

- Jack Johnson, VP
  - ↳ Nicole Dare, Director
    - ↳ Melinda Chan, Manager
    - Rod Beck
    - Jessica Bell
    - Derek Lambert
    - Cathy Fabros
  - ↳ Carl Reinert, Manager
  - ↳ Enzo Carlyle, Manager
  - ↳ Vanessa Lowery, Director
  - ↳ Victor Laszlo, Director
  - ↳ Jane Alstott, Director

The Banzai Pipeline is an interactive visualization for sales people to check the status of their deals in various stages. Targeting the use case of a sales team managing their pipeline – the metaphor used to describe the set of deals in various stages of progress – it uses a collaborative “gameboard” visualization.

Here we see a comparison of current deals in each of five pipeline stages, in orange, compared to the previous year, in blue, and the goal, in green. Our user, Melinda, manages a sales team, and this is her view of the overall team’s performance. Her staff, and her position in the larger sales org, are shown in the hierarchy on the left.

SALES

EXACT

Sales Pipeline

 SEARCH

- Organization
- Jack Johnson, VP
  - Nicole Dare, Director
  - + Melinda Chan, Manager
    - Rod Beck
    - Jessica Bell
    - Derek Lambert
    - Cathy Fabros
  - + Carl Reinert, Manager
  - + Enzo Carlyle, Manager
  - + Vanessa Lowery, Director
  - + Victor Laszlo, Director
  - + Jane Alstott, Director

Metrics	Phase	Confidence	View By...
Gross Value	All	All	
Net Value	Qualification	High	
Quantity	Analysis	Medium	
Conversion Rate	Proposal	Low	
Cost of Sales	Negotiation	Dropped	

Q3 Pipeline Net Value (Est.)



We can see that we are losing many deals from the Qualification stage to the Analysis stage, to a point well under the goal, and that this can cause underperformance later on in the cycle.

Industry Distribution

Deal Inspector

Price Assistant

Sales Situations People Tools Territory Re-org Wells Fargo

 Search Everything


SALES

EXACT Sales Pipeline

 SEARCH

- Organization
- Jack Johnson, VP
- Nicole Darr, Director
- Melinda Chan, Manager
- Rod Beck
- Jessica Bell
- Derek Lambert
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Q3 Pipeline Net Value (Est.)



Q4 08 Q1 Q2 Q3 Q4 09 Q1 Q2 Q3

Industry Distribution Deal Inspector Price Assistant

Sales Situations People Tools Territory Re-org Wells Fargo

Search Everything  SAP

She looks at dropped deals in the Analysis phase and sees that the problem is that they are losing deals in this phase, versus for example not having enough deals coming into the phase.

SALES

EXACT Sales Pipeline

 SEARCH

- Organization
- Jack Johnson, VP
  - Nicole Dare, Director
  - + Melinda Chan, Manager
  - Rod Beck
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Q3 Pipeline Net Value (Est.)



Q4 | 08 | Q1 | Q2 | Q3 | Q4 | 09 | Q1 | Q2 | Q3

Industry Distribution

Deal Inspector

Price Assistant

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 Search Everything


Melinda decides to take up this issue with her team. She returns to her original view and decides to create a new Streamwork Activity to help find a solution.



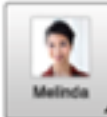
# Analysis Shortfall

TEAM WORK | UPDATES | RESOURCES

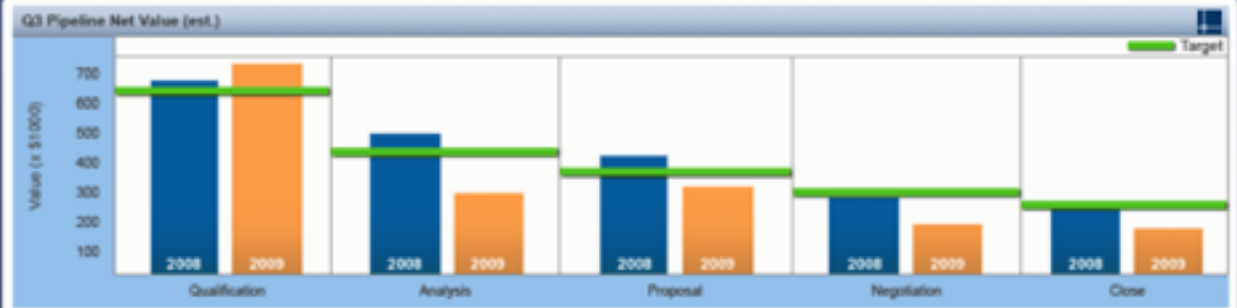
EDIT

+ +

Re-Forecast



More deals than ever before are dropping out in the Analysis phase. We need to change our strategy beginning with our Qualification Prospects.



**Qualification Phase Deals**  
 Here are our Qualification Phase Deals. The current business climate is calling for more consulting and partner help. Re-calibrate your deals here to show more realistic numbers.

HQST

PARTICIPANTS



- NEWS
- SEARCH
- RELATED
- CRM TOOLS



Sales



Situations



People



Tools



Territory Re-org



Wells Fargo

Search Everything



# Analysis Shortfall

TEAM WORK | UPDATES | RESOURCES

EDIT

+

+

Re-Forecast



More deals than ever before are dropping out in the Analysis phase. We need to change our strategy beginning with our Qualification Prospects.



Qualification Phase Deals

Here are our Qualification Phase Deals. The current business climate is calling for more consulting and partner help. Re-calibrate your deals here to show more realistic numbers.

**SACRAMENTO BANK**

Sales Person: Megan Miller  
Size: Low  
Confidence: Medium

HQST

PARTICIPANTS

NEWS

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RELATED

CRM TOOLS

Sales

Situations

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Tools

Territory Re-org

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Search Everything



She converts the relevant deals into a working matrix by dragging them onto the canvas, and asks the team to re-calibrate them to create a more accurate forecast.

# Analysis Shortfall

TEAM WORK | UPDATES | RESOURCES

EDIT

Re-Forecast



More deals than ever before are dropping out in the Analysis phase. We need to change our strategy beginning with our Qualification Prospects.

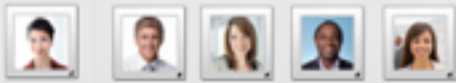
Q3 Pipeline Net Value (est.)



**Qualification Phase Deals**  
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HQST

PARTICIPANTS



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SEARCH  
RELATED  
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She converts the relevant deals into a working matrix by dragging them onto the canvas, and asks the team to re-calibrate them to create a more accurate forecast.

# Analysis Shortfall

EDIT

**SACRAMENTO BANK INTERNET MIGRATION**  
Deal: C-22987

Prospect: [Sacramento Bank](#)    Started: 09/14/2009    Tags: [Layoffs](#), [Internet](#), [Partnering](#)  
 Contact: [Eli Moss](#)    Size: Small    [Sacramento](#), [Priority](#), [Follow-on](#)  
 Sales Rep: [Rod Beck](#)    Confidence: Medium    [more...](#)

**Overview** | **Activities** | **Notes** | **Assets**

Deal	Dates
Deal: Sacramento Bank Internet Migration	Started: 09/14/2009
Prospect: Sacramento Bank	Last Edit: 10/18/2009
Contact: Eli Moss	Expected Close: Q4 2009
Deal No: C-22987	
Lead Source: Follow-on sale	
Phase: Qualification	
Size: Small	
Confidence: Medium	
Industry: Financial Services	

**Team**

Region: US West  
 District: Northern California  
 Sales Rep: Rod Beck

**Description:**  
 Sacramento Bank, based on the success of our previous engagement with them, has inquired about installing five of or A76 units to aid in the Internet-ready transition of their commercial paper trading division.

[BROWSE RELATED >](#)

**Related Items**

**Deals**

- Agilent Technologies
- Avery Dennison
- Brio Technology
- Claim Jumper
- Electra Bicycle Company
- Landmark Education
- Panda Express
- Roswell Teleadyne
- Wells Fargo Bank
- Union Bank of California
- UC Credit Union [See More...](#)

**Prospects**

**Situations**

**People**

**HOST**    **PARTICIPANTS**

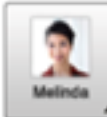
This participant can also open the Deal Inspector which contains all system data about this object, plus related items.

# Analysis Shortfall

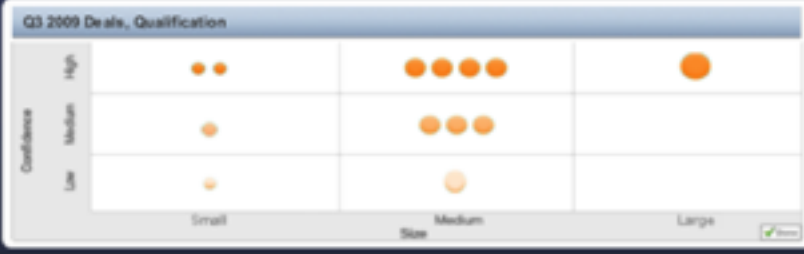
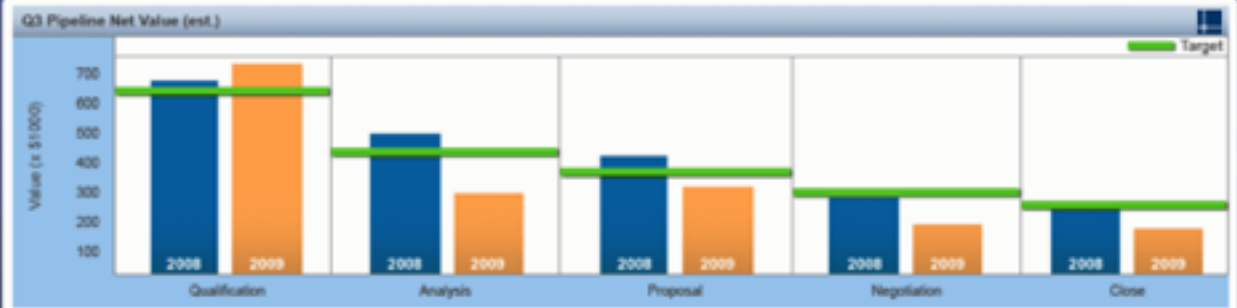
TEAM WORK | UPDATES | RESOURCES

EDIT

Re-Forecast



More deals than ever before are dropping out in the Analysis phase. We need to change our strategy beginning with our Qualification Prospects.



**Qualification Phase Deals**  
Here are our Qualification Phase Deals. The current business climate is calling for more consulting and partner help. Re-calibrate your deals here to show more realistic numbers.

HQGT

PARTICIPANTS



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Sales



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Over time, the team asynchronously drags and drops their own deals to the cells best representing the deals' overall prospects. They do this within the Streamwork Activity.

The pipeline becomes smaller due to the growing pessimism about closing deals.

# Analysis Shortfall

TEAM WORK | UPDATES | RESOURCES

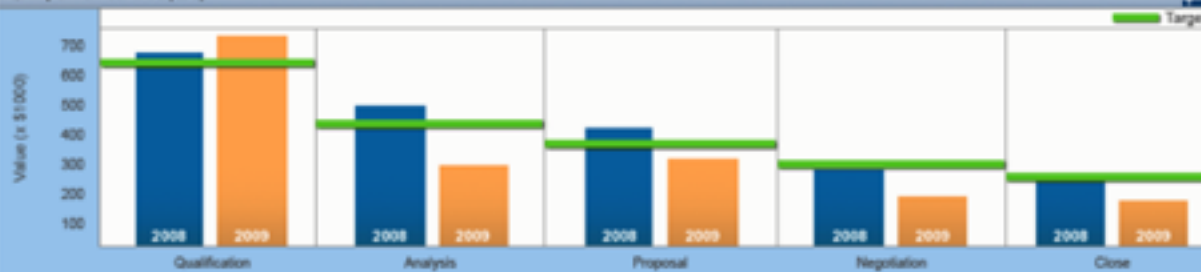
EDIT

Re-Forecast



More deals than ever before are dropping out in the Analysis phase. We need to change our strategy beginning with our Qualification Prospects.

Q3 Pipeline Net Value (est.)



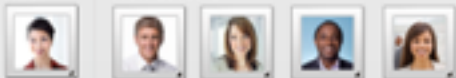
Q3 2009 Deals, Qualification



**Qualification Phase Deals**  
Here are our Qualification Phase Deals. The current business climate is calling for more consulting and partner help. Re-calibrate your deals here to show more realistic numbers.

HQGT

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Over time, the team asynchronously drags and drops their own deals to the cells best representing the deals' overall prospects. They do this within the Streamwork Activity.

The pipeline becomes smaller due to the growing pessimism about closing future deals.

# Analysis Shortfall

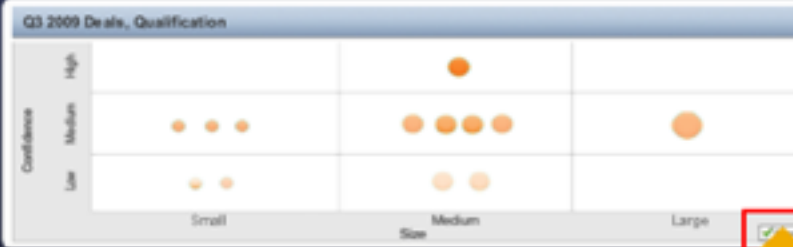
TEAM WORK | UPDATES | RESOURCES

EDIT

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HOST:

PARTICIPANTS:

- NEWS
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- RELATED
- CRM TOOLS

As Host, Melinda can commit these data changes to the pipeline database.

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Rod's Pipeline

TEAM WORK UPDATES RESOURCES

EDIT

Q3 End Game

Q3 End Game

Status: In Progress Initiated By: Melinda 11/19/2009

ADD



Rod Beck's Pipeline Q3 2009

Deals: ● Big ● Small Confidence: ■ High ■ Low × Dropped

Sacramento Bank	●				
In-N-Out Burger				●	
Juniper Networks			●		
KLA Tencor		×			
Ingram Micro			●		
Maxygen					
Seagate Technology		●			●
Univision	●				
Virgin America	●				
	Qualification	Analysis	Proposal	Negotiation	Close

HOST

PARTICIPANTS



NEWS SEARCH RELATED CRM TOOLS



Sales



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People



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SAP

A new Streamwork Activity opens and she invites Rod to participate.



Rod's Pipeline

TEAM WORK UPDATES RESOURCES

EDIT

Q3 End Game

Q3 End Game

Status: In Progress Initiated By: Melinda 11/19/2009

ADD



Lets plan the rest of your quarter. Can you achieve my plan outlined here?



Rod Beck's Pipeline Q3 2009

Deals: Big Small Confidence: High Low Dropped

Deal Name	Qualification	Analysis	Proposal	Negotiation	Close
Sacramento Bank	● → ○				
In-N-Out Burger				● → ○	
Juniper Networks			●		
KLA Tencor		✘			
Ingram Micro			● → ○		
Marygen					
Seagate Technology		✘			●
Univision	●				
Virgin America	● → ○				

HOST

PARTICIPANTS



NEWS SEARCH RELATED CRM TOOLS



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Tools



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Melinda annotates his quarterly goals by dragging several deals to the phases where she proposes they should reside by quarter's end.

The arrows here would actually display to convey the changes she had made.

# Rod's Pipeline

TEAM WORK | UPDATES | RESOURCES

EDIT

Q3 End Game

Lets plan the rest of your quarter. Can you achieve my plan outlined here?

Rod Beck's Pipeline Q3 2009				
	Deal: ● Big ● Small		Confidence: ■ High ■ Low × Dropped	
Sacramento Bank	●	→	○	
In-N-Out Burger				● → ○
Juniper Networks			●	
KLA Tencor			×	
Ingram Micro		● →	○	
Maxygen				
Seagate Technology				●
Univision	●			
Virgin America	● →	○		
	Qualification	Analysis	Proposal	Negotiation

Not without per-sales help and the freedom to partner with consultants. Is that possible?

Show me your plan and we'll discuss.



HOST: [Avatar]  
 PARTICIPANTS: [Avatar]

- NEWS
- SEARCH
- RELATED
- CRM TOOLS

Sales | Situations | People | Tools | Territory Re-org | Wells Fargo

Search Everything



Rod sees her proposal and reacts that he will need more resources to do this, and proceeds to inspect his deals to determine the details.

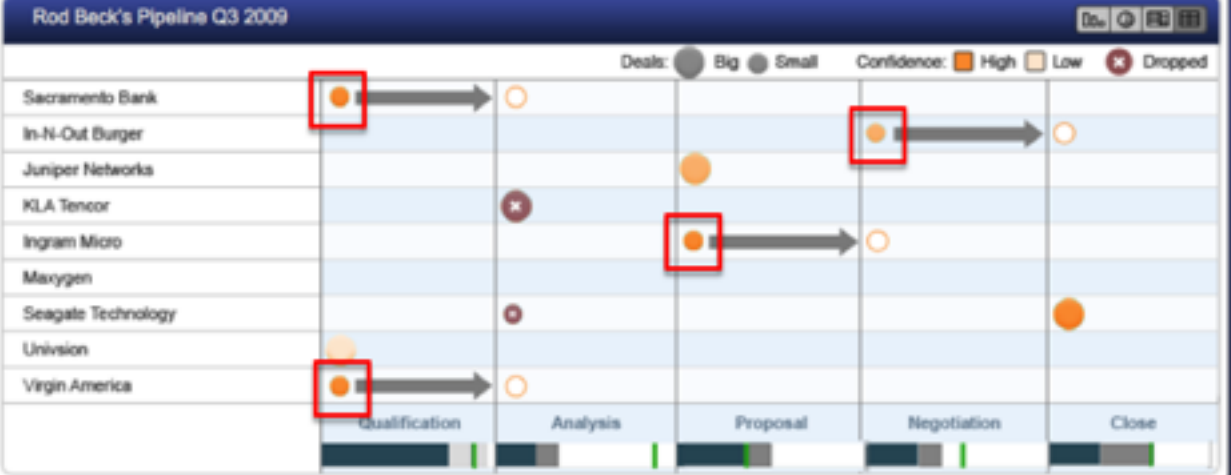
# Rod's Pipeline

TEAM WORK | UPDATES | RESOURCES

EDIT

Q3 End Game

Lets plan the rest of your quarter. Can you achieve my plan outlined here?



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HOST: [Avatar]

PARTICIPANTS: [Avatar]

- NEWS
- SEARCH
- RELATED
- CRM TOOLS

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Search Everything



He moves the selected deals out onto the surface to be rendered as a table

# Rod's Pipeline

TEAM WORK | UPDATES | RESOURCES

EDIT

Q3 End Game

Lets plan the rest of your quarter. Can you achieve my plan outlined here?

Rod Beck's Pipeline Q3 2009

Deals: ● Big ● Small    Confidence: ■ High ■ Low    ✕ Dropped

Deal Name	Qualification	Analysis	Proposal	Negotiation	Close
Sacramento Bank	● → ○				
In-N-Out Burger				● → ○	
Juniper Networks	● (highlighted)		●		
KLA Tencor		✕		● (highlighted)	
Ingram Micro			● → ○		
Maxygen					
Seagate Technology			● (highlighted)		●
Univision	●				
Virgin America	● → ○				

Not without per-sales help and the freedom to partner with consultants. Is that possible?

Show me your plan and we'll discuss.

HOST: [Avatar]

PARTICIPANTS: [Avatar]

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# Rod's Pipeline

TEAM WORK UPDATES RESOURCES

EDIT

Q3 End Game

Lets plan the rest of your quarter. Can you achieve my plan outlined here?

Rod Beck's Pipeline Q3 2009				
	Deal: ● Big ● Small		Confidence: ■ High ■ Low × Dropped	
Sacramento Bank	● → ○			
In-N-Out Burger			● → ○	
Juniper Networks		●		
KLA Tencor	●	×		
Ingram Micro	● → ○			
Maxygen			●	
Seagate Technology		●		●
Univision	●		●	
Virgin America	● → ○		●	
	Qualification	Analysis	Proposal	Negotiation

Not without per-sales help and freedom to partner with consultants. Is that possible?

Show me your plan and we'll discuss.

HOST PARTICIPANTS

- NEWS
- SEARCH
- RELATED
- CRM TOOLS

Sales Situations People Tools Territory Re-org Wells Fargo

Search Everything



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# Rod's Pipeline

TEAM WORK | UPDATES | RESOURCES

EDIT

Q3 End Game

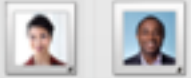
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Sacramento Bank	●	→	○	
In-N-Out Burger			●	→
Juniper Networks			●	
KLA Tencor			×	
Ingram Micro		→	○	
Maxygen	●			
Seagate Technology			●	
Univision	●			○
Virgin America	●	→	○	
	Qualification	Analysis	Proposal	Negotiation

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Show me your plan and we'll discuss.

HOST | PARTICIPANTS



NEWS | SEARCH | RELATED | CRM TOOLS

Sales | Situations | People | Tools | Territory Re-org | Wells Fargo

Search Everything



He moves the selected deals out onto the surface to be rendered as a table

# Rod's Pipeline

TEAM WORK | UPDATES | RESOURCES

EDIT

Q3 End Game

Lets plan the rest of your quarter. Can you achieve my plan outlined here?

Rod Beck's Pipeline Q3 2009				
	Deal: ● Big ● Small		Confidence: ■ High ■ Low × Dropped	
Sacramento Bank	●	→	○	
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Juniper Networks			●	
KLA Tencor			×	
Ingram Micro		→	○	
Maxygen				
Seagate Technology	●		●	●
Univision	●			
Virgin America	●	→	○	
	Qualification	Analysis	Proposal	Negotiation

Not without per-sales help and the freedom to partner with consultants. Is that possible?

Show me your plan and we'll d ●

HOST PARTICIPANTS

- NEWS
- SEARCH
- RELATED
- CRM TOOLS

Sales | Situations | People | Tools | Territory Re-org | Wells Fargo

Search Everything



He moves the selected deals out onto the surface to be rendered as a table

# Rod's Pipeline

TEAM WORK | UPDATES | RESOURCES

EDIT

Q3 End Game

KLA Tencor		✘			
Ingram Micro			● → ○		
Maxygen					
Seagate Technology		✘			●
Univision	●				
Virgin America	● → ○				
	Qualification	Analysis	Proposal	Negotiation	Close



Not without per-sales help and the freedom to partner with consultants. Is that possible?



Show me your plan and we'll discuss.

Deal	Action	Reason	Budget
Esurance	Offload to Research Assistant	Uncertain spendability at prospect	\$15k
Sacramento Bank	Partner with Consultech	Implementation Support Needed	\$35k
Ingram Micro	Pre-Sales Support	Performance Benchmark	\$12k
In-N-Out Burger	Discount Authorization	Competitive Pressure	TBD



Here is what I need.



OK, but I'll be keeping an eye on these deals :-)

HOST

PARTICIPANTS



NEWS  
SEARCH  
RELATED  
CRM TOOLS



Sales



Situations



People



Tools



Territory Re-org



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Search Everything



Rod asks for internal and external consultants to help him reach his goal. Melinda ups the ante then agrees.



# Rod's Pipeline

TEAM WORK | UPDATES | RESOURCES

EDIT

Q3 End Game



Not without per-sales help and the freedom to partner with consultants. Is that possible?



Show me your plan and we'll discuss.

Deal	Action	Reason	Budget
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Sacramento Bank	Partner with Constech	Implementation Support Needed	\$35k
Ingram Micro	Pre-Sales Support	Performance Benchmark	\$12k
In-N-Out Burger	Discount Authorization	Competitive Pressure	TBD



Here is what I need.



OK, but I'll be keeping an eye on these deals :-)

Budget Approval	OK
Melinda Chan	<input type="checkbox"/>

HOST

PARTICIPANTS



NEWS  
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CRM TOOLS



Sales



Situations



People



Tools



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Search Everything



Rod asks for internal and external consultants to help him reach his goal. Melinda ups the ante then agrees.

The screenshot displays the SAP Price Configurator interface. At the top, there are navigation tabs: MY WORK, TEAM WORK, UPDATES, and RESOURCES. The main window is titled "Rod's Pipeline" and contains a "Price Configurator" dialog box. The dialog box has a legend with icons for ListPrice (blue X), Threshold (red X), MarketAvg. (orange triangle), Market Similar (green wavy line), and Trends (checkbox). Below the legend are three sliders for different components: AX300, Consulting, and Maintenance. Each slider has a scale from 0 to 500 (or 2) and various markers. To the right of each slider are input fields for Units, \$/Unit, and Total. The "Solution" row at the bottom shows a Total of 159,500. At the bottom of the dialog are "SAVE AS..." and "REVERT" buttons. The background shows a sidebar with "Planning" and "Discounting In-7-10-11" buttons, and a main area with a "RECORD" button. The bottom of the screen features a navigation bar with "Sales", "Situations", "People", and "Tools" icons, a search bar, and the SAP logo.

Component	Units	\$/Unit	Total
AX300	250	290	72,500
Consulting	250	290	72,500
Maintenance	1	58	14,500
<b>Solution</b>			<b>159,500</b>

He uses the Price Configurator to create the different options. The sale is a software product that would involve costs in multiple categories.

The screenshot displays the SAP Price Configurator interface. At the top, it shows 'Rod's Pipeline' and navigation tabs for 'MY WORK', 'TEAM WORK', 'UPDATES', and 'RESOURCES'. The main window is titled 'Price Configurator' and contains four horizontal sliders for different components: AX300, Consulting, Maintenance, and Solution. Each slider has a scale and various markers (ListPrice, Threshold, MarketAvg, Market Similar, Trends). To the right of each slider are input fields for 'Units', '\$/Unit', and 'Total'. The 'Solution' component has a 'Total' field showing 99,050. At the bottom of the configurator are 'SAVE AS...' and 'REVERT' buttons. Below the configurator, there is a 'HOST' and 'PARTICIPANTS' section with profile pictures. The bottom of the screen features a navigation bar with 'Sales', 'Situations', 'People', and 'Tools' icons, a search bar with 'Search Everything', and the SAP logo.

Component	Units	\$/Unit	Total
AX300	350	185	64,750
Consulting	125	210	26,250
Maintenance	Level 1	23	8,050
<b>Solution</b>			<b>99,050</b>

He uses the Price Configurator to create the different options. The sale is a software product that would involve costs in multiple categories.

### Rod's Pipeline

MY WORK TEAM WORK UPDATES RESOURCES

#### Price Configurator

ListPrice  Threshold  MarketAvg.  Market Similar  Trends

Item	Units	\$/Unit	Total
AX300	350	185	64,750
Consulting	125	210	26,250
Maintenance	Level 1	\$/Unit 23	8,050
<b>Solution</b>			<b>99,050</b>

SAVE AS... REVERT



He then commits his changes to the deal proposal.

## The Mobile Pipeline

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**The most game-like element in the Banzai Pipeline is the gameboard view, that renders deals as poker-chip-like tokens. This is easily rendered on a mobile device.**

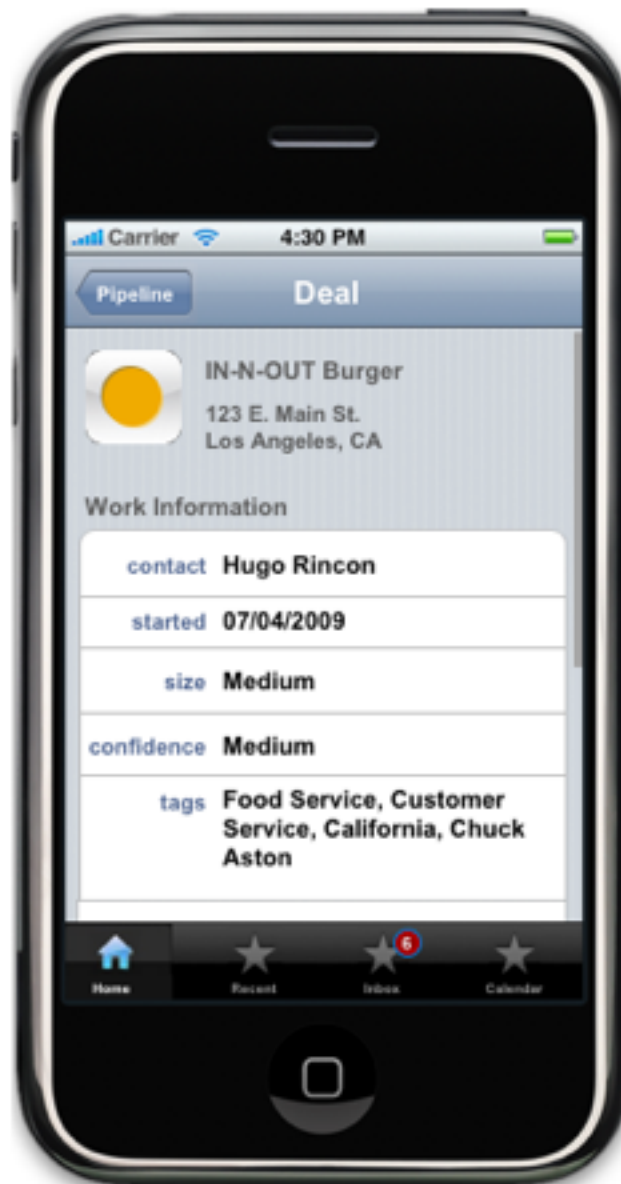
In the mobile version, the same model is used.



Users edit their deal status on the gameboard with gestures.



This is the deal inspector.







Users can also model their bonus compensation by manipulating variables such as closing date and price.



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END