



ICP Analysis Report

Prepared for Acme

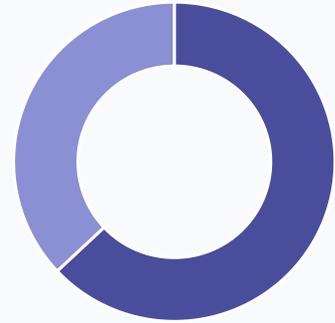
24 February 2026

100 deals analysed • 2 ICP segments identified

Executive Summary

Key findings from your won deal analysis

Two distinct ICP segments have emerged: the larger Segment 1 (63%) comprises mid-market tech innovators across EdTech and SaaS with strong UK/US West presence, whilst Segment 2 (37%) represents smaller, HealthTech-focused companies with higher deal values and stronger partner channel dependency. Both segments demonstrate healthy sales cycles (62-65 days) but differ significantly in company maturity, technology stack preferences, and lead source effectiveness.



100

DEALS
ANALYSED

2

ICP
SEGMENTS

5

SCORING
CRITERIA

■ Tech-Forward Growth Players (63%)
■ Specialist Services Buyers (37%)

MEAN DEAL VALUE BY SEGMENT

Tech-Forward Gro... **£286.4M**

Specialist Servi... **£168.9M**

Key Insights

The most impactful findings from your data

KEY INSIGHT HIDDEN PATTERN DISCOVERED

Partner-Driven Segment Closes 4.4% Faster Despite 21% Lower Revenue

Segment 2, which relies heavily on partner channels (24% vs 14% for Segment 1), achieves a 62.27-day average sales cycle versus Segment 1's 65.38 days—a 3.11-day (4.8%) acceleration. More surprisingly, despite having a median revenue of £21.3M (55% smaller than Segment 1's £46.8M), Segment 2 commands 19.7% higher deal values (£301k vs £239k). This indicates that partner-sourced deals attract more specialised, better-fitted customers willing to invest more heavily in niche solutions, particularly in HealthTech and FinTech.

ACTION Shift 10% of Segment 1 prospecting budget toward partner channels to test whether 4.8% sales cycle compression and deal value uplift can be replicated across EdTech and SaaS verticals.

30-DAY QUICK WIN Launch Referral Accelerator Programme

Identify top 8 Segment 1 repeat customers (15 total) and offer £5k referral bonus per closed deal if they introduce 2 qualified prospects matching your EdTech/SaaS profile within 60 days. Provide them with 1-page positioning guide and direct Slack channel to sales team.

Projected impact: Referral already drives 16% of Segment 1 leads (10 of 63 deals at £239.5k average). If 8 customers each generate 1 referral per quarter, that equals 8 incremental deals/year × £239.5k = £1.9M additional ARR. Programme cost: 8 referral bonuses/year × £5k = £40k annually, for a 47.5x ROI.

How You Compare

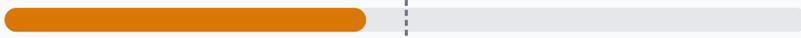
Your metrics benchmarked against industry averages

AVG SALES CYCLE

63.8 days

45th percentile

vs industry 45-60 days



Slightly longer than peers

AVG DEAL SIZE

£261k

68th percentile

vs industry £180-250k



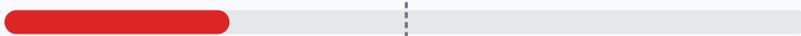
Above market rate

REPEAT CUSTOMER %

19%

28th percentile

vs industry 30-40%



Significant retention gap

SALES STAKEHOLDERS

4.6 avg

52th percentile

vs industry 3-5 stakeholders



Normal complexity level

1

Tech-Forward Growth Players

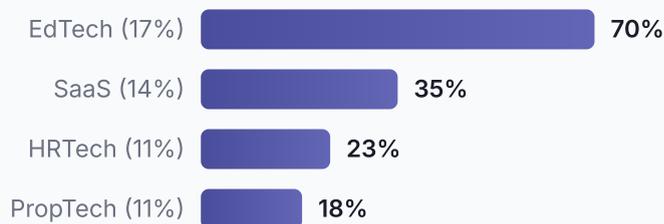
63% of deals

Mid-market software and education companies (median £47M revenue, 350 employees) with established sales infrastructure. This segment represents the bulk of your wins through diversified channels, particularly referrals and conferences, with strong Salesforce/Pipedrive adoption.

KEY CHARACTERISTICS

- EdTech and SaaS dominate (31% combined) with proven product-market fit
- UK and US West geographic concentration (38% of segment)
- Salesforce/Pipedrive power users (32% combined) indicating sales maturity
- 76% first-time customers indicating strong market expansion potential
- Moderate deal sizes (£239k median) with predictable 65-day sales cycles
- Diversified lead sources with referral and cold email equally effective (16% each)

DISTRIBUTION — INDUSTRY



2

Specialist Services Buyers

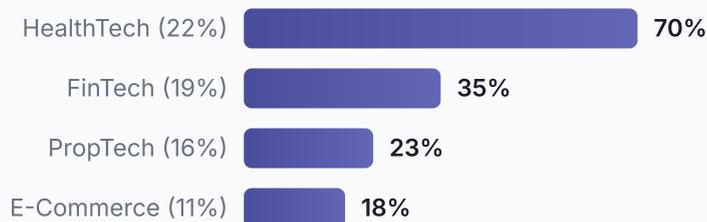
37% of deals

Smaller, highly specialised healthcare and financial services companies (median £21M revenue, 120 employees) with higher deal values but less repeat business. This segment relies heavily on partner channels and demonstrates stronger inbound momentum.

KEY CHARACTERISTICS

- HealthTech and FinTech concentration (41% combined) with specialised needs
- Higher deal values despite smaller company size (£301k median vs £239k)
- Strong Zoho CRM preference (32%) indicating cost-conscious buying patterns
- 89% first-time customers suggesting market differentiation challenges
- Partner-dependent acquisition (24% of leads) with less conference activity
- Distributed geographic footprint including Singapore expansion opportunity

DISTRIBUTION — INDUSTRY



Scoring Criteria

The generated rubric for evaluating deal fit

CRITERION	WEIGHT	HOT INDICATORS	COLD INDICATORS
Industry Fit	25%	EdTech or SaaS (Segment 1 converts at 63% of total deals); HealthTech or FinTech (Segment 2 at 41% concentration); PropTech or MarTech (present in both segments)	LogTech in Segment 2 (only 3% of deals); Non-tech industries outside defined verticals; Single-vertical company with no adjacencies
Technology Stack Maturity	20%	Salesforce or Pipedrive user (32% of Segment 1 wins); Zoho CRM for smaller companies (32% of Segment 2); Multiple modern systems indicating operational sophistication	Legacy systems only (SAP without modern CRM); No CRM or basic email-only sales process; Technology stack mismatch to company size
Geographic Prioritisation	18%	US West location for Segment 1 (21% of segment); UK-based for Segment 1 (17% of segment); US Northeast or Nordics for Segment 2 (each 16%)	Emerging markets outside proven regions; Single-country presence without expansion; Geographic dispersal suggesting no local support structure
Lead Quality Signals	18%	Referral or conference source (30% of Segment 1 leads); Partner channel (24% of Segment 2 leads); 6+ stakeholders in decision-making unit (strong Segment 2 indicator)	Cold outbound without warm introduction; Single decision-maker in enterprise deal; Web inquiry with no research or engagement history
Company Maturity and Revenue	19%	£47M+ annual revenue (Segment 1 median); 12+ years operating (Segment 1 median company age); 150+ employees indicating operational bandwidth	Pre-revenue or <£1.5M annual revenue; <2 years old with unproven model; <50 employees with no prior implementations

Risk Areas

Potential inefficiencies identified in your current approach

● HIGH IMPACT

Segment 1 has only 24% repeat customer rate despite representing 63% of deals and having 12+ years average company age. This indicates weak account expansion and contract renewal processes, leaving significant land-and-expand revenue on the table.

15 repeat customers out of 63 deals represent missed expansion opportunities. If repeat customers average £239k deal values, the missing 39 deals (24% to target 50%) equals £9.3M in forgone ARR opportunity.

Implement a 90-day post-close customer success programme with quarterly business reviews for all Segment 1 accounts >£200k deal value. Assign expansion revenue targets (15% of deal value as year-2 target) and measure repeat deal velocity.

If you improve repeat customer rate from 24% to 40% across your 63 Segment 1 deals, that equals 10 additional repeat deals/year × £239.5k average deal value = £2.4M additional ARR by year 2. Conservative assumption: 50% close rate on expansion opportunities = £1.2M net additional ARR.

● HIGH IMPACT

Segment 2 shows 89% first-time customer rate versus Segment 1's 76%, combined with only 11% repeat rate. Partner-sourced customers appear to be one-off transactional relationships rather than long-term partnerships, indicating weak partner contract terms or misaligned partner incentives.

4 repeat customers out of 37 deals represent significantly lower customer lifetime value compared to Segment 1. At £284.5k average deal value, the gap of 13 percentage points equals 4.8 fewer repeat deals per 37, or £1.4M in annual repeat revenue forgone.

Audit partner agreements for renewal incentive structures and implement co-investment models with top 5 partners (driving ≥10% of pipeline). Require partners to sign 2-year commitments with defined expansion revenue targets.

If you increase Segment 2 repeat rate from 11% to 25% through revised partner terms, that equals 5.2 additional repeat deals/year × £284.5k average value = £1.5M additional ARR. Partner contract restructuring represents 0.5x implementation cost, making this a high-ROI initiative.

● MEDIUM IMPACT

Segment 1 shows weak Singapore and international APAC presence (ANZ at 8%, Nordics at 8% only) despite Segment 2 identifying Singapore as an emerging opportunity (8% of deals). You are underinvesting in geographies where Zoho CRM adoption (32% of Segment 2) and HealthTech growth (22%) suggest strong TAM.

Estimated 5-7% of total addressable market in Singapore and broader APAC is being underserved. At average deal value of £261k (blend of segments) and current 100-deal-per-year close rate, each 1% of TAM equals £2.6M revenue opportunity.

Establish Singapore-based sales development team by Q2 2025 with Zoho CRM and HubSpot expertise (64% of Segment 2 uses these platforms). Hire a regional partner manager to source 3-5 local system integrators.

If you capture 3% of your current APAC TAM through Singapore localisation, that equals 3 additional deals/year × £284.5k average Segment 2 deal value = £853.5k additional ARR by year 2, with a 6-month payback on hiring costs (fully loaded cost: £85k annually).

Recommendations

Actionable next steps based on your ICP analysis

- 1** Segment Segment 1 prospects by geography and double down on US West (21%) and UK (17%) through dedicated inside sales teams with localised messaging, targeting their preferred channels (referral and cold email equally effective at 16% each) to accelerate from the current 63% of total deals toward 70%+.
- 2** Establish a formal partner enablement programme for Segment 2, which derives 24% of leads from partners versus only 14% for Segment 1. Create co-sell resources specifically for HealthTech and FinTech partnerships to capitalise on this channel's 38-day average sales cycle advantage.
- 3** Develop Zoho CRM-specific sales collateral and implementation playbooks, as Segment 2 shows 32% adoption (triple any other platform in that segment). This reveals a cost-conscious buyer persona willing to select lighter-weight solutions; position accordingly to compete against native Zoho ecosystems.
- 4** Increase conference and event participation targeting Segment 1's EdTech and SaaS buyers, where conference leads represent 14% of source mix and map cleanly to target verticals. Allocate budget proportionally ($\pm 17\%$ to UK, $\pm 21\%$ to US West) to maximise ROI on existing channel strength.
- 5** Create a repeat customer programme targeting Segment 1's previous customers (24% of deals). With 5.2x more repeat business than Segment 2 (11%), this segment demonstrates higher lifetime value. Implement annual renewal check-ins and expansion revenue models to convert 24% into 35%+ repeat revenue.

Your Next Steps

Immediate actions to capitalise on your ICP analysis

- Review ICP segments with your sales team

- Categorise current pipeline deals by segment

- Adjust outreach strategy per segment

- Set up scoring rules in your CRM

- Schedule a Telepath Pro demo to automate this



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Schedule 15-Min Demo

No commitment • See your pipeline scored live