



Impact of On-Page, Off-Page, and Technical Search Engine Optimization on B2B SaaS Organic Growth

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Abstract

Business buyers of software now do much of their homework before any salesperson gets involved. They search, skim comparison pages and read reviews, which makes organic visibility a real growth channel for SaaS companies. What is missing is practitioner-level evidence on how content, site health, external authority and analytics fit together in day-to-day work. This paper is an exploratory, practice-based case study built on a six-month on-the-job training placement (9 March to 10 September 2026) in the digital marketing team at Celoxis Technologies Pvt. Ltd., Pune, which sells project portfolio management software, and on its test management product, Tusk. I looked at four linked streams of work as one growth system: on-page SEO and content, off-page SEO and social visibility, technical SEO with keyword and competitor research, and reporting in Google Analytics 4 (GA4) and Google Search Console (GSC). The evidence comes from site crawls, keyword and ranking tools, observation of search results, analytics platforms and content management records, not from a respondent survey. Four patterns stood out. Search intent guided planning better than keyword volume. Comparison and industry pages needed more fact-checking and original material than ordinary blog posts. Audit output only helped once it

had been checked and ranked by priority. And off-page work lasted longer when it followed relevance rather than volume. The paper closes with recommendations on topic clusters, scheduled content refreshes, regular technical audits, joined-up GA4 and GSC reporting, evidence standards for comparison content and relevance-led authority building.

Keywords: B2B SaaS Marketing, Search Engine Optimisation, Content Marketing, Search Intent, Technical SEO, Web Analytics, Google Search Console, Digital Marketing

1. Introduction

Software-as-a-Service (SaaS) has changed the way organisations buy technology. Long licence negotiations have given way to subscriptions that teams can assess online: they compare features, read reviews, try free plans and book demos. In that process the vendor's website, and where it shows up in search, is often the first thing a buyer meets. A product page, a helpful article or a comparison page that turns up at the right point in someone's research can shape the shortlist well before sales gets a call.

That is why SEO and content marketing matter so much for B2B SaaS, and why they are hard. The people searching are professionals with narrow problems, such as prioritising a portfolio, budgeting a project or managing test cases, and they expect depth, accuracy and clear writing. The results pages they see are crowded with big software brands, review sites and established publishers. No single tactic wins here. What counts is how well content quality, technical site health, outside authority and measurement support one another.



Much of what is written on this topic is either promotional or tied to one tool. Academic accounts of how a B2B SaaS team actually gets from a keyword to a published page, from a crawl report to a prioritised fix, or from a raw analytics export to a decision are rare. This paper tries to fill part of that gap with a structured case study of the marketing work I did for Celoxis, a project portfolio management (PPM) platform, and Tuskr, a test management tool for quality assurance (QA) teams, during a six-month on-the-job training (OJT) placement. It does not test a formal hypothesis. It describes a real marketing process, examines what the evidence suggests about it, and offers practical recommendations.

2. Review of Literature

Search behaviour and intent. Broder's (2002) taxonomy sorts web queries into navigational, informational and transactional types, and it is still a useful way to think about why people search. The same logic carries over to B2B SaaS. A query like "what is project portfolio management" points to learning, "best project budgeting software" points to evaluation, and "pricing" or "demo" points to readiness to act. This fits the staged picture of buying in the consumer decision journey work of Court et al. (2009), where buyers move through consideration and evaluation largely by searching for themselves instead of simply being carried along by advertising.

SEO as a marketing strategy. Berman and Katona (2013) place SEO inside search marketing next to paid placement, which supports treating organic visibility as a deliberate marketing investment instead of a technical add-on. Ziakis et al. (2019) bring together the factors linked with higher Google rankings and sort them into content, keyword, metadata and link groups. That grouping lines up closely with the on-page and off-page split used in practice and in this study.

Content marketing. Pulizzi (2012) and Patrutiu Baltes (2015) describe content marketing as producing useful, relevant material that draws in and keeps a clearly defined audience. In a specialised B2B category this points towards covering a set of related topics rather than publishing stand-alone articles, which is the thinking behind the topic-cluster approach discussed later.

Web analytics and measurement. Jarvinen and Karjaluo (2015) look at how web analytics supports the measurement of digital marketing performance, and they note that gathering data is the easy part; turning it into decisions is harder. That point applies directly to the reporting described here, where the focus was on explaining change rather than just logging figures.

Strategy, positioning and services marketing. Porter's (1980) Five Forces framework helps make sense of a software market with many rivals, well-informed buyers and credible substitutes. Positioning theory (Ries & Trout, 2001) explains why comparison and industry pages are worth the effort: they let a vendor spell out how it differs from alternatives in a specific setting. Software behaves much like a service, so the extended services mix of People, Process and Physical Evidence (Booms & Bitner, 1981) helps explain why expert content, steady processes and visible proof, such as reviews and product screenshots, build trust online. Chaffey and Ellis-Chadwick (2019) supply practical planning frameworks for sequencing digital activity, and Kotler and Keller (2016) provide the segmentation and targeting ideas applied here.

Research gap. The existing literature establishes, separately, why search intent matters, what SEO consists of, what content does and why analytics-led measurement is needed. What is harder to find is a practitioner-level account of how these pieces work together inside one B2B SaaS marketing team that serves two different product domains. This paper offers a documented, process-level account from such a setting.

3. Research Objectives

- To learn and carry out on-page SEO and content marketing for B2B SaaS websites, including blog writing, metadata, content optimisation, industry topics, programmatic pages and comparison pages.
- To support off-page SEO and social visibility through relevant forums, social bookmarking, backlink opportunities, directories, LinkedIn and other community channels.
- To carry out technical SEO, keyword and competitor analysis with tools such as Screaming Frog, Semrush and keyword research platforms, and to turn the findings into practical website recommendations.



- To analyse website and organic search performance in Google Analytics 4 and Google Search Console, and to build reporting insights that feed continuous improvement.

Table 1 shows how each objective maps to a work stream and to the section of this paper that reports on it.

Table 1: Research Objectives Mapped to Work Streams and Report Sections

Objective	Work stream	Main activities	Reported in
1	On-page SEO and content	Blogs, metadata, industry, programmatic and comparison pages	Section 5.1
2	Off-page SEO and social visibility	Forums, directories, bookmarking, backlinks, LinkedIn	Section 5.2
3	Technical SEO, keyword and competitor analysis	Site crawls, keyword research, competitor review	Sections 5.3 and 5.4
4	Analytics and reporting	GA4 and Search Console analysis, periodic reports	Sections 5.5 and 5.6

4. Research Methodology

4.1 Research Design

I used a descriptive, exploratory and practice-based design. Rather than sending a questionnaire to a sample of respondents, the study documents and assesses a linked set of marketing activities carried out inside a live business. That choice suits a placement where the researcher was also a working practitioner, and where the goal is to understand the process, not to generalise statistically.

4.2 Setting and Duration

The study took place in the marketing function of Celoxis Technologies Pvt. Ltd., Pune, across a six-month OJT period from 9 March to 10 September 2026. I worked under an industry mentor from the company's marketing team and an academic OJT mentor from the School of Business, Indira University. Celoxis sells project portfolio management software, and its website highlights project planning and tracking, project financials, resource management, intake management, reporting and AI-supported insights. Tuskr, the second product, is a cloud-based test management platform launched in 2021 for QA teams. Working on both meant writing for two quite different audiences: PMO leaders and project managers on one side, QA managers and testers on the other.

4.3 Data Sources

The study draws on secondary and tool-generated data: website pages, observations of search results, keyword and ranking tools, Screaming Frog crawl reports, GA4, Google Search Console, WordPress records and competitor websites. Company details come from official public pages. Confidential business metrics, audited financials and customer-level data were not accessible and are not used.



4.4 Scope and Unit of Analysis

The unit of analysis is the marketing work stream, not the individual respondent. I studied four connected streams: on-page SEO and content, off-page SEO and social visibility, technical SEO with keyword and competitor research, and analytics and reporting. WordPress, the platform used to publish changes, cuts across all four as the implementation layer.

Table 2: Work Streams, Tools and Outputs

Work Stream	Principal Tools / Sources	Primary Outputs
On-page SEO and content	SERP review, keyword tools, WordPress	New and refreshed blogs, meta titles and descriptions, industry, programmatic and comparison pages
Off-page SEO and social	Forums, directories, social bookmarking sites, LinkedIn	Relevant mentions, listings, community participation and backlink opportunities
Technical SEO, keyword and competitor analysis	Screaming Frog, Semrush, keyword finders	Issue lists, keyword sets, intent maps and competitor gap notes
Analytics and reporting	GA4, Google Search Console, spreadsheets	Periodic performance reports and optimisation recommendations

4.5 Method of Analysis

The work followed a repeating loop: define the requirement, research the topic or issue, make or recommend the change, check that it went live correctly where possible, watch performance, report what was found, and plan the next task. Numerical evidence (clicks, impressions, click-through rate, average position, sessions and key events) was compared period over period using descriptive statistics. Qualitative evidence (observations of search results, competitor page structure, content quality checks and validation of technical issues) was compared in a structured way and grouped by theme. I kept the wording of conclusions cautious, using phrases such as "associated with" and "may indicate", because rankings and traffic respond to many factors beyond any single action.

4.6 Ethical Considerations

No customer data, internal credentials or personal data about employees were used.

Where confidential figures were out of reach, the study does not estimate or invent them.

5. Data Analysis and Discussion

5.1 On-Page SEO and Content Marketing

Blog writing followed a steady workflow: pick a topic tied to a real search need, review the results page and competitors, outline, draft, optimise for SEO, and run a quality check in WordPress. Work published and approved during the placement included articles on project management communication tools for PMOs, aerospace project management



and product lifecycle management software. Together they show a deliberate shift away from broad, high-volume subjects towards specific professional needs.

I organised keyword research by intent instead of by volume alone. Table 3 shows how intent was matched to content type during planning.

Table 3: Keyword Intent Mapping Used in Content Planning

Keyword Cluster	Intent	Suitable Content Type
"What is..." and concept queries	Informational	Educational blog, glossary or guide
"How to..."	Problem-solving	Tutorial or playbook
"Best software / tools"	Commercial investigation	List or comparison article with clear criteria
"X vs Y"	High commercial intent	Versus page
Keyword Cluster	Intent	Suitable Content Type
"Software for [industry]"	Use-case and commercial	Industry landing page
"Pricing / demo / trial"	Transactional	Product, pricing or conversion page

Three observations came out of this. First, a lower-volume term can be worth more than a high-volume one when it fits the product, the audience and the buying stage. Second, programmatic pages built from repeatable patterns (software by industry, role or use case) only earn their place when each page has its own information, examples and terminology. An aerospace page, a consulting page and a higher-education page cannot be one template with the label swapped. Third, comparison pages attract buyers who are close to deciding, but they carry reputational risk, so claims about competing products need checking and a balanced account of where each tool fits and where it falls short.

I wrote meta titles and descriptions to reflect what each page is for, not as generic summaries. The quality checks differed by page type: whether a blog title matched the query and the content, whether a product page described real capability without keyword stuffing, and whether programmatic pages avoided repeating one another.

5.2 Off-Page SEO and Social Visibility

Off-page work covered forums and communities, social bookmarking, backlink opportunities, software directories and LinkedIn. The guiding rule was relevance (Table 4). A directory had to fit the software category, an answer in a community had to address what the person actually asked, and a backlink had to make editorial sense. In forums I contributed first and mentioned the brand second, and I was open about it whenever the product came up. I avoided mass submissions because they add little credibility. On LinkedIn I shared educational content adapted to the platform instead of simply posting links.

**Table 4: Off-Page Channels and the Relevance Test Applied**

Channel	Relevance test	How it was approached
Forums and communities	Does the answer address what the person actually asked?	Contribute first, mention the brand second, and say so when the product is named
Software directories	Does the listing match the software category?	Prefer credible, category-matched directories over bulk listings
Channel	Relevance test	How it was approached
Backlink opportunities	Does the link make editorial sense?	Pursue only where the placement fits the content
LinkedIn	Is the post written for the platform?	Share educational content adapted to LinkedIn, not bare links

5.3 Technical SEO, Keyword and Competitor Analysis

I used Screaming Frog to crawl website URLs and turn a large site into an audit that could be analysed, covering response codes, broken links, redirects, titles, meta descriptions, headings, canonicals, indexability and internal links. The workflow ran from crawl set-up through grouping the issues, validating samples and setting priorities, to reporting, fixing and re-crawling. The main lesson was that tool warnings are not all equally important (Table 5). Some flagged items are deliberate, such as pages kept out of the index on purpose, and others have little effect on users or search. Sampling URLs and checking each page's purpose before escalating an issue saved effort that would otherwise have been wasted.

Table 5: How Crawl Warnings Were Triaged

Type of flagged item	Example	Handling
Intentional	Pages deliberately kept out of the index	Confirm the purpose and leave unchanged
Low impact	Warnings with little effect on users or search	Note them and deprioritise
Genuine issue	A validated problem affecting users or crawlability	Report, fix, then re-crawl

I used Semrush and keyword tools for competitor analysis as a source of market intelligence, not as something to copy. The analysis looked at which pages ranked, what competitors put forward (product pages, blogs, alternatives pages, integrations or industry content) and where keyword or content gaps showed up. Competitor sets changed with the keyword: a project-budgeting query, a PPM query and a resource-management query can each bring up different tools, and Tuskrr competes with dedicated test-management platforms, Jira-centric tools or broader QA platforms depending on intent. For that reason the study describes competitive search visibility and makes no market-share claims.



5.4 Sector and Company Context

This sector background explains why the work matters. Through Porter's (1980) lens, competitive rivalry and buyer power in B2B SaaS are high, because buyers can compare features, reviews, pricing and alternatives online (Table 6). The threat of substitutes is moderate to high, since spreadsheets, generic work-management tools and bundled platforms can replace dedicated software in some organisations. New entrants face lower technical barriers but still have to earn credibility, integrations and trust. In this setting, content that is visible, accurate and helpful is one of the few levers that shapes how a vendor is considered.

Table 6: Porter's Five Forces Applied to B2B SaaS Search Marketing

Force	Assessment	Reason
Competitive rivalry	High	Buyers can compare features, reviews, pricing and alternatives online
Buyer power	High	Informed buyers have easy access to competing options
Threat of substitutes	Moderate to high	Spreadsheets, generic work-management tools and bundled platforms can replace dedicated software in some organisations
Threat of new entrants	Lower technical barriers	Entrants still have to build credibility, integrations and trust

The SWOT observations from the placement fit this picture (Table 7). The strengths were a long product history and a specialised domain. The weaknesses were the need for continuous content and technical upkeep, and the dominance of some competitive keywords by very large brands. Opportunities lay in AI-related search demand, industry-specific content, alternatives pages and high-intent long-tail keywords. Threats came from shifting search results, aggressive competitor content and a growing volume of lowquality AI-generated material.

Table 7: SWOT Summary from the Internship Observations

Category	Observation
Strengths	Long product history; specialised domain
Weaknesses	Need for continuous content and technical maintenance; some competitive keywords dominated by very large brands
Category	Observation
Opportunities	AI-related search demand; industry-specific content; alternatives pages; high-intent long-tail keywords



Threats	Changing search results; aggressive competitor content; rising volumes of low-quality AI-generated content
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5.5 Organic Search Performance

GA4 and Google Search Console answer different questions. GSC shows how pages and queries perform in Google Search, through clicks, impressions, click-through rate (CTR) and average position. GA4 shows what visitors do once they arrive, including acquisition channel, landing page, engagement and key events. Table 8 gives the indicative organic performance comparison used in the OJT report.

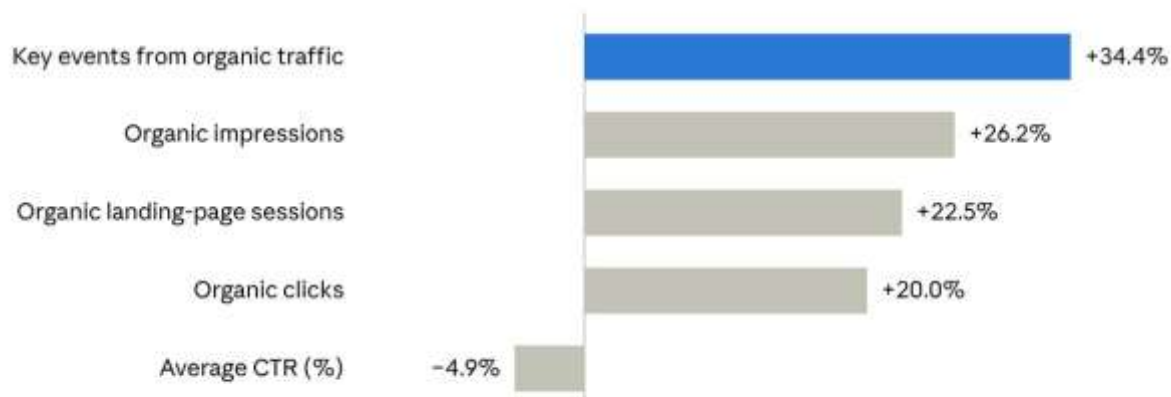
Note on data: the figures in Tables 8 and 9 and in Figures 1 and 2 are indicative values taken from the performance template in the OJT report. They show the structure and interpretation of the analysis, and they should be checked against the final GA4 and Search Console exports, with exact date ranges stated, before being treated as confirmed findings.

Table 8: Indicative Organic Search Performance (Baseline vs. Current Period)

KPI	Baseline Period	Current Period	Change
Organic clicks	8,500	10,200	+20.0%
Organic impressions	210,000	265,000	+26.2%
Average CTR	4.05%	3.85%	−0.20 percentage points
Average position	12.4	9.1	3.3 positions higher
Organic landing-page sessions	6,900	8,450	+22.5%
Key events from organic traffic	125	168	+34.4%

**Figure 1: Change in Organic KPIs, Baseline vs. Current Period****Organic key events grew faster than traffic, while CTR slipped**

Change from baseline to current period, %

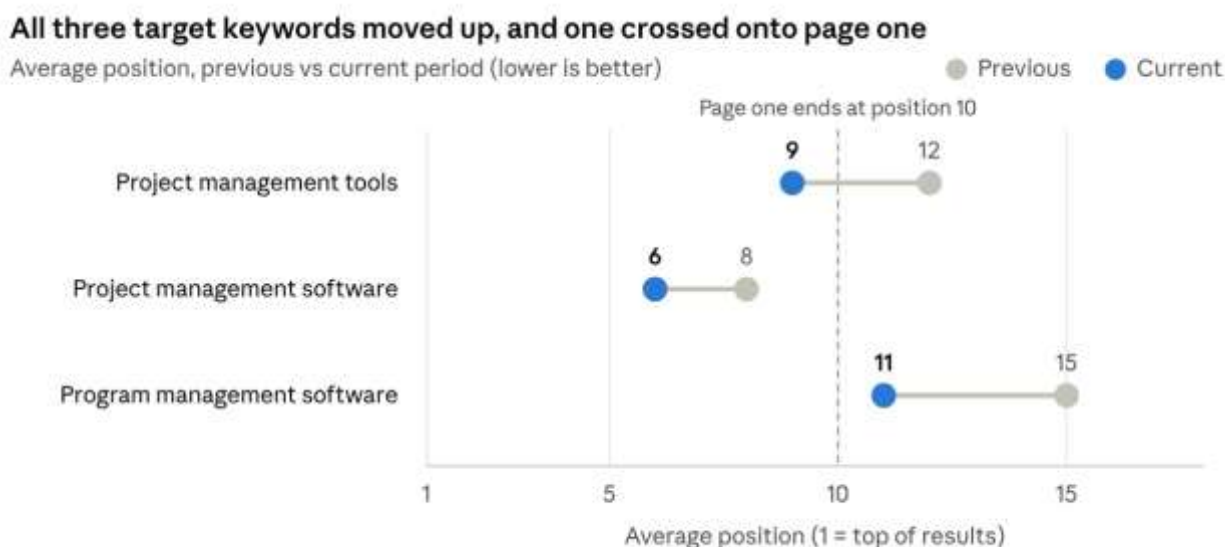


CTR change is relative (4.05% to 3.85%). Average position is shown in Figure 2.

Indicative values from the OJT report template (Table 8); verify against final GA4 and Search Console exports

Table 9: Indicative Keyword Ranking Movement

Keyword / Cluster	Target Page	Previous Position	Current Position	Impressions / Clicks
Project management tools	/projectmanagement-tools	12	9	4,850 / 142
Project management software	/project-managementsoftware	8	6	7,920 / 284
Program management software	/programmanagementsoftware	15	11	2,310 / 67

**Figure 2: Position Movement of the Three Target Keywords**

Indicative values from the OJT report template (Table 9); verify against final Search Console exports

Three patterns stand out. First, visibility, traffic and conversions moved together (Figure 1). Clicks, impressions and landing-page sessions rose by roughly 20 to 26 percent, while key events from organic traffic rose faster, by about 34 percent, which suggests the extra traffic was relevant rather than incidental. Second, average position improved by about three places, and several target keywords moved towards or onto the first page (Figure 2). Third, CTR slipped by 0.20 percentage points because impressions grew faster than clicks. That may mean newly visible queries sit at weaker positions, or that titles and descriptions are not persuasive enough for the new impressions, which is why metadata optimisation was named as the next action. Consistent with the cautious approach used throughout, I describe these movements as associated with content publication, metadata work and technical fixes, not as proven results of any single action, since seasonality, algorithm updates, competitor activity and search demand also affect outcomes.

5.6 Reporting Practice

Reporting is where raw data became decisions (Table 10). A page with rising impressions but low CTR was read as a metadata problem. A page with falling clicks was read as a possible need for a content refresh, or as a change in search demand. A high-traffic page with weak engagement was read as a possible mismatch with what visitors wanted. The reporting cycle moved from data collection and period comparison, through segmentation and spotting change, to investigating the cause and recommending an action. It also mattered whether a gain was concentrated in a few pages or spread across the site, because a rise driven by one article calls for a different response from a broad improvement across product and industry pages. **Table 10: Reading Reporting Signals as Decisions**

Signal in the data	Likely reading	Typical action
Rising impressions, low CTR	A metadata problem	Rework titles and descriptions
Declining clicks	Content needs a refresh, or search demand has changed	Refresh the page and check demand
High traffic, weak engagement	A mismatch with visitor intent	Review the page against the intent behind the query



6. Findings

- SEO for B2B SaaS works best as one connected system of content quality, technical health, authority and measurement, not as a collection of separate tactics.
- Search intent is a better planning variable than keyword volume; high-intent long-tail terms can be more valuable strategically than broad, high-volume ones.
- Industry and comparison pages need more fact-checking and more original information than generic blog posts, and pages built only from a template risk being unhelpful and repetitive.
- A technical crawl is useful only when its issues are validated and prioritised, because not every warning matters equally to the business.
- GA4 and Google Search Console complement each other. One describes behaviour on the site and the other describes performance in Google Search, so they are best read together.
- WordPress implementation is part of SEO execution, since the live page decides the user experience and the crawlable structure.
- Domain knowledge clearly improves marketing quality: understanding project management strengthened the Celoxis content, and learning QA concepts strengthened the Tuskr content.
- Off-page effort lasts longer when it rests on relevant communities, credible directories and useful contributions than when it relies on mass link submission.

7. Recommendations

- **Build formal topic clusters** for each priority solution and industry, linking core product pages to supporting educational, industry, use-case and comparison content through internal links.
- **Run a scheduled content refresh programme.** Review high-value pages every quarter or half-year for facts, search intent, metadata, internal links, screenshots and competitive depth. A proper refresh updates far more than the year in a title.
- **Make recurring technical audits routine**, using a standard crawl checklist, ranking issues by impact, assigning owners and re-crawling after fixes.
- **Integrate GA4 and Search Console reporting** by content group, so that visibility, landing-page traffic, engagement and conversions are tracked together instead of as separate indicators.
- **Set evidence standards for comparison content** with a fact-check sheet that records the source and date for competitor features, pricing and limitations.
- **Focus off-page effort on relevance and authority**, putting credible directories, communities, review platforms and editorial opportunities ahead of bulk submissions. • **Keep separate learning libraries** of glossaries, trusted sources and subject-matter review notes for project management and for QA and testing, to speed up onboarding and improve accuracy.

Table 11: How the Recommendations Respond to the Findings

Recommendation	Finding it responds to	Work stream
Topic clusters	SEO works as a connected system; intent matters more than volume	On-page SEO and content
Scheduled content refreshes	Industry and comparison pages need accuracy and original information	On-page SEO and content



Recurring technical audits	Crawl output is useful only when validated and prioritised	Technical SEO
Integrated GA4 and Search Console reporting	The two tools complement each other	Analytics and reporting
Evidence standards for comparison content	Comparison pages need stronger fact-checking	On-page SEO and content
Relevance-led off-page effort	Relevance outlasts mass submission	Off-page SEO
Separate learning libraries	Domain knowledge improves quality	Cross-cutting

8. Limitations and Scope for Future Research

The study covers one company, two product contexts and a single six-month window, whereas SEO results often take weeks or months to settle. Confidential business metrics, sales data, audited financials and customer-level data were not available, so the analysis cannot link organic performance to revenue. The performance figures in Tables 8 and 9 and Figures 1 and 2 are indicative and still need checking against final exports. Competitive observations rest on search visibility, not verified market share. Organic outcomes are also exposed to algorithm updates, seasonality and competitor activity outside the practitioner's control. Some technical recommendations depend on development capacity, and off-page results depend on outside publishers and platforms. Finally, my own learning curve during the placement may confound any comparison between early and later work.

Future research could build a unified dashboard that links content groups to GA4 and Search Console outcomes, and map organic landing pages to qualified leads where data governance allows. It could compare the long-term contribution of industry pages, comparison pages and educational blogs, test structured content formats for AI-assisted search and answer engines while keeping them readable for people, and evaluate a formal digital PR and expert-contribution programme in project management and software testing communities.

9. Conclusion

This paper has looked at how a B2B SaaS marketing team combines content, technical optimisation, off-page authority and analytics to build visibility for two software products. The evidence from the placement supports three practical conclusions. First, results come from the system, not from any single tactic: content attracts relevant searches, technical health lets search engines reach and understand the site, off-page credibility strengthens discoverability, and analytics shows what to do next. Second, relevance, whether to search intent, the audience or the platform, matters more than volume at every stage. Third, careful interpretation, which keeps observation apart from conclusion and checks claims before they are published, matters as much to B2B SaaS marketing as creativity does. For SaaS firms competing with larger brands for professional audiences, investing in topical depth, accuracy and measurement is likely to pay off more durably than investing in output volume alone.



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