

CASE STUDY: COMPUTER SOFTWARE

Improving direct sales and reseller productivity

SUMMARY

- Client:** Fortune 1000 global leader in collaborative software
- Geography:** North America, EMEA, Asia-Pacific
- Challenge:** Improve direct sales and reseller productivity
- Results:**
- Substantial increase in the number of million-dollar deals closed
 - Predictable revenue flow per quarter
 - 33% increase in revenue per employee and reseller
 - 20%+ sales growth with a 5% increase in gross margins

THE SITUATION: A STRATEGIC GOAL

BayGroup International was approached by a global leader in collaborative software facing flat sales performance and stagnant earnings growth. New sales leadership was determined to shift its distribution focus—both direct sales and reseller partners—from selling transactional point products to building strategic relationships characterized by enterprise-wide product and service solutions. Dramatic changes were needed to attain the goals of:

- More strategic customer relationships (and more million-dollar deals).
- Improved close ratios and revenue predictability.
- Greater overall sales force productivity.

THE BUSINESS CHALLENGE

The client sought our help implementing its strategy to address these key challenges:

- An increasingly competitive marketplace.
- New customer buying strategies that were commoditizing product solutions.
- Resellers who were too quickly defaulting to price reductions.
- Giveaways that were eroding the perception of value.

“BayGroup’s change process and the management coaching program have really helped our team. Using the BGI’s approach in a disciplined way has helped us improve customer interactions and execute our sales process more effectively. We are now able to get a couple percentage points, or more, better pricing because we have established greater value in the mind of the customer.”

— Sales Manager

HOW WE HELPED

BayGroup International partnered with our client to map out the pivotal agreements that needed to occur throughout the sales cycle to optimize deal size and margins. Then, we implemented application-oriented solutions, tailored for both direct sales and reseller partners, all over the world. Our methodology was rolled out quickly to more than 500 direct sales and to hundreds of reseller partners around the world, all in multiple languages. This solution helped our client:

- Drive a common sales execution language, approach and methodology on a global basis.
- Provide highly relevant practice and action-planning opportunities.
- Place user-friendly tools in the hands of field managers to help them coach their people to achieve higher levels of productivity.

THE RESULTS

As a result of strong sales leadership and multiple initiatives, including those which BayGroup International partnered to implement, our client’s sales organization is far more effective at building higher-level customer relationships, understanding the customer’s strategic roadmap, and turning price discussions into value discussions. As a result, our client has experienced:

- More than double the number of million-dollar deals closed
- More predictable revenue flow
- 33% increase in revenue per employee and reseller
- Sales growth with a 5% increase in gross margins
- Share price increase of more than 300%

PROVEN EXPERIENCE: COMPUTER SOFTWARE

Over the past 26 years, BayGroup International has partnered with many of the world’s leading software companies to substantially improve sales results. In recent years, as competition from developing economies has matured and customer buying processes have become increasingly competitive, it has become even more important for software sales and support to align and effectively execute their sales processes.

The focused expertise of BayGroup International has helped enable our clients to instill far greater discipline and build high-level skills into their customer engagement organizations to dramatically improve sales results.