



CASE STUDY: TELECOMMUNICATIONS SERVICES

Increasing the size and profitability of sales

SUMMARY

Client:	Fortune 500, telecommunications services/local exchange carriers
Geography:	North America
Challenge:	Increase the size and profitability of sales
Results:	30+ to 1 ratio on Return On Investment

THE SITUATION: A STRATEGIC GOAL

This Fortune 500 Telecommunications Services company wanted to increase the size and profitability of sales even as its competitors slashed their own prices week after week in head-on competition. They asked BayGroup International to help them achieve incremental profitability by instilling a new sales execution discipline that would help them leverage small sales into larger sales and motivate prospects to switch service providers without demanding the lowest price.

THE BUSINESS CHALLENGE

Operating in a competitive environment where the predominant belief is that telecommunications services and products are commodities, this Fortune 500 company also needed to improve its effectiveness at agreement-building in order to compete against well-established competitors. The challenge: give sales professionals the approach and tools needed to get to the right people and turn commodity discussions into value-based agreements to implement strategic solutions.

HOW WE HELPED

BayGroup International introduced a methodology and set of tools that helped create a more sophisticated sales execution culture that focused on assessing true client needs and positioning the value of the solution, resulting in profitable, sustainable agreements

“Our competition was cutting its numbers every week. We positioned and showed how we could provide value...we were not the lowest price, but we showed the value and got the business.”

— Senior Manager

With a consistent approach to planning and an effective sales strategy, the company was able to increase the size and profitability of each sale by taking greater control of the sales process; calling higher and wider in the client organisation to reach the real “owners” of the business problem; focusing on value, not price; reducing early and large concessions; and selling an expanded line of products to existing customers by providing strategic solutions that meet a depth and breadth of business, technical, and personal needs.

THE RESULTS

During a year when industry prices declined, competition intensified, and pressure increased to grow profitable revenue, this Fortune 500 Company showed a 30+ to 1 return on investment in BayGroup International’s methodology in less than six months.

In a study jointly conducted with this client, one sales professional said, *“What I learned in the programme enabled me to turn things around with my customer and secure two new locations that resulted in more than \$200K new net revenue.”*

By applying a management-driven, disciplined approach to customer interactions, participants in this initiative were able to:

- Shorten sales cycles by 20–30% through better up-front planning.
- Increase the size of sales by identifying and addressing the strategic needs, requirements, and motivations of decision makers.
- Win business away from competitors through more effective value positioning, provocative customer dialogue, and concession management.
- Increase margins by executing strategic trades that benefited both sides.

PROVEN EXPERIENCE: TELECOMMUNICATIONS SERVICES

Over the past 27 years, BayGroup International has partnered with many of the world’s leading telecommunications companies to substantially improve sales results. In recent years as market forces have challenged profitability it has become critical that sales organisations become disciplined and highly focused at executing go-to-market strategy.

The focused expertise of BayGroup International has helped enable our clients to instil far greater discipline, refined planning structures, and improved sales force skills that have led to dramatic improvements in top- and bottom-line results.