

POWERING REVENUE ENGINES

Accelerating Company Growth to 2X the Industry Average

Top-line revenue growth is frequently the most powerful lever for increasing a company's value. We are specialists in finding new ways for companies to accelerate profitable revenue growth. This is one in a series of case studies that describes our work and demonstrates the value we create.

Despite some rapid expansion, a home health care firm had been unable to exceed average industry growth rates. Locations in large cities were underperforming relative to corporate targets, sales force productivity was unsatisfactory, and the company was unsure of how to differentiate in a crowded market. Overall, the firm needed to improve its sales and marketing performance.

The CEO asked Blue Ridge Partners to help strengthen the firm's revenue generation capabilities and help them achieve a level of growth equal to twice the industry growth rate. We analyzed the company's referral channels, interviewed referral sources and identified factors that might provide referral differentiation in a market where referrers have many options. We examined sales force planning processes, personnel allocation and incentive programs and compared them to industry best practices. We developed a proactive and actionable set of recommendations that are helping this client more than double average home health provider growth.

"Blue Ridge Partners helped us identify blind spots in our sales force management at all levels including corporate, market, and territory. Their customer research and insight was critical to helping us understand how we could better differentiate our service offering and achieve our growth targets."

—CEO of home health care firm

**What we recommended for accelerating revenue growth**

- ▶ Focus selling and marketing messages on top differentiators
- ▶ Support the top differentiators by meeting critical operational metrics and leveraging their unique technology value proposition
- ▶ Implement a more defined approach to building and maintaining relationships with anchor hospital accounts
- ▶ Improve sales planning, targeting, and lead generation processes to ensure sales force attention to the highest potential accounts
- ▶ Reallocate sales resources to align capabilities required to penetrate mid-size and large markets
- ▶ Improve sales force recruiting and development practices to ensure high-quality sales coverage
- ▶ Refine incentive compensation plan to ensure motivation in the middle 50% of the sales force

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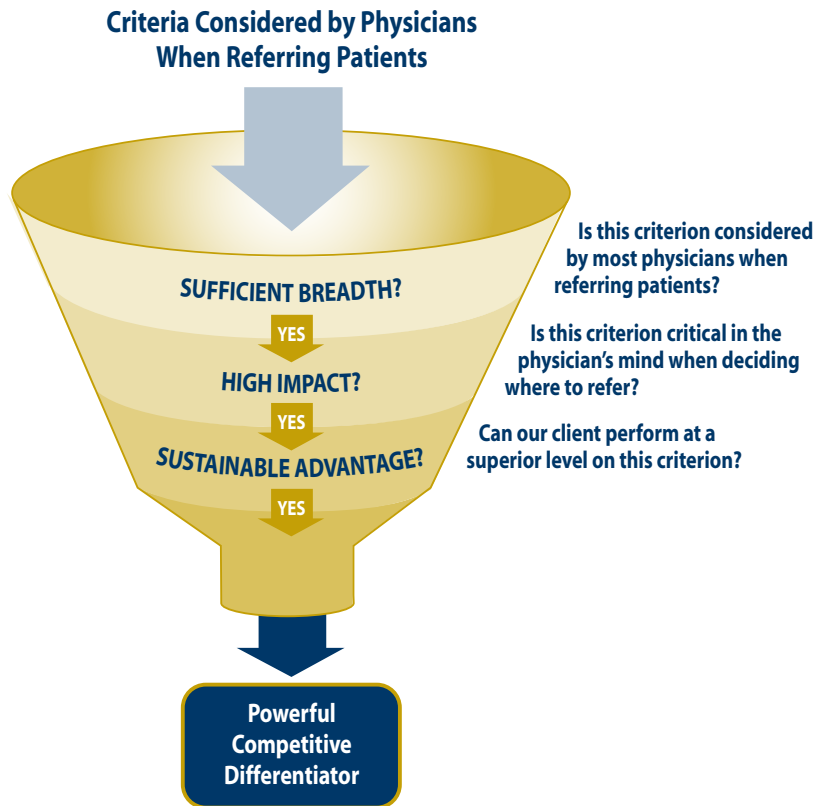
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Tools we used to improve their revenue growth

- ▶ *The Nine Voices of the Market™* analysis of channel partner relationships to:
 - Identify referral decision criteria and determine which could be leveraged to differentiate the client (see below)
 - Evaluate current share of referrals relative to referrer satisfaction
- ▶ Local market and territory analysis to assess sales force resource breakdown, time allocation, and account targeting
- ▶ *50 Behaviors of High-Performing Healthcare Revenue Engines™* to assess internal processes versus industry best practices and identify issues leading to weak revenue generation performance
- ▶ Review of current and proposed sales compensation plans to assure alignment of incentives with performance

While Many Referral Drivers Are Important, Only Some Offer a True Opportunity to Differentiate



Key Success Factors

- ▶ Specific service features are necessary to achieve effective differentiation yet these features were missing at our client
- ▶ Hands-on territory and sales force management and supervision is necessary to ensure sales representatives are focused on priority referrers
- ▶ Sales representative recruiting and development must be a core, ongoing process rather than one-off events
- ▶ Well defined planning processes are needed to select the right approach for serving high priority hospital accounts to avoid treating them like average referrers

If you aren't seeing superior growth in profitable revenue, contact us for an actionable evaluation of your company's revenue engine.

