

POWERING REVENUE ENGINES

Driving Organic Revenue Growth Through Improved Sales and Marketing Processes

Blue Ridge Partners is the most experienced, impactful and respected firm exclusively focused on helping companies improve the performance of their “revenue engine”. This is one in a series of case studies that describes our work and demonstrates the value we create for our clients.

A leading regional pharmacy provider for long-term care facilities had grown rapidly by acquisition, but organic growth was weaker than expected. While the company had a strong set of services, it was not effectively capitalizing on its sales and marketing function to drive growth. The company lacked sophisticated, structured sales and marketing processes and the sales team lacked accountability for performance.

The financial sponsor of the firm asked Blue Ridge Partners to help management develop a more defined growth strategy and design the sales and marketing processes that support the growth strategy.

We analyzed internal practices and results and designed new processes to improve sales force effectiveness, prospect targeting and messaging, and accountability. Process areas addressed included sales force management, pipeline management, market planning, and compensation.

“Blue Ridge has helped us get a clear understanding of what we need to do to succeed in the market and has provided us with the tools and processes to do it.”

– Company CEO

**What we recommended for accelerating revenue growth**

- ▶ Better target sales efforts on high potential accounts in terms of size, acuity level, and geography
- ▶ Align sales force compensation with strategic goals for volume, margin, and customer mix
- ▶ Create a consistent market planning process laying out goals in each territory and planned activities to achieve them
- ▶ Leverage pipeline management processes to improve visibility into prospects and revenue forecasting and to enable more effective interventions by the management team
- ▶ Provide robust sales force management and development processes for the incoming head of sales and marketing

HEADQUARTERS

1350 Beverly Road, Suite 115
McLean, Virginia 22101

INFORMATION

www.blueridgepartners.com
info@blueridgepartners.com
phone 703-448-1881



Tools we used to improve their revenue growth

- ▶ *The Nine Voices of the Market™* research to identify value proposition strengths and weaknesses as well as gaps in the go-to-market model by speaking with:
 - Current customers
 - Lost prospects
 - Current prospects
- ▶ *100 Behaviors of High-Performing Healthcare Firms™* to assess the strength of sales and marketing processes
- ▶ Analysis of sales pipeline results to identify gaps in funnel management and information preventing effective intervention by the management team

A new compensation plan provided greater incentive rewards for high achievers and reduced compensation costs for under-performance



Introducing more meaningful variable compensation by volume and margins could enable 30-35% higher compensation for top performers without increasing overall costs

We also identified key success factors for generating 20% additional revenue growth from same-store growth and greenfield expansion

- ▶ Greenfield entries in new markets can be accelerated by creating a detailed, repeatable market entry process, generating up to 12% growth from the current base
- ▶ Introducing greater discipline in targeting a specific customer mix, particularly in terms of care acuity, can add 3-5% to revenue growth
- ▶ Systematically addressing customer service and retention issues can reduce attrition by 2-4%

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



BLUE RIDGE PARTNERS