

## POWERING REVENUE ENGINES

## Establishing a Top-Down Sales Model for Enterprise Software Sales

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 company specializing in providing engineering design and test software solutions had enjoyed many years of consistent, profitable growth and an outstanding reputation within the engineering user community. But due to the increasing importance and visibility of engineering within their customers, the buying decisions were increasingly being made by senior executives, with whom the company had limited exposure. Competitors were gaining share by closing large enterprise deals directly with these executives.

The company asked Blue Ridge Partners to assist in developing a new top-down sales approach for the company, including a new go-to-market model, senior executive messaging, and channel partner relationships.

Through extensive analysis of customer values and perceptions as well as internal analysis of current practices, Blue Ridge Partners identified immediate improvement opportunities in the current sales process, while creating a top-down sales model to gain traction with enterprise sales.

*“We were very impressed with your work. In a short time you understood the nuances of our business and your recommendations are spot-on. Now it’s up to us to execute and make this happen.”*

– Client CEO



### Requirements for successfully launching enterprise solutions

- ▶ Leverage the strength of the company with engineering departments into greater share of wallet across the entire enterprise
- ▶ Develop a new product positioning (bundled) to simplify branding, increase deal size, and broaden executive appeal
- ▶ Counteract competitor positioning by quickly launching the new bundled offering along with a targeted marketing campaign
- ▶ Establish an aggressive channel partner initiative with selected systems integration and/or outsourcing firms to leverage their senior executive relationships
- ▶ Recruit sales personnel with enterprise sales experience and access to senior executives at key prospective customers

#### HEADQUARTERS

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#### INFORMATION

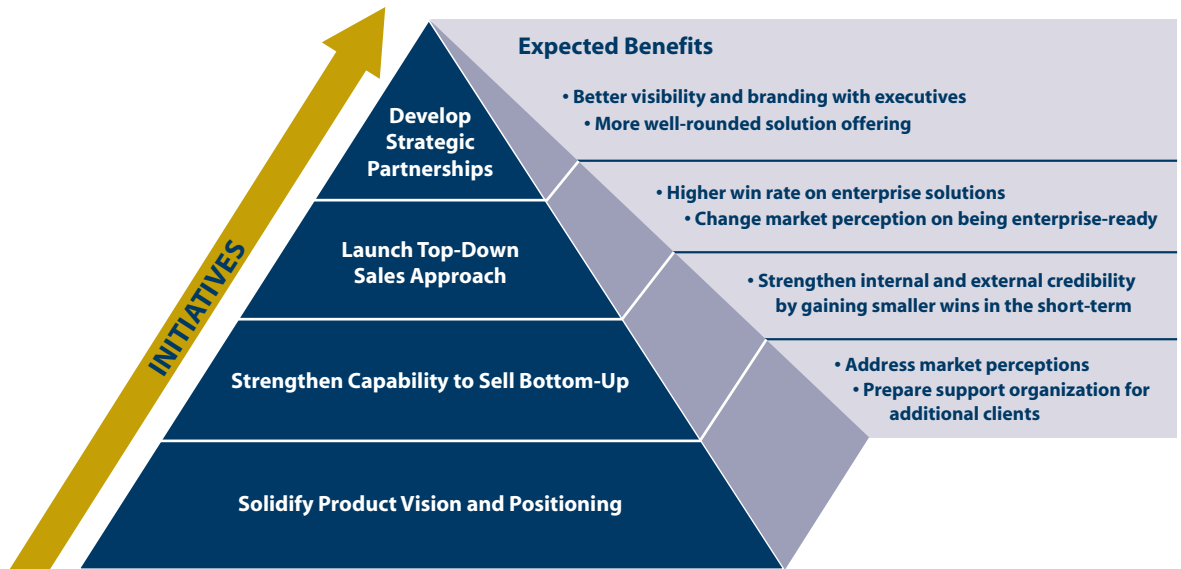
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**Tools we used to design the Top-Down Sales Model**

- ▶ An intensive data probe to develop an accurate picture of the enterprise solutions market and potential revenue impact of a strategic partnership and top-down sales model
- ▶ Executive and sales force interviews to provide context for the analyses and reveal important insights into the strategies and attitudes of the company
- ▶ An intensive fact-finding effort based on *The Nine Voices of the Market™* methodology to assess the company's reputation and compare perceptions of its performance and value-add through interviews with current and past customers, lost prospects, and competitors' sales reps (see below)

**Our recommendations for the new go-to-market approach were structured in four incremental phases**



**External interviews revealed important insights for improving the sales process and messaging**

- ▶ The company used a bottom-up sales model for engaging its engineering workgroup clients. But this did not translate well to enterprise sales and contributed to significant under penetration of revenue from potential enterprise clients
- ▶ Reliance on technical specifications and demonstrations and failure to focus on business benefits reduced the effectiveness of the company's cost-savings marketing and selling message
- ▶ Competitors had established strategic partnerships with major systems integrators allowing for a wider potential customer pool, enhanced credibility and a competitive advantage over the company
- ▶ The company has an enterprise solution that is ready to implement today but competitors have successfully convinced some Tier 1 customers that the technology is still not ready

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



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