

Case Study 1

Customer Description:

- Multi-billion dollar publicly traded company

Industry:

- Hardware & software

Business Need:

- Understand key market trends and opportunities in emerging markets globally (BRIC and beyond)

Key Challenges:

- Large and complex company, operating in 150+ countries globally
- Considerable 'flux' between HQ staff and field/regional staff; classic/traditional control issues.
- Product life cycles are very quick, 20 to 36 months average. Platform lifecycles are 48 to 60 months average.
- Company is awash in data/reports/analysis

Strategies/Solution:

- Conducted a comprehensive analysis of emerging market sales data, by product category, uniquely reviewing data through novel 'market filters' not used before
- Built a very detailed and data driven 'market model' utilizing our Science of Revenue™ methodology
- Prioritized new product launches by country, based on the market model

Case Study 2

Customer Description:

- Multi-billion dollar publicly traded company

Industry:

- Software

Business Need:

- Strategic work around worldwide partner segmentation and management
- Define methodology and criteria to prioritize partners
- Generate analysis to define what resource to (re)deploy against top partners
- Test methodology against 1/3rd of the product line in 4 countries
- Identify net new partner candidates in these 4 countries, who are already tracked

Key Challenges:

- Huge amount of partner data in disparate databases
- Different add-hoc approaches for various countries
- Lack of clear measurement consistent across countries, granular at a product family level

Strategies/Solution:

- Devise methodology
- Developed and tested tools to automate the process for all worldwide partners
- Conduct very deep data analysis using custom built data filters and data engine.
- Built deep analytical tools to automatically prioritize partners (including net new partners) based on variable parameters
- Measure business impact on new partner management approach

Case Study 3

Customer Description:

- Multi-billion dollar publicly traded company

Industry:

- Software

Business Need:

- Rationalize the product portfolio after a myriad of acquisitions

Key Challenges:

- Changing trends in the market place
- Increasing competition
- Buyer's budgets shrinking
- Very confusing company to do business with

Strategies/Solution:

- Working with executives from the strategy, sales, marketing and delivery groups, analyzed the attractiveness of various product-market segments, assessed the internal capabilities of the product lines and assessed required investment to meet minimum customer and financial goals
- Management reached broad consensus at both executive and operating levels on which products were priorities for increased investment, which products represented partnership opportunities, and which products should be eliminated from the portfolio
- Consulting team was asked to subsequently stay on providing additional support to develop the required implementation plans by major product line

Case Study 4

Customer Description:

- Multi-billion dollar publicly traded company

Industry:

- Software

Business Need:

- Define and validate an aggressive 5-year strategic plan that implicitly points to strategic acquisitions as being the only viable method to obtain lofty revenue growth goals

Key Challenges:

- Company had to grow out of existing markets which were quickly become commoditized
- Company had historically not acquired much, although it had the means to do so
- Management team relatively new in their positions and not aligned on strategy

Strategies/Solution:

- Built a management framework to identify and evaluate both immediate 'quick fix' product roadmap as well as to fill strategic white spaces.
- Aligned disparate product groups on a common corporate-wide product strategy

Case Study 5**Customer Description:**

- \$100M US based publicly traded company

Industry:

- Telecom

Business Need:

- Give input on new proposed strategy by recently appointed CEO
- Alternatively propose new strategy and positioning based on market opportunity and key assets of the company

Key Challenges:

- Decreasing legacy product revenue
- Need a significant culture change to execute new strategy with new business model
- Brand and corporate identity to be redefined
- Deal with two different product lines and target customer sets

Strategies/Solution:

- Identify the company's specific strengths in the context of their current market
- Defined two large orthogonal market opportunities leveraging the company technical and product expertise
- Confirm market sizing and segmentation
- Recommended one of the two strategies to Management team and Board of Director, who subsequently adopted our recommendations

Case Study 6**Customer Description:**

- Medium sized privately held VC-backed company

Industry:

- Software

Business Need:

- Successfully scale a SaaS infrastructure model
- Stay 'plugged in' to Silicon Valley although the business is located elsewhere in the US

Key Challenges:

- Compete against Microsoft, Google and Cisco and a myriad of smaller players
- Relentlessly continue to grow customer base

Strategies/Solution:

- Quickly formed strategic alliances with leading ISVs
- Conducted a competitive review against top ten competitors, making recommendations where to compete on product features and pricing
- Assisted the Board and management with strategic counsel on key competitors
- Evaluated market attractiveness and contributed to strategic planning of spin-out technology
- Served in an interim executive capacity managing key strategic alliance relationships

Case Study 7**Customer Description:**

- \$2M Application Security Service Provider

Industry:

- Software/Internet Security Software

Business Need:

- Sales Force startup and acceleration
- Catalyze an existing business
- Help identify and close marquee customers
- Develop and implement new processes for a sustainable sales operation

Key Challenges:

- Unknown brand in a new market
- Sales messaging inconsistent and ineffective

Strategies/Solution:

- Assessment of existing sales organization
- Build a new sales team
- Implement proven processes for demand generation, prospecting, and overall sales process
- Implement large account strategy

Case Study 8

Customer Description:

- Medium sized privately held VC-backed company

Industry:

- Software

Business Need:

- Company sales growing at a very aggressive rate, sales processes immature and not scaling with overall company growth
- Company could not afford to slow up existing sales team; either to have them work on the sales operations issues, nor to take their eye off the pipeline of opportunities

Key Challenges:

- Sales operations not sufficiently robust and scalable; 'bursting at the seams'
- CEO came through the sales ranks; runs an opinionated and aggressive culture and not always accepting of new/outside/consultant ideas

Strategies/Solution:

- Led the company through some 'hands on' best practices excursions, allowing the client to witness firsthand how other large software vendors are managing their sales operations
- Redesigned all sales operations in support of global field sales organization
- Designed and implemented both new hire sales training as well as annual sales meeting

Case Study 9**Customer Description:**

- \$50M Offshore Software Development Outsourcer

Industry

- Software/Custom Development

Business Need:

- Build Sales organization, processes, instill discipline
- Develop a sales strategy & approach to the desired market segments

Key Challenges:

- Offshore management team
- Decentralized decision-making
- Lack of messaging and positioning
- Aggressive financial targets

Strategies/Solution:

- Identify the company's specific strengths in the context of their market
- Develop & deploy demand generation programs
- Develop & deploy the tools required to sell to appropriate segments, including sales messaging and collateral
- Attract, identify, and hire salespeople, marketing, and sales operations personnel
- Build an enterprise-quality sales team to sell to the VP Engineering level
- Grow the company's business in existing, large accounts

Case Study 10**Customer Description:**

- \$25M enterprise software provider

Industry:

- Software/Enterprise applications

Business Need:

- Restart/Turnaround: Transform and revitalize an existing business
- Raise the level of visibility in the eyes of analysts and market makers, as well as potential customers
- Create sustainable revenue stream

Key Challenges:

- Relatively unknown brand
- Unprofitable model and target customer base
- Poor messaging and differentiation
- Offshore development team

Strategies/Solution:

- Identify the market space that the company should operate in
- Position both company and product to compete there
- Identify appropriate target market(s) and deploy programs to create brand identity and generate sales leads
- Build an enterprise-level sales team with experience and expertise to sell the product line at C-level
- Implement major account sales strategy and activities, and leverage existing accounts for expansion

Case Study 11**Customer Description:**

- Small privately held VC-back company

Industry:

- Software infrastructure

Business Need:

- Develop OEM strategy for US development and large strategic accounts
- Identify, pursue and close OEM partners

Key Challenges:

- Relatively unknown brand with newly launched product
- European company establishing itself in the US

Strategies/Solution:

- Defined taxonomy to segment the OEM market
- Crafted value proposition tailored to each market segment and each strategic account
- Built a list of 120 target partners and pro-actively engaged with them
- Currently in active discussion to close some of these accounts

Case Study 12**Customer Description:**

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Case Study 13**Customer Description:**

- Small privately held VC backed European company

Industry:

- Software

Business Need:

- Build the US operations for this European based company
- Build alliances with leading ISVs and SIs in the US
- Make the company and it's technology 'relevant' in the US market

Key Challenges:

- Unknown brand in the US
- Very strong technology; small deal sizes
- Fast moving market space, partially commoditized by open source

Strategies/Solution:

- Assigned a five-person 'interim management' team in the US, including EVP North America, VP Sales, VP Marketing, VP Product Management and Director Demand Generation
- Rebranded, repositioned and renamed the company, initiated press and analyst relationships in the US
- Established strategic partnerships with Microsoft, IBM and others
- Partnered with a US based investment bank for sell side M&A advisory