

Business ■ Performance Group

Enterprise Software and Hardware Organization

High-Impact Customer Service
Leading High-Impact Sales
Outsource Services
Customization Services
Facilitation Services

Affected business description

The client is a business unit within a Fortune 50 organization with global reach selling computer software and hardware for specialty applications in the entertainment industry. The market consists of approximately 7,000 entertainment and communication businesses serving market areas as well as small entities deploying the hardware and software for specialty applications.

Business problem or business opportunity

Up until recently, the client deployed a field sales organization to generate leads and close sales. It's chief marketing activities centered around conventions and other large gatherings. The organization also has a team of sales engineers who design customer installations and serve as the primary contact for potential customers once the lead has been secured.

Why did this problem happen?

Because of the cost of the field sales organization, the business decided to reduce the head count dramatically and to depend on marketing to drive leads to the sales engineers. This caused a decline in lead volume and the resulting revenue.

What did the client want?

The client wanted a "third way" between a "marketing only" approach to lead generation and the expense of a field sales force as the other extreme. The client wanted to look at telephone sales as an alternative.

What did Business Performance Group's product provide?

Initially Business Performance Group provided consulting services to determine the best business model. It was determined telephone selling would offer a "third way" alternative. The client determined it did not want to manage the group and therefore an outsource alternative was selected at Business Performance Group's home office in Des Moines, Iowa.

Of concern was the interface between the outsourced sales group and the sales engineers. Typically issues arise in handoffs between the groups and in assuring the telephone salespeople do not misrepresent the technical aspects of the product which were complex.

Business Performance Group provided Leading High-Impact Sales to the management team of the initiative at the client site and High-Impact Customer Service to the sales engineers.

Business processes were designed to accommodate tying the remote locations together.

End result.

During the first year, leads were generated whose proposals equaled 34% of the revenues of the company including major accounts. The client deployed a web-driven sales presentation tool which became the "next step" after interest was generated by the telephone sales group.

Although product emphasis was switched several times during the first year, cost-of-sales were managed to fall within the client's aggressive parameters within their competitive marketplace.

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