

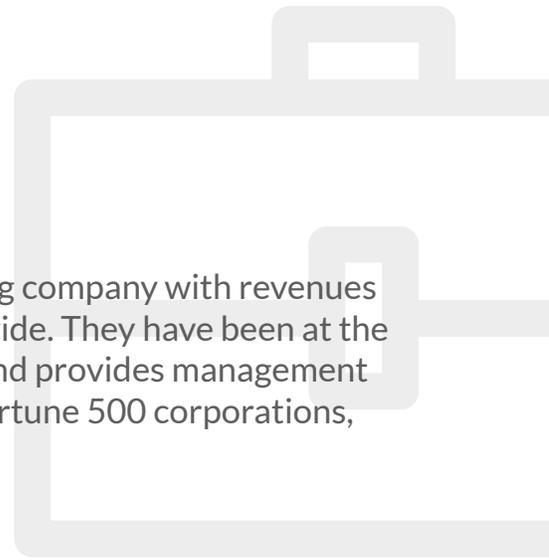
# When failure is not an option





# About the Customer

Our client is international management and technology consulting company with revenues more than \$5.4 billion and employing than 22,000 people worldwide. They have been at the forefront of strategy and technology for more than a 100 years and provides management and technology consulting and engineering services to leading Fortune 500 corporations, governments, and not-for-profits across the globe.



# The Challenge

Some accounts are more important than others. Our client needed to make sure they secured some major business within very specific accounts. Their plan was predicated on the 80/20 rule – 80% of their revenue was coming from 20% of their opportunities. Lose one of those opportunities, and the impact would be enormous. The difficulty was that their sales team had no discernable way to manage these opportunities differently. They merely treated every opportunity equally. If they stumbled across a major opportunity, the answer was to simply get more company resources on the project to ensure a win. In the long run, this didn't work.





## The Solution

This group needed to learn how to think more strategically and execute more tactically to capitalize on a greater share of their customer base. We started by installing a strategic opportunity planning process that would allow the sales team to break down an opportunity in a way which exposed dangerous assumptions and gaps in their capture plan. Armed with a set of tools, we worked with the sales team to ensure that not only did they gather the necessary information when working with a client, but that they also could apply critical thinking skills to develop the right strategy for that opportunity. This client named the initiative Focus 14, ensured that sales and management targeted 14 of the most critical opportunities in their region. The strategic opportunity planning process was implemented with the top 14 opportunities in each region. This plan enables the sales reps and managers take a deep strategic dive into each of these opportunities to formulate a winning strategy. The tools we gave the team to implement, forced the reps to reassess their knowledge of the opportunity and challenge their assumptions.



## Results and Return on Investment

Our focused efforts in account management and planning helped the client increase revenue in the targeted account by 14%. This was significantly higher than all other accounts closed in the same period. Also, the sales team discovered that the Focus 14 opportunities moved through their pipeline nearly 25% faster. By putting a clear focus on a particular set of customers and providing both sales reps and sales managers a strategic opportunity planning process and set of tools, this company increased their overall revenue for the year by 2.5%, a huge number considering the average sales revenue of \$4.5 billion.

