Priming the Sales Process to Transform the Revenue Engine

Enabling Sellers to Deliver Results with Blackbaud

Revenue
↑$1B

Challenge

Over the past three years, Blackbaud had been experiencing flat bookings growth and were consistently missing targets. The **entire sales process was cumbersome: quotas hadn't been updated in years** resulting in poor incentives, sales teams were **not aligned to the required motions** to deliver results, and there were **too many administrative tasks** assigned to sellers. Additionally, sellers had **little guidance on which accounts they should prioritize**, leading to missed opportunities throughout the pipeline.

Opportunity

Blackbaud had identified several key levers to achieve double annual bookings in 3-5 years:

1. They had to establish an organizational model **with clear segments and territories**, aligning sellers with realistic and but ambitious **quotas that reward exceptional results.**

2. More **detailed assessments of accounts** had to be made based on spending potential and propensity to buy, creating a coverage model focused on specific sales motions.

3. A **unified seller playbook** needed to be established, with in-depth guides to help sellers through the sales processes and leverage tactical plays on personas.

4. Blackbaud also had to develop a **buyer-centric sales process** to reduce administrative burden and enable their sellers to be more agile.

SBI Response

To help Blackbaud deliver on their goals to double ARR bookings in 3-5 years, SBI collaborated closely with the company to execute transformative workstreams.

The joint effort started with **redesigning the organizational model**, adjusting territories while balancing workload and **implementing compensation plans** that empower sellers to achieve higher targets. Careful analyses of Blackbaud's accounts also **revealed high-value accounts**, allowing the company to segment them based on potential revenue gain over the shortest period.

SBI then **established unified resources and communication channels** for customer-facing teams, enabling sellers to pitch based on data-driven info and best practices while providing channels to maximize wallet share. A **new buyer-centric sales process** was also implemented to ensure consistency, clarity, and creates opportunities for added value, ensuring that sellers and customers have a seamless experience throughout the process.

Key Results

12%
More Time Spent Selling

28%
Higher Seller Productivity

4x
Projected ARR:OTE Ratio by 2025