

Creating Structure and Discipline to Drive Growth

Sharpening Go-to-Market Functions in Line with Revenue Plan

Revenue
↑ \$1.7B+

Challenge

This consulting services company faced **declining growth YoY**, with problems in **forecasting accuracy and revenue data visibility**. Commercial Operations and Enablement existed in pockets with **limited ability to scale success**, while Marketing **lacked focus on revenue marketing**. Additionally, growth was dependent on a small number of top sellers amounting to only **10% of the sales force**.

Opportunity

SBI recognized and recommended four key steps to help sharpen the go-to-market functions and enable them to drive results:

1. **Launch Commercial Operations and Enablement** functions to improve forecast accuracy by vertical and service line.
2. **Establish Revenue Marketing** as a function and discipline by transforming the current marketing organization.
3. **Define business development responsibilities** for new client development, existing client development, and delivery, as well as rules of engagement with Commercial Operations.
4. **Create accountability to the revenue plan** by establishing and formalizing KPI targets via the Revenue Operations function.

SBI Response

SBI helped create a **foundation for business development and commercial operations** by developing the target account list by segment, opportunity history, and pipeline. **This enabled the identification of top strategic accounts** for each segment. **Commercial best practices** and **organizational structure** were also instituted to enable commercial rigor. By implementing tools to analyze commercial motions, this created **visibility into sales operations and pipeline**. Lastly, driving **discipline in commercial excellence** was a key factor to enable sustainable growth.

Key Results



20%

increase in YoY
pipeline generation



14%

increase in win rate
(new logo and cross-sell)



7%

increase in bookings YoY