

# Establishing Structure for Commercial Excellence

Building a Revenue Growth Office for Growth-Enabled Results

Revenue  
↑ \$660M

## Challenge

This multi-national conglomerate's division of global operations and maintenance software for Energy Utilities was facing stagnant growth. The commercial organization was trapped in a loop of **execution roadblocks, attrition, and capability constraints**. Recent product innovation revealed their perpetual-based software offering with **recurring revenue only via low-margin maintenance and support contracts**. The parent conglomerate implemented a **large-scale restructuring** exercise that reformed the division as an operating unit, requiring the future entity's fresh leadership team to **demonstrate profitable growth in the form of software ARR** for improved enterprise value post-restructuring.

## Opportunity

SBI helped the client identify three workstreams that were critical to durable, profitable growth:

1. **Revenue Growth Office establishment** to oversee vital growth initiatives and enhance commercial excellence
2. **A sales campaign build and execution to drive ARR** with the new term-based offering
3. **An inside sales capability establishment** to focus on advancing top-of-funnel opportunities

## SBI Response

SBI collaborated with the client in a **two-phased engagement** over a five-month period. This involved establishing a **revenue growth office, designing a new commercial pacing process**, and developing a sales campaign that included the **definition of value propositions by persona, campaign collateral, and enabled sellers**. On the Inside Sales track, SBI also helped define job profiles, compensation plans, core processes, and playbooks to **quickly onboard and launch an inside sales team**. In the second phase, **Growth Rooms were established and operated** to enable cross-functional teams to interrogate the largest, most complex deals to improve commercial effectiveness and growth.

## Key Results



26%

YoY Client Growth  
(vs 1.1% industry CAGR)



6.8pp

Incremental win rate of  
RGO Opportunities vs Others



\$11.5M

Incremental  
License Bookings