

# Improving Strategy and Structure to Capture Growth

Implementing a Revenue Growth Methodology for Better ROI

Company Size  
**38,000+**  
Employees

## Challenge

This leading operator of long-term acute-care hospitals (LTACs) and rehabilitation services providers was experiencing **flat to below-market growth**. They **lacked resources to capture market opportunities** and had an **inconsistent sales organization** with undefined roles, contributing to role corruption and customer confusion. At the same time, their sales resources lacked guidance on execution best practices.

## Opportunity

SBI leveraged the **Revenue Growth Methodology** to identify and sequence key focus areas to drive growth while ensuring fiscally responsible use of company resources. The following focus areas were identified:

1. **Account segmentation** to identify areas with the most opportunity
2. **Buyer personas and process maps** to understand influences on buyer decisions
3. **Sizing** to accurately match market opportunity with selling capacity
4. **Structure** to efficiently and effectively capture market opportunity
5. **Job design** to eliminate role corruption

## SBI Response

SBI used both **internal and external data to identify the market opportunity** across the United States. In addition to stakeholder interviews and field surveys, SBI collected the voice-of-customer (VoC) to determine **which roles would yield the greatest ROI**. This input, along with emerging best practices SBI had identified from a wide range of industries, informed the future-state organizational structure. From there, SBI was able to develop a data-driven model to determine the **headcount needed to capture the potential**.

## Key Results



**20%**

year-over-year growth



**Reduced**

sales expense steadily



**Improved**

efficiency in use  
of resources