

# Transforming the GTM Model for Commercial Excellence

Taking the Lead with the Revenue Growth Office

Revenue  
↑ \$1.1B

## Challenge

Mitel was experiencing declining revenue, and they needed a restructure to better meet customer and partner needs. Recently, they had an unsuccessful spinoff of their subscription-based business, leading to poor customer experience and high churn. Both channel and product strategy were also ineffective, forcing them to miss out on high-opportunity markets and putting them behind competitors who were outflanking them in market share.

## Opportunity

SBI collaborated closely with Mitel to transform their Go-to-Market (GTM) model into a sustainable and competitive revenue engine:

1. **Aligned separate business entities** with unified goals and industry-leading partner programs
2. **Developed new segmentation models** to deliver greater customer experiences and encourage transitions to the subscription-based units
3. **Drive commercial excellence consistency** across all regions

## SBI Response

SBI partnered with Mitel to develop a **transformation plan**. The partnership first **established a Revenue Growth Office (RGO)** to focus all strategic initiatives around a common goal, **removing walls between business units** and aligning them to market opportunities. SBI also developed **new territory models and compensation plans** aimed at **promoting desired sales rep behavior**, positioning them in the optimal location to capture high-value opportunities. To improve customer **experience and improve loyalty**, SBI launched an **updated marketing strategy** that leveraged the new **Global Partner Program** to create **clear and targeted messaging** that focused on customers, partners, and prospects.

## Key Results



\$128M-219M

Upside bookings identified



\$7-9M

in cost takeout identified



+15%

Improvement in selling time