

Transforming the Sales Org to Get Back to Growth

New Strategy Required to Improve Customer Retention

Revenue
\$800M

Challenge

After **7 acquisitions in 3 years** that changed their product, TIBCO transformed their go-to-market strategy but **failed to achieve their target growth** rate of 10-12%, with **revenue shrinking by 3%** the previous year. About 70 new account executives were quickly hired to offset **high attrition**, which ranged from 15% to 77% in some cohorts. Additionally, they saw vastly different results across cohorts, ranging from 65% above the benchmark to **77% below benchmark**.

Opportunity

SBI recognized a few **key levers** that TIBCO could focus on to get back to growth:

1. **Improve retention of subscription customers** by moving to a hunter-farmer model and introducing a key account manager role
2. Increase share of wallet by **improving sales territory, quota, and comp plans**
3. **Create cross-functional alignment** across leadership to drive accelerated performance

SBI Response

SBI worked with TIBCO on a **two-step approach to drive growth**—starting with the implementation of **account segmentation** to drive organization design and account ownership. This involved introducing a **customer success team** to convert revenue and own **renewals from high-value customers. Comp plans were also reviewed and adjusted** to align to targeted sales motions, **incentivizing hunting** in addition to farming. Lastly, a **revenue growth office** was established to create the framework, team, and cadence to drive **cross-functional growth initiatives** across the organization.

Key Results



4%
decrease in attrition



\$45M
whitespace identified
in the base



\$1.6B
incremental market cap