

# Driving Growth Through Organizational Change

Optimizing talent skillsets to increase bookings

Revenue  
↑ \$1B+

## Challenge

Having identified SaaS as a key pillar of revenue growth, this technology services client was facing challenges **achieving their booking goals**. Despite a recommended vertical sales approach, it was **implemented unevenly** by sales segment leaders. The approach also combined hunting, farming, and renewal motions – resulting in **limited conversions** as reps focused on the path of least resistance. Furthermore, while the product mix had shifted slightly to SaaS, **low win rates** persisted when sales reps did not have significant pull to adopt the customer’s SaaS solutions. **Migration issues** for customers adopting cloud/SaaS functions **necessitated** the establishment of a new customer success function. Complicating matters, a recent acquisition required the **integration of two distinct sales organizations** into a cohesive unit.

## Opportunity

The client identified several key opportunities to reach their goals:

1. They needed to **identify and execute organizational changes** to grow bookings and accelerate the shift to non-perpetual sales.
2. **Resegment current accounts** based on potential and target high priority cloud conversion customers.
3. **Increase bookings** through a GTM realignment and increase adoption of appropriate tools and behavior by sales reps.

## SBI Response

SBI recommendations were focused on improving efficacy first before optimizing for efficiency.

Based on the client’s requirements, SBI **restructured the sales team** into a Hunter/Farmer model, aligning skillsets with selling motions while prioritizing strategic customers for increased bookings that would usually drive revenue. New Inside Sales and Customer Success functions were developed to **improve coverage and optimize the GTM model** to fund initiatives. A Cloud Conversion team was also established to drive customer migration to the client’s cloud-based solutions.

To improve sales rep efficiency, SBI worked closely with the leadership to **mature digital selling practices**, with a focus on promoting the right mindset and behavior. Resources were strategically reallocated within the newly created functions. A dynamic account system based on clear buyer criteria was also implemented to enhance customer targeting.

## Key Results



\$52-72M

Incremental  
Recurring EBITDA



20%

Increase in  
Annual Bookings



17%

Improvement in Sales  
Rep Productivity