Full Sales Model Redesign Drives Growth for Cloud Host Provider

IP leader: Full Name | **Project Leader:** Full Name

The Situation

This leading host provider began to see a decrease in growth rates as the competition in the cloud market increased. The company realized their current sales model seemed immature in comparison due to lack of investment. A heavily inbound sales model needed to develop outbound capabilities to increase sales growth against the competition.

The Challenge

The company's sales team did not have clearly defined roles leading to poor sales growth and missed opportunities. New and existing sales reps were unsure of their role in the customer lifecycle. To successfully compete in the cloud market, the company needed to design a sales model aligned to its growth strategies through increased effectiveness both in acquiring new customers and cross-selling the base. This new model design not only needed to address these challenges, but also needed to be implemented while protecting existing revenue sources.
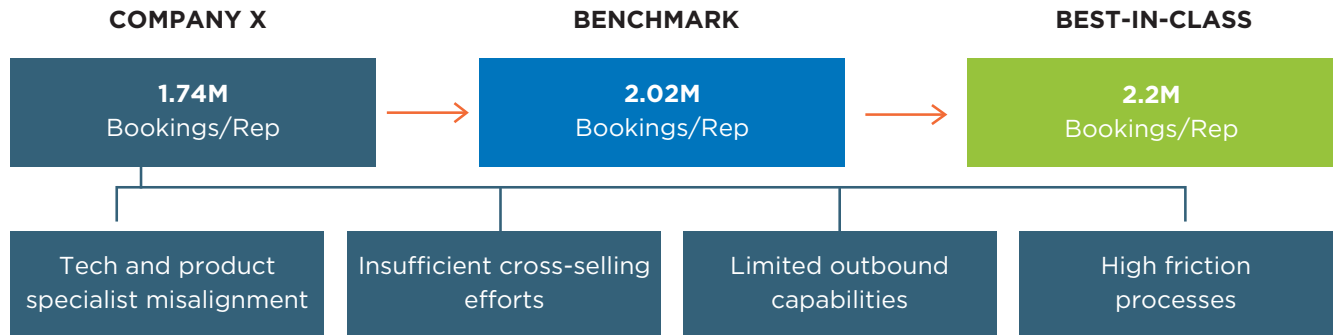
The Solution

The Alexander Group conducted a full eight-pillar assessment including: time and investment benchmarking, interviews and other qualitative and quantitative analyses. Through one study, a significant bookings deficiency was supported by four high-level finding areas: tech and product specialist misalignment, insufficient cross-selling efforts, limited outbound capabilities, and high friction processes. While these issues did not affect all segments equally, systematically addressing them organization-wide would push the company's rep productivity to and beyond the benchmark. After the full review, the Alexander Group worked with this host provider to design and implement a new sales model with their team of sales leaders and other key stakeholders.

The Benefit

The new sales model increased organizational focus on the most impactful growth levers in the company. It assisted in driving greater sales alignment with overall strategy and other functions within the company also (support, marketing, products). In addition to the new sales model, a future-state coverage map was designed to highlight new and existing roles and their role in the customer lifecycle.
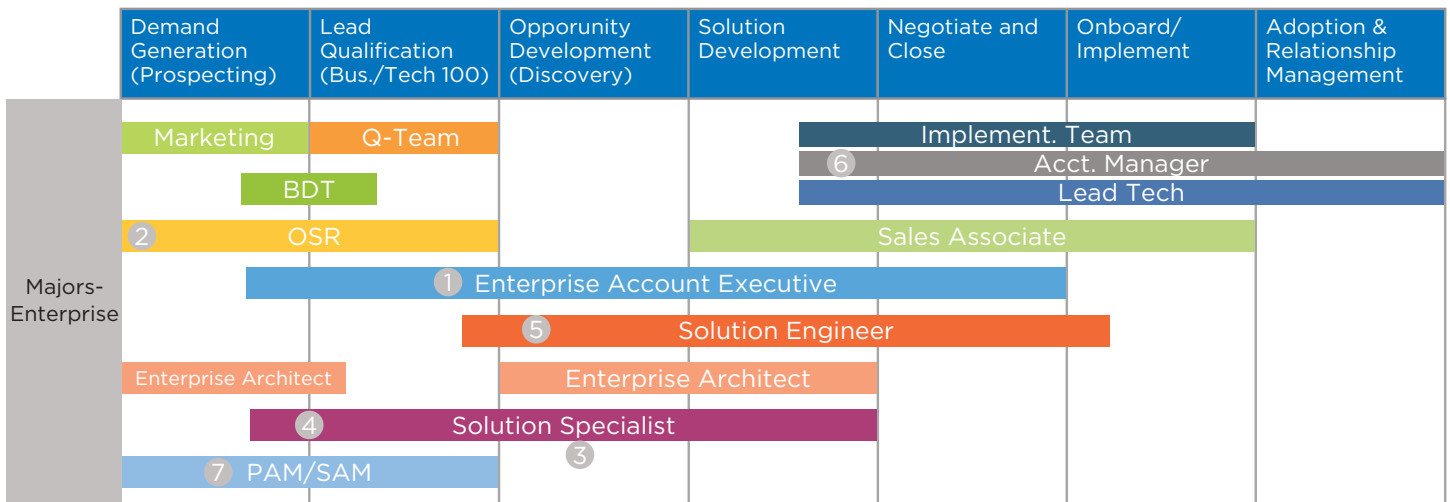
Productivity Benchmarking: A significant bookings deficiency was supported by four high-level finding areas

In aggregate, Company X has 16% lower bookings in ARR when compared to benchmark. This deficiency is driven by structural problems with the current sales model.

COMPANY X	BENCHMARK	BEST-IN-CLASS
1.74M Bookings/Rep	**2.02M** Bookings/Rep	**2.2M** Bookings/Rep

Tech and product specialist misalignment	Insufficient cross-selling efforts	Limited outbound capabilities	High friction processes

While these issues do not affect all segments equally, systematically addressing them organization-wide can push Company X's rep productivity to and beyond benchmark.

Future-state Coverage Map: Highlighted new and existing roles and their role in the customer lifecycle

	Demand Generation (Prospecting)	Lead Qualification (Bus./Tech 100)	Opporunity Development (Discovery)	Solution Development	Negotiate and Close	Onboard/ Implement	Adoption & Relationship Management
Majors-Enterprise	Marketing	Q-Team			Implement. Team		
					⑥ Acct. Manager		
	BDT				Lead Tech		
	② OSR			Sales Associate			
		① Enterprise Account Executive					
			⑤ Solution Engineer				
	Enterprise Architect		Enterprise Architect				
		④ Solution Specialist					
	⑦ PAM/SAM	③					

① **Seller Options:** Hybrid Hunter/Farmer sales role (with select pure Acquisition and IB roles)

② **Increased Outbound Capabilities:** Expansion of the OSR role to support all field sellers

③ **Intensity of Solution Specialist Coverage:** Vary intensity of coverage based on product acceptance; at highest intensity introduce product-specific sales and technical resources

④ **Growth Accountability:** Solution Specialists to proactively source sales while reacting to core seller needs

⑤ **Technical Specialist Options:** Introduce 'expert' techncial sales resources (covering security, networking, data services, etc.)

⑥ **Support/Implementation Engagement:** Support and Implementation teams will get engaged in deals of a certain pre-close to verify the feasibility of the solution and provide a more consistent customer experience

⑦ **Channel Engagement:** Sales Reps will recruit and work leads from partners; PAMs will manage them

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