

Achieving growth through building and running a strategic deal sales motion

Growth

3x

yoy growth in
strategic deal
bookings over 12
months



**Revised
Enterprise sales
motion for long
term success**

With library of
collaterals, risk
mitigation process,
etc.

Actions

Context

- CLIENT was looking to rapidly increase their bookings, predominantly by bringing larCLIENT transformations to market. Key objectives included:
 - Looking to rapidly build and scale a global strategic deals sales motion (deals > \$10M) to meet next 5 years growth aspiration of 50%+ CAGR
 - Wanting to meet this years' target of 4x strategic bookings target over the previous year

Activities

- Provided immediate support on 50+ deals over 10months - working hand in hand with account managers, solution architects, pricing teams, and others - to accelerate deals (increase probability of conversion, deal size, and deal quality)
- Built strategic deal sales motion to set our client up for long-term success through deal desk implementation, sales play definition, collaterals, and processes

We used a two-pronged approach to accelerate CLIENT enterprise software sales

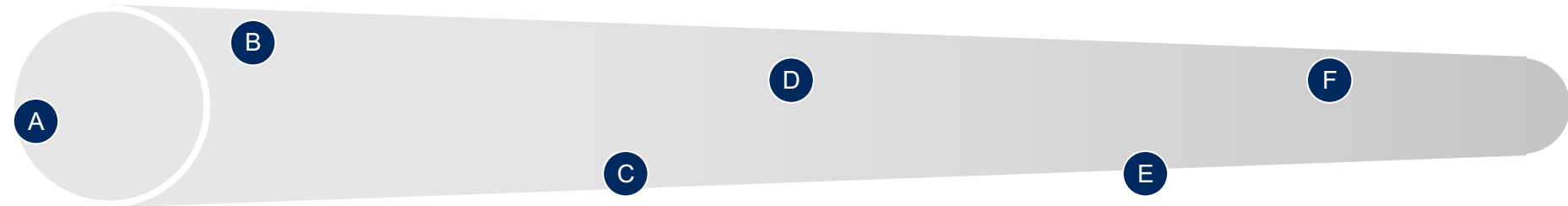
1 Immediate deal acceleration

Examples of pipeline support

Consultative sales motion –Developing sales motion to become a partner vs. supplier

Solution catalog and reference architecture

Implementation – ensuring maximum customer satisfaction



Pipeline stimulation - Identifying industries and accounts to target first based on product and market maturity

Account strategy – Setting an overall account sales approach, building stakeholder map, bringing exec. Sponsor, etc.

T&C and pricing – Developing pricing frameworks (outcome based price, etc.), refining T&Cs, and mitigating risk exposure

2 Building strategic deal sales motion

Examples of long term support

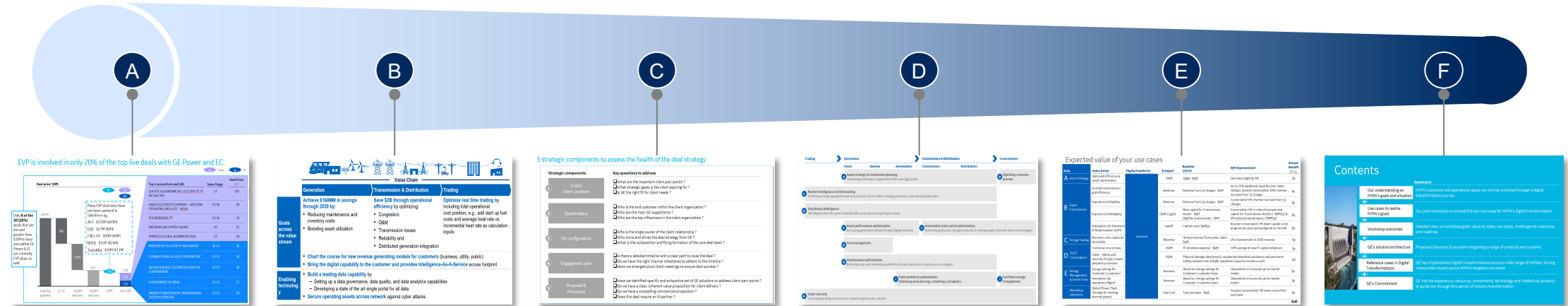
- Deals desk implementation** – Constantly testing and refining design, sales processes, capabilities, etc. to significantly improve deal desk performance
- Sales plays definition** - Building vertical specific reusable winning plays (incl. sales collaterals across deal stages, deal approaches, proposals, customer workshop guides etc.)
- Sales enablement** – Building demos, customer reference, front line training, out-of-the-box POC



Operating model

- **All activities done hand in hand with commercial team** (AMs, SAs, Pricing, Commercial Ops, etc.)
- **Very agile process** (constantly trying and improving) **geared toward impact first**
- **Fees at risk engagement model** to ensure full incentives alignment

1 Accelerating GED's sales required a complete transformation of their sales approach and supporting tools and knowledge



Pipeline stimulation

- Prioritized deals across BUs based on market maturity and product readiness
- Developed “rinse & repeat” strategy to scale winning deal types (e.g. mining)
- Total live pipeline valued over \$2.5B

Consultative sales motion

- Built industry value chain and use cases and tailored them to specific customers
- Created value calculator, estimating business impact of a digital transformation – the core to our solution selling motion

Account strategy

- Showcased best-in-class account strategy and worked with the account teams to build them
- Leveraged exec sponsor program to promote deal to customer's CxOs
- Built stakeholder map to drive communication strategy

Solution catalog and reference architecture

- Created reference arch. to show what best-in-class looks like and educate client
- Help build solution catalog to sell the breadth of prod. portfolio
- Aligned CLIENT solutions to use cases to create e2e digital transformations

T&C and pricing

- Implemented basic outcome-based pricing model tied to value estimator
- Validated profitability for each deal
- Created risk review process to mitigate exposure (IP, time and material, etc.)

Implementation

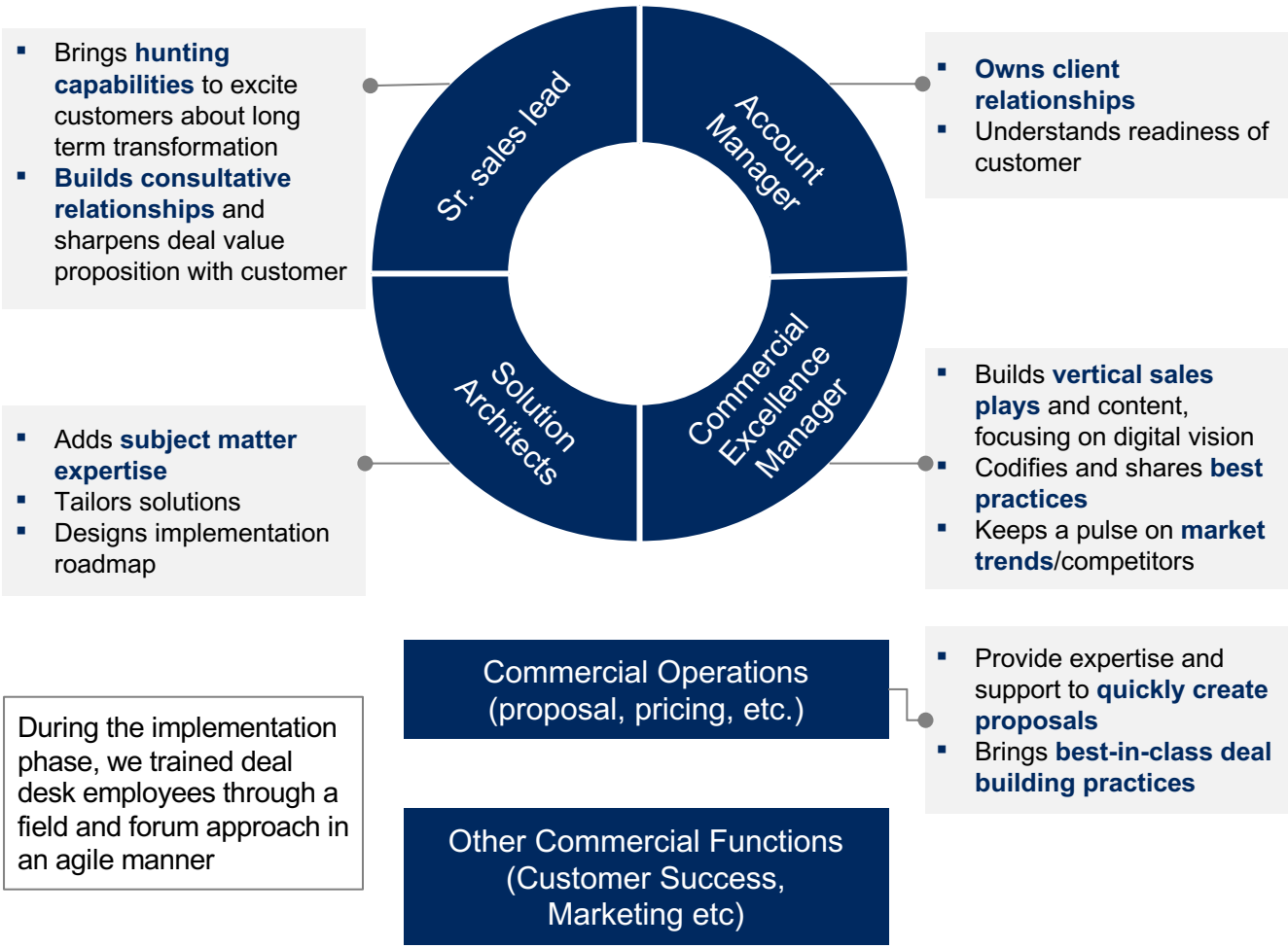
- Incrementally developed a library of reusable or “plug and play” collateral that included:
 - Proposals
 - Workshop outputs
 - Value at stake
 - Solution catalog, etc.

To achieve this impact:

- We brought the breadth of the Firm (pricing, large deals, digital transformation, industry experts, etc.)
- With an innovative engagement model **staffing over 25 McKinsey colleagues** on the ground over 12 months
- **Working side by side with >50 CLIENT employees** (solution architects, account managers)
- Leading **>40 live deals across 5 continents and 5 CLIENT Business units**

2 Ensuring long-term impact required 1-year implementation and side-by-side operation to institutionalizing the new operating model by building sales tools and collateral

Implemented new Deal Desk configuration and responsibilities



Created sales plays and enablement – samples below

Identify use cases / pain points that can be addressed along the customer value chain

Define ref. architecture against each use case working hand in hand with Solution architects, products, and implementation team

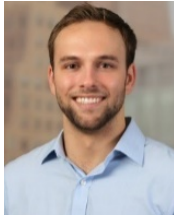
Integrate product roadmap to promise customer functionalities at the time of release

Our team brought the best of the Firm across function, industries and geos

☐ Case competition contacts ☒ Location ☐ Industry



Abhimanyu
Dhariwal
Senior BA
SVO
EPNG



Alex Chumbley
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Transportation



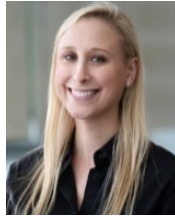
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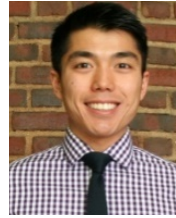
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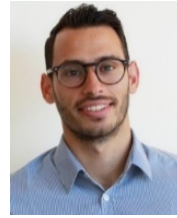
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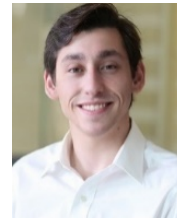
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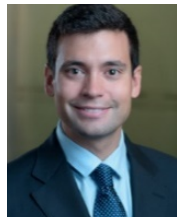
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