

Sales acceleration program for a large IT provider led to \$250 Mn+ pipeline injection and structurally re-positioned its accounts for growth

Client context

- Global IT services company looking to accelerate growth in changing market (shift to digital, business stakeholders, etc.)
 - Driving growth in ‘digital revenue’
 - Re-positioning itself in its key accounts (greater access to business stakeholders)
 - Building account team capabilities
- McKinsey program (Phase 1) to demonstrate path to ‘reset’ accounts – focusing on 10 key accounts, while delivering short term targets (pipeline generation, order booking)

Client name: X
Team set-up: X
Fees Structure: X

Approach

- 2 major set of interventions
 - Expert led ideation sessions to review account strategy and identify new opportunities
 - Coaching on pursuing large/ transformation deals (in context of live deals)
- Enabled by 3 key factors
 - Expert involvement: 40+ experts deployed to lead ideation sessions, coach account teams, shape proposition, make senior client introductions
 - Shift from reactive to proactive opportunity identification
 - Proactive deal pursuit process, involving the best of client/ external inputs

What was unique: X

Impact

- \$250 Mn+ new pipeline injected (40+ opportunities across 10 accounts); 50% outside of IT.
- Pivot in account strategy and positioning
 - 2-3 new services deployed/ tested per account
 - 2-3 new senior CXO/ CXO-1 relationships initiated across most accounts
 - 3-4 senior experts engaged as “thought partners” on accounts
- Built new service lines/ offerings
 - 6 new ‘business themes’ identified
 - Offerings developed including value proposition, experts (internal/ external), reference cases
 - Tested in pilot accounts
- Capability building
 - Strengthening business acumen and communicating for impact
 - Shaping business centric transformational proposals proactively
 - Building trust outside traditional sponsors