

A 3D rendered image of a complex blue maze. The maze is composed of thick, raised walls. A path of bright yellow light glows along the bottom edge of the maze, leading towards the center. The background is dark and textured.

# Growth Partnership with a Global BPM Provider

# Our growth partnership with a global BPM Provider

## Client situation

### Client description

- A multinational BPM & IT services player with close to \$ 2.5 bn in revenues (80% from North America) and over 60,000 employees in 20+ locations worldwide

### Objectives

- Develop an aspiration and blueprint for next five years (where to play and how to win)
- Help achieve aspiration of growing their business by 15 – 20% in the next 5 years

## McKinsey approach

### ▪ Strategy:

- Identified **growth cells/ arrowheads** across horizon 1 and 2
- Developed “**how to win plans**” for service lines including capability gaps and core differentiation

### ▪ Sales:

- **End to end sales diagnostic and new sales operating model**
- **Realigned account coverage:** Built new account coverage map by geo and accounts
- **Sales acceleration:** Brought in ‘Client Partners’; introduced “hunters vs. farmers” philosophy; built ideation and pipeline generation capability
- **Sales capability building:** Field and Forum Training to enhance sales capability
- **Large deals:** New large deal capability

### ▪ Pricing:

- **Overall pricing strategy** by vertical by service line by geography
- **Heuristic model** to support sales team come up with **transactional price/discount** on each deal

## Impact

- **50% increase** in new business bookings (ACV)
- **USD 100 mn pipeline inflow** per month
- **Win rate** on mining deals increased from ~**50% to 80%**
- **30 New logos**
- Pricing program on track to increase **profitability by 2 % points**



# Hunting lead generation framework – 7 sources of leads used by best in class service providers

