

# 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

- Inbound enquiries via website, digital presence, phone, etc.
- Referrals from clients, employees, etc.
- Participation in key industry conferences and events
- Publication of white papers and thoughtware
- Membership in relevant industry bodies such as BIAN
- Engagement with 3P advisors such as Everest, TPI to ensure greater participation in/invitation to key deals
- Select partnerships / joint-GTM with product / platform providers
- Includes focus on ops / support centers of product / platform providers



- Proactive opportunity creation based on BD relationships at target accounts
- Focused ideation sessions to surface qualified leads/opportunities (leveraging expert input, market intel, etc.)

- Pursuit of 10-20 logos in key segments (e.g., auto finance, equipment finance) via marketing campaigns
- Includes CXO identification and targeting for face-to-face meetings
- Development of integrated CXO connections database, across multiple 'sources' of connections – to be used for focused outreach to identified executives
- Empanelment of 10-15 high-profile advisors who can act as door-openers in priority market segments or accounts