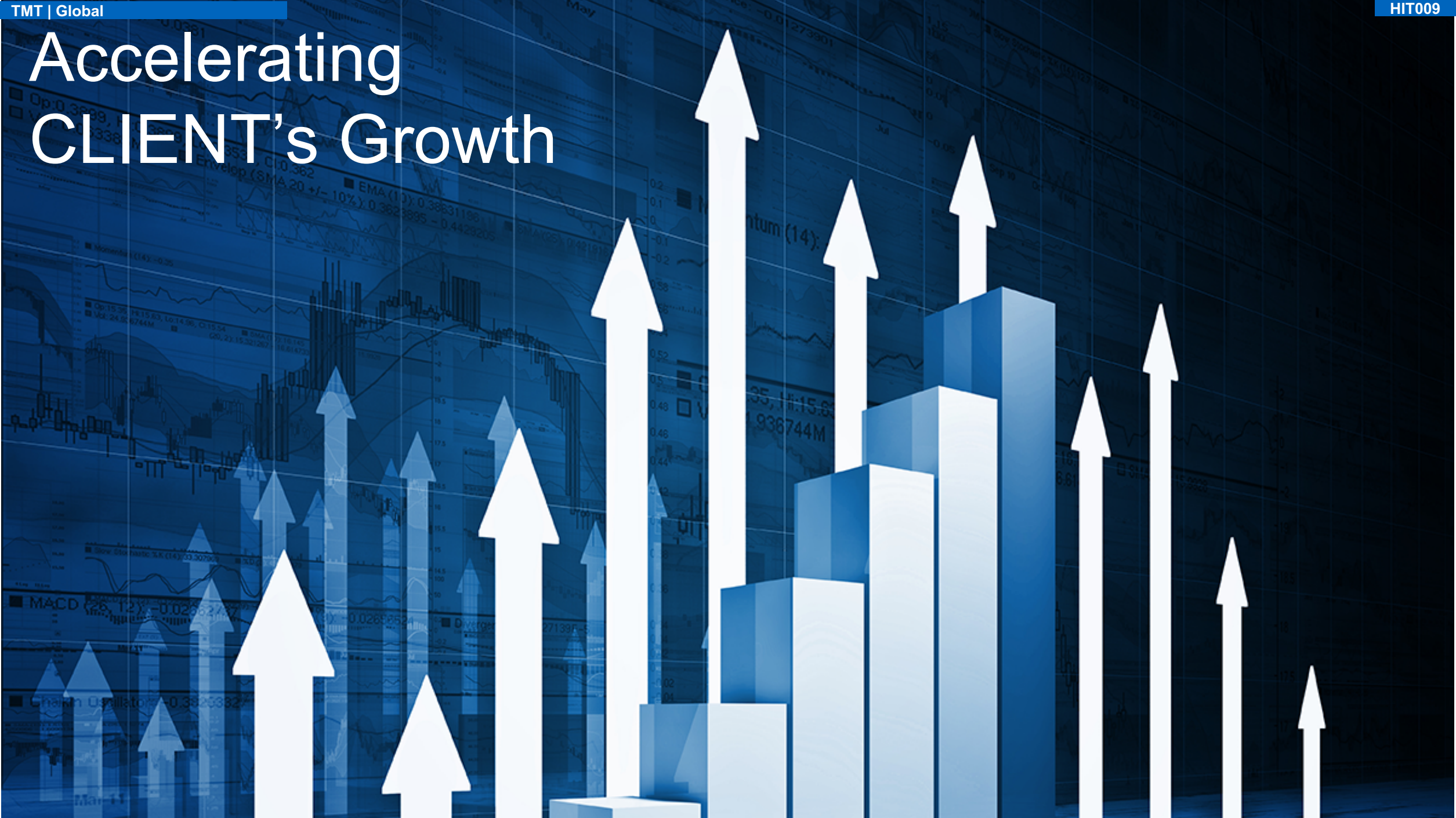# Accelerating CLIENT's Growth

Accelerating CLIENT's growth – organizing for $20B of SMB upside across 100+ countries

78 MILLION	**$588 BILLION**	**19%**
SMBs world-wide	SMB IT spend in 2017 (25% of $2.4T total)	5-year SMB Cloud adoption CAGR

WHAT IS NEW

- Rapid adoption of cloud / SaaS, and digital in SMBs putting **significant pressure on CLIENT's GTM model**

- **SMB customer engagement expectations have changed** – desire a seamless omni-channel digital and live person experience – **and it's hard to generate positive customer lifetime value (CLV)**

- **Partner capabilities lag SMB needs** for customization and solutions

- **The SMB segment is the primary engine** for future growth in the sector

WHAT WE DID

1. Redesigned the SMB org from the ground-up across 100+ countries using **McKinsey OrgLab, Digital, and Transformational Change**

2. Developed **new cross GTM engine orchestration models** to drive growth at high margins and maximize CLV

3. Developed an SMB propensity and sub-segmentation approach using **McKinsey Advanced Analytics/Machine Learning** to help prioritize investments

IMPACT

- **SMB sales 10%+ ahead of target!**
- **Rolled-out the new SMB organization across the D7 Areas**[1] (~80% of revenue)
- **Transformed the leading software industry partner organization** – aligned internal and partner resources toward cloud and SaaS adoption
- Pioneered **new approaches to orchestrate selling to SMBs across GTM engines**, including digital, inside sales, partners, field

SECTORS TO RADIATE IMPACT

- **Tech** companies, where the migration to the cloud is making SMB sector a primary growth engine
- **Telecom** companies, with move to cloud-based telephony and hosting
- **Pharma and Insurance** companies, with the adoption of omni-channel GTM engagement
- **Other digital aspirants** looking to drive rapid change and growth in SMB

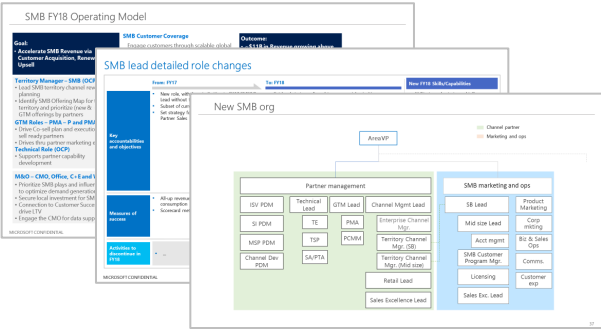1 D7: US, Canada, UK, Germany, France, Japan, Australia

We applied best-of-Firm capabilities to execute the end-to-end SMB transformation in ~6 months!

Contacts:
Hari Abhyankar, Sanchi Gupte, Mohit Sharda, Jay Chen

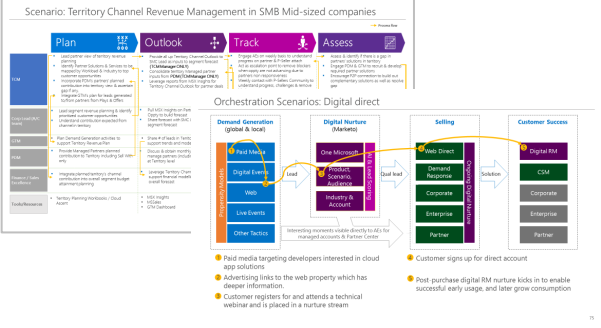**1** — Org re-design impacting 100+ countries

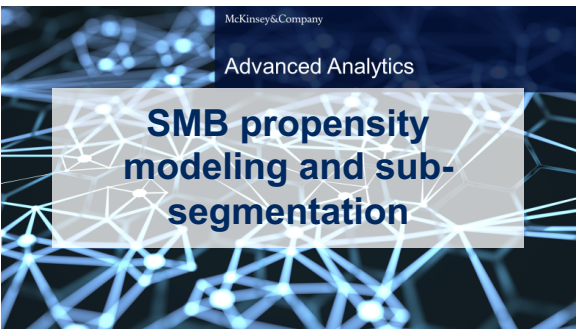- Launched a new SMB org covering D7 areas (~80% rev)
- Built role descriptions, accountabilities across marketing, partner, inside sales, field sales
- Developed operating models that cut across functions/geos

2 — Cross-engine orchestration across products, GTM engines, roles
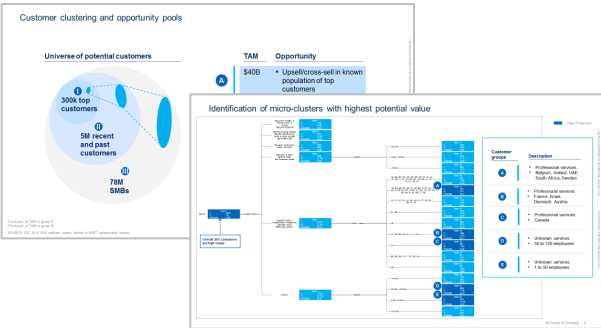
- Designed comprehensive orchestration scenarios to ensure seamless CDJ mgmt
  - Covers all of MSFT's products, key roles
  - Ensures alignment across geographies and GTM engines

3 — SMB propensity modeling and sub-segmentation

- Developed methodology to identify highest propensity SMB prospects using advanced analytics and machine learning
- Prototyped sub-segment design and look-alike methodology to target best prospects
- Designed CLV mgmt. tool