

Comprehensive Sales Acceleration

Comprehensive sales acceleration for one of the largest Tier-1 BPO providers

Client situation

- **One of the largest Tier 1 BPO players**
- Poor sales performance in most recent fiscal year
- **Lowest rate of pipeline growth and several new service lines**, mostly based offshore with little collaboration with onshore sales team
- **Aspirations to double TCV wins** in current fiscal year and penetrate mid-tier segment in NA
- Client **seeking to accelerate sales** through
 - Improving win rate of large deals in pipeline
 - Identifying new opportunities especially in the mid-tier segment
 - Increasing collaboration between sales teams and service line leaders
 - Setting up a comprehensive sales review and incentive structure

McKinsey approach

- **12 month focused effort** on
 - **Established 'Lead generation' engine:** Targeted new opportunities in priority markets (e.g. panel of door openers, stakeholder mapping in target accounts)
 - **Large deal support:** Work closely with sales teams on live deals to refine value proposition through better articulation of differentiators, outside-in industry and company insights and CXO pitches
 - **Opportunity creation for mid-tier banks:** Identify 10-12 priority mid-tier banks and identify opportunities through trigger analysis and ideation workshops
 - **Sales process excellence:** Revamped sales review and incentive to focus on cross-selling

Client Impact

Performance metrics:

- **Deal ACV:** Increased by more than 50% within a year
- **Win rates on** mining deals increased from **~50% to 80%**
- **Pipeline inflows per month:** USD 250 million TCV vs. baseline of USD 90 million TCV
- **TCV win value per quarter:** USD 50 million vs. baseline of USD 30 million
- **New pipeline in target segment:** USD 250 million TCV pipeline created in mid-tier banks
- **Number of large deals** (>USD 25 million TCV) in pipeline: 15