

Case example: Using digital and omnichannel to drive 3x growth in SMB for high performing, fast growth SaaS player

Dramatically accelerate (3x) growth in SMB

- How many leads are needed to meet deal participation objectives?
- How to optimize sales post lead-gen?
- What marketing activities and sales channels will be most effective for winning in SMB, and in particular, what role can digital play?

Design the optimal marketing, sales & service team to serve SMB

- What stages of the CDJ/sales funnel can be completed via digital?
- What sales rep roles are required in which channels?
- What are the operational implications (scalability) of dramatic growth?

We used multiple sources of insight, including OSI

Client data

~240,000

leads analyzed

~33,000

sales opportunities
analyzed totaling

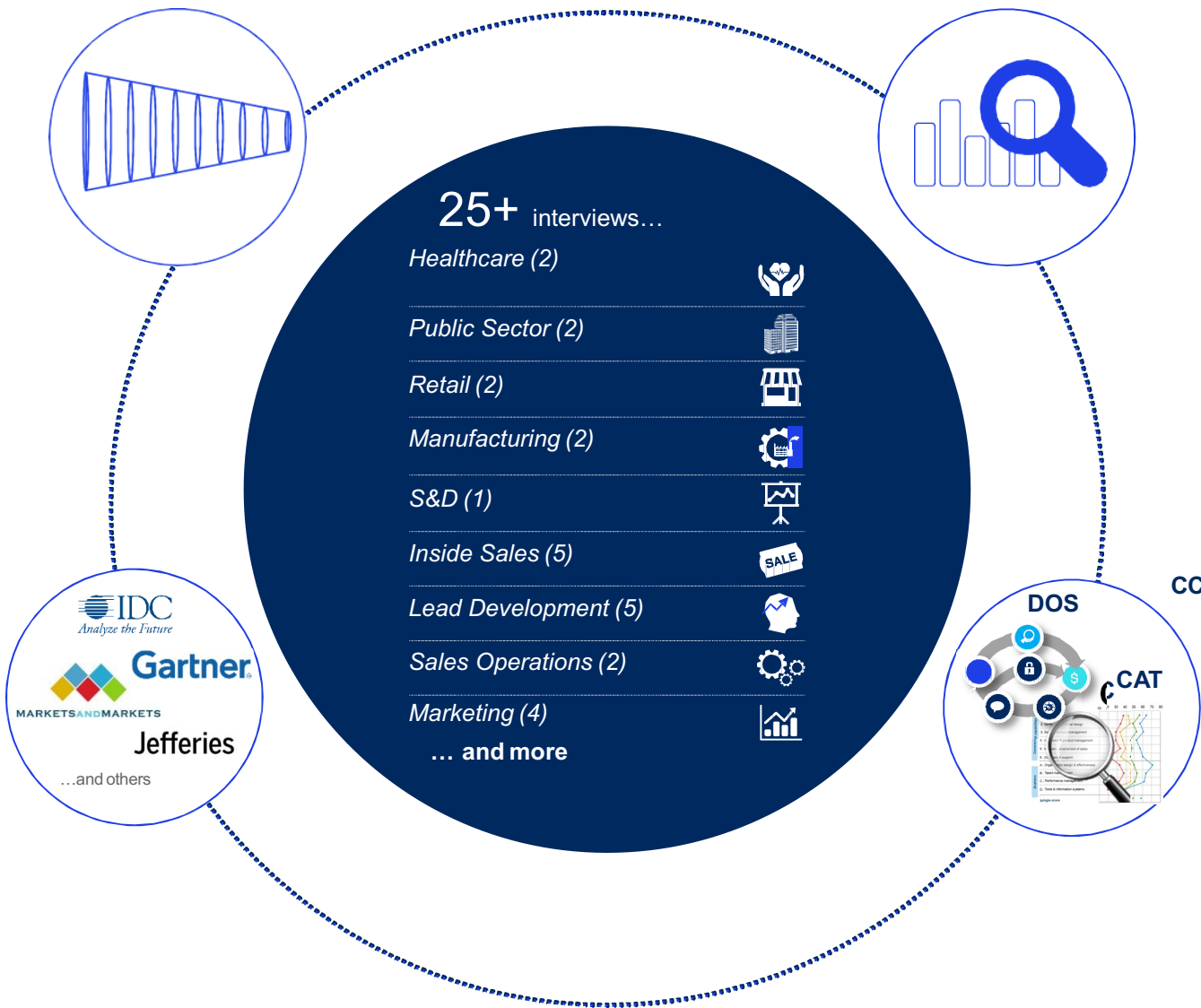
\$600M

in bookings value

Third-party research

~10

Industry research reports and
databases



Market research
OSI (Omnichannel strategy & insights)
buyer research with

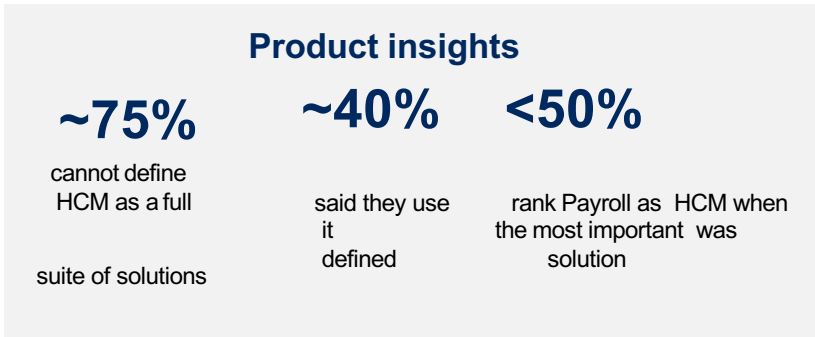
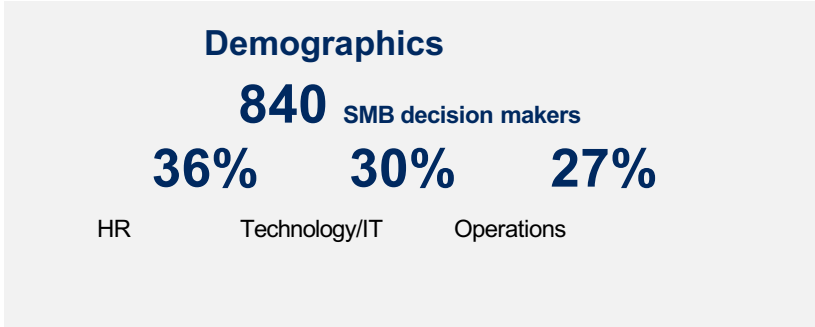
~800 respondents

**DoS (Digital
Opportunity Scan)** of
8 competitors

Benchmarks
CCAT (Commercial Capabilities
Assessment) with
500+ employees

Sales Navigator Benchmarking of
40+ sales effectiveness and
productivity metrics

OSI identified key buying factors, possible GTM models & helped quantify impact of potential changes in channel offerings for SMB



“I would like it if the companies all had online chat so I could immediately have a question answered and make a decision on a solution quicker”



“Most solutions are expensive and geared towards big businesses, not the small guys”



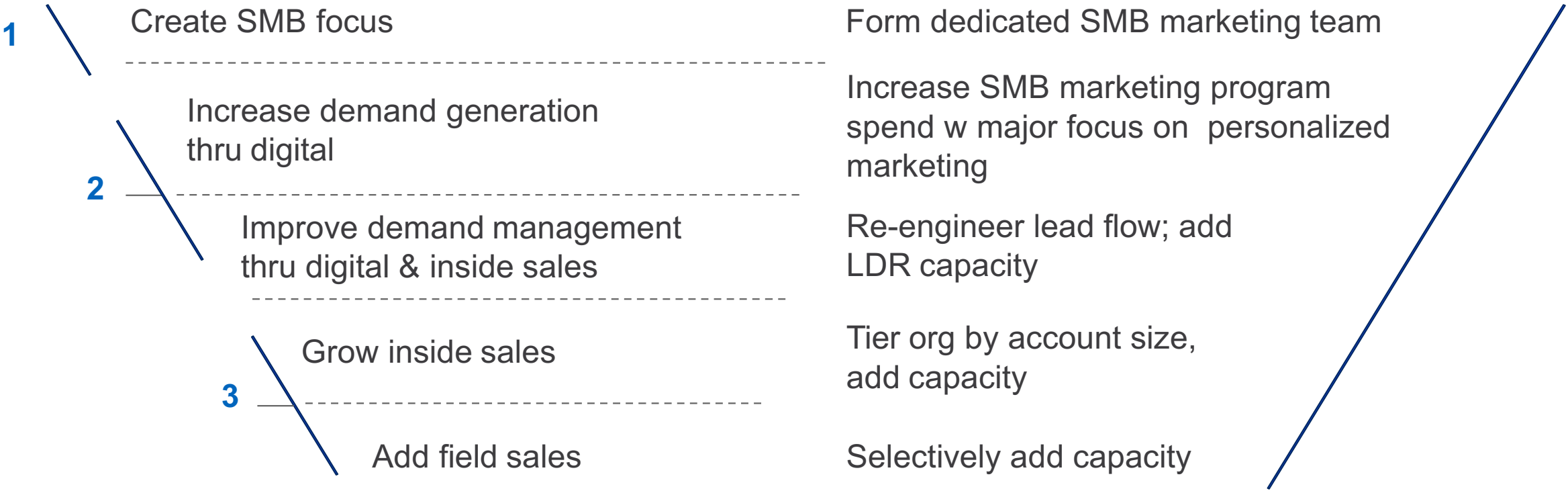
“I would like an immediate response to my queries through the websites or phone through customer service rather than wait forever”

Summary diagnostic findings

- A** **A portion of the SMB market is addressable** with current products, and an additional portion is accessible with near-term offer development
- B** Client' sales funnel conversion rates are best practice; **adding more leads to the top of the funnel is critical** (rather than incremental improvements throughout the funnel)
- C** **Client digital marketing & lead generation capabilities are weak** in the SMB segment, although SMB customers are increasingly turning to online & “remote sales”(e.g., web, chat) to buy
- D** Commercial capabilities for SMB lags enterprise, and **most roles, tools & processes are designed for enterprise and force-fit to SMB**
- E** Sales ROI is generally efficient, and **SMB is more efficient than organization as a whole**. Coverage ratios indicate an opportunity to grow the frontline sales team at faster pace than support, and to reduce overall cost of sales through **additional investments in inside sales**

Summary of recommendations

Customer acquisition funnel



1 SMB focus – Focus digital & traditional marketing on SMB to further develop & embed SMB “DNA” in the organization

Moving beyond being a powerful “enterprise” brand...

- **Client sales and marketing team strengths tailored to enterprise needs:**
- **Verticalization** of messages, outreach, customer & prospect engagement
- **Focus on “quality over quantity” leads**
- Marketing & selling process that focus on enterprise buyers w
- **sophisticated decision makers & longer sales cycles**
- **Marketing tactics** (channels, messages) mostly **cover all sizes** (e.g., SEM targets all company sizes) w **some that focus specifically on larger companies**

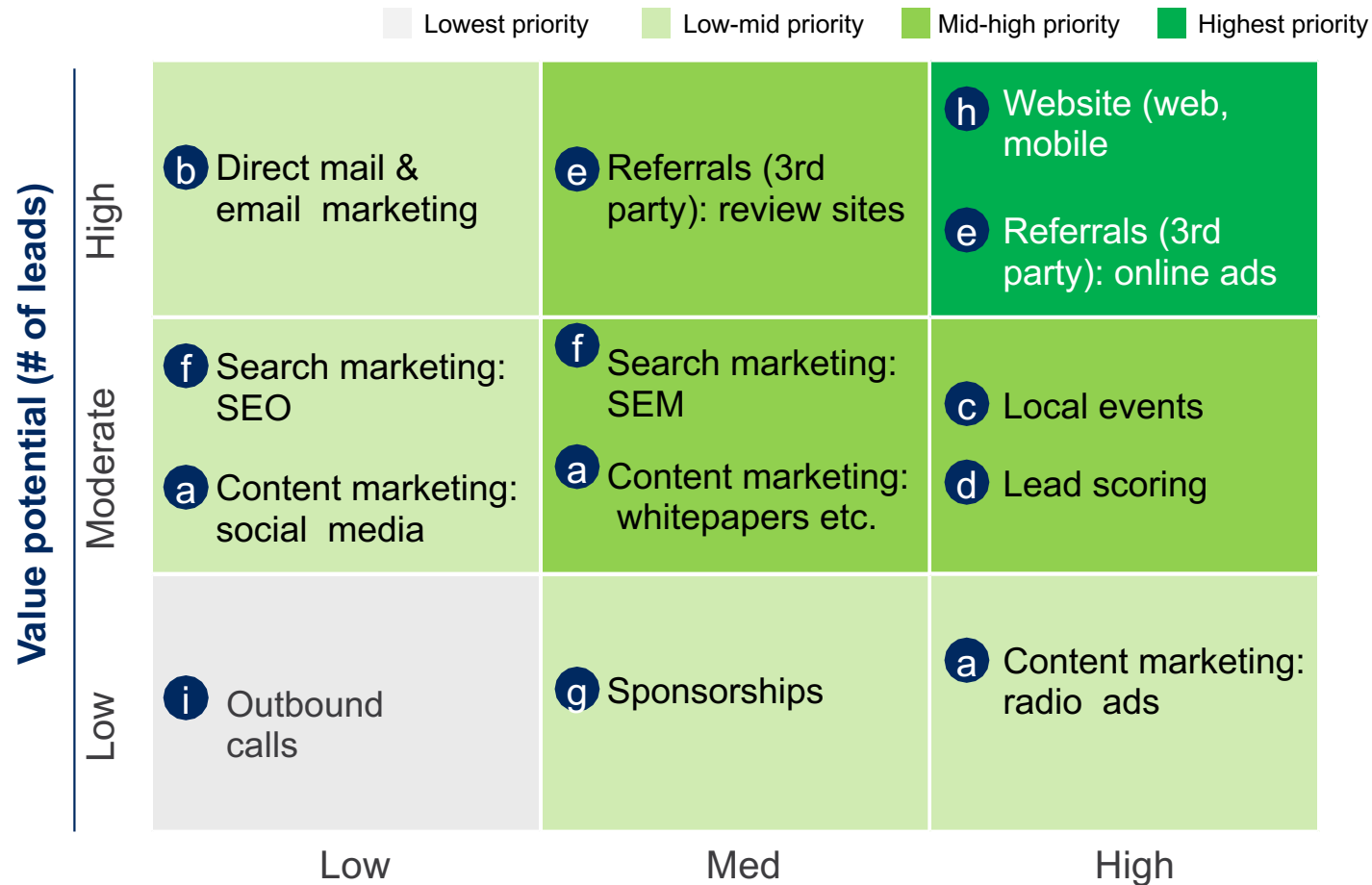


...to being a powerful enterprise & SMB brand

- **To drive growth, increase focus on SMB-specific marketing, e.g.,**
- **More vertical-agnostic messaging appealing to SMBs**
- **Mindset of driving “quantity” sometimes at the cost of “quality”** of leads, e.g., serve more leads that convert at lower rate, given # of SMBs to reach
- Deliver **marketing & selling processes that serve SMBs**, e.g., addressing shorter buying cycles, shorter response time, quick access to quotes, automated email response, leveraging digital as much as possible
- **Further personalize digital marketing tactics to target SMBs** e.g., home page customized by size of business, SEM for “small business” keywords, etc.

2 Demand Gen & Lead Management – Prioritizing changes to marketing channels based on potential for incremental leads – Digital wins!

Value-opportunity comparison to prioritize SMB marketing channels for Client



Recommendations

- **Increase investment for high-value digital channels**
 - Adjust tactics by channel to differentiate between enterprise and SMB preferences using digital as much as possible
- **Deploy predictive lead scoring** to target “ideal” customers and enable inbound LDRs to drive scale
- **Redesign lead flow** and adjust lead capture processes for scale

2 Demand Gen & Lead Management –Customized web journeys and product packaging for SMBs

Identify (awareness)

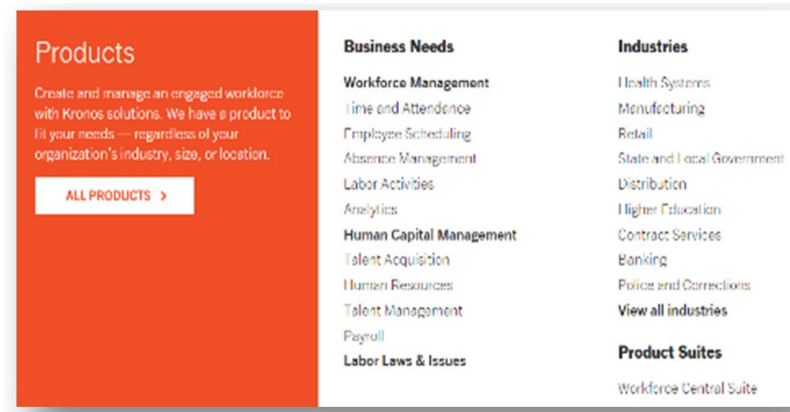
Research

Consideration & evaluation

Purchase

Use & service

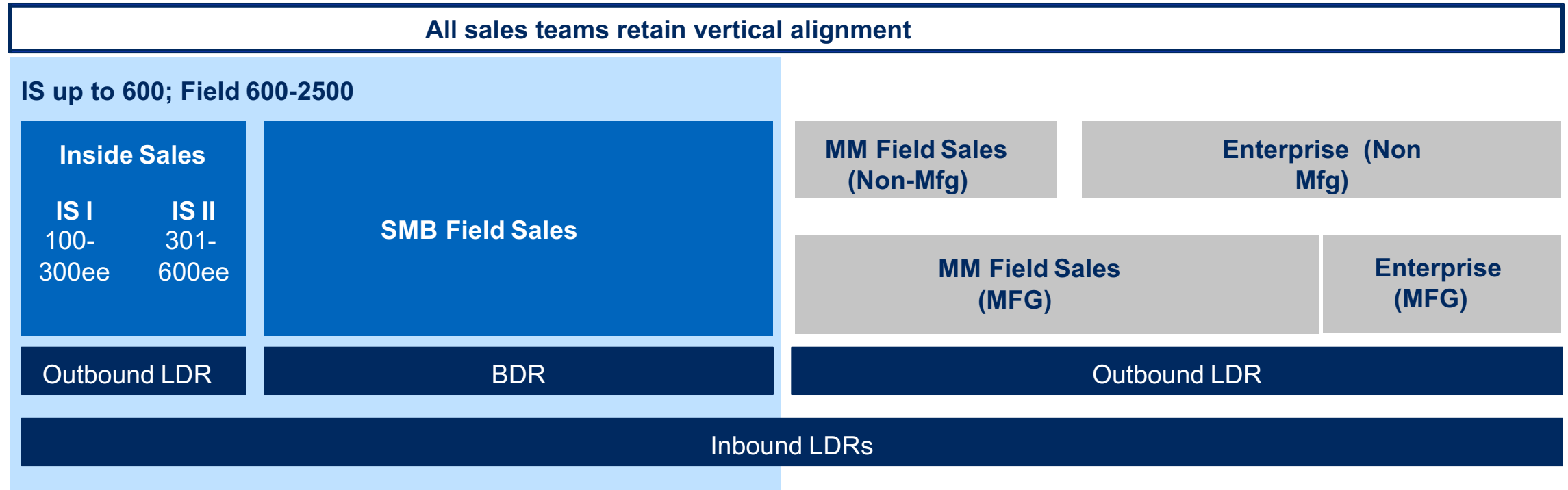
- Make it **easy to find what visitors need** by personalizing content e.g., "Tell us who you are" with personal options e.g., "I am an HR executive",
- Promote **whitepapers strategically for SMBs based on relevance**
- **Make it easy to answer questions for SMBs:**
- Build **"live chat" for SMBs** (based on personalized data) **that is persistent at navigation**
- Show **product features as an easy to navigate, finite list** e.g., show as a list of options or fixed icons with highlights
- For SMBs, reduce **contact form to 3 fields** (Name, email address, zip code) and **mention estimated time to complete (e.g., ~30 seconds)**
- **Minimize steps** to download whitepapers by bringing the 'Download now' option on home page
- Add a **live calendaring option on rollover (schedule consultation)** to view available time slots for web demos



3 GTM Model – We scaled up Inside Sales and Lead Development to ensure

■ SMB focus

Sufficient coverage to generate and support 3x deal growth



Differences vs. current state

- **SMB dedicated field sales team** carved out to sell to medium-sized accounts
- **Five distinct sales roles** across the entire organization, with clear activities & hand-offs
- **IS organization tiered** based on split of accounts, with tenure-driven ISR I and ISR II roles
- **Re-engineered Lead Development team** segmented by inbound/outbound, clearly assigned to Inside or Field sales, and brought to best practice ratios