



Critical Path Strategies' Success Stories

Since its formation in 1992, Critical Path Strategies has counseled sales leaders and sales teams in corporations worldwide to help them meet a variety of sales, sales operations, and sales transformation challenges. By transferring our best-practices-based framework to client sales teams, we've enabled them to build high-value relationships, expand sales opportunities, improve sales productivity, and grow top-line revenue.

The results our clients achieve from engaging Critical Path Strategies speak persuasively about our work.

Acxiom

► Challenge

Acxiom recognized that in order to meet aggressive annual growth goals of 22%, their sales team must have a long-range outlook for strategic opportunities in addition to existing tactical projects.

► Solution

CPS recommended a new sales process to drive new business within existing customers and build strong relationships with new strategic customers.

CPS also developed and delivered sales training which helped salespeople:

- Gain confidence
- Prepare to make high-value sales calls
- Develop a set of skills and rhythm wrapped around the customer
- Enroll the right people at the customer and the right resources at Acxiom
- Develop the best solution that aligned to the customer's business needs
- Learn best practices from the top 1% of selling organizations around the globe for account, opportunity, and relationship strategies for their most important clients

► Results

- Within one year, the sales teams achieved 107% of their collective aggressive goal within the company's top 11 accounts
- Within four years, the team increased revenue from \$250 million to \$400 million

BMC Software

► Challenge

BMC wanted to change its business culture from a point-product focus to a business-problem focus. The company also wanted to align a myriad of sales cultures and business processes into a streamlined account management model.

► Solution

CPS facilitated a series of process-based account planning sessions that helped BMC's account teams identify major opportunities based on its customers' critical success factors.

► Results

- More than 200 sales professionals developed clearly defined milestones, value propositions, and strategic action plans to expand senior-level relationships within key accounts
- Account representatives estimated ability to close Tier 1 deals jumped from 48 percent to 79 percent
- Account team awarded contract that helped them achieve 154 percent of objective

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EDS

► Challenge

EDS had silo sales teams focused on products versus customers, leading to inconsistent value propositions and tenuous customer relationships. There was little coordination or cooperation among the 32 lines of business. In order to accelerate growth, sales leadership wanted cross-company reach and joint go-to-market penetration. EDS implemented client executives and cross-selling.

► Solution

CPS facilitated the strategic initiative to achieve one face to the customer across EDS' four major lines of business with their top 200 accounts around the globe. CPS provided the tools and methodology to analyze existing accounts, and create relationship strategies and action plans for greater account penetration.

► Results

- Culture change achieved
- Pipeline increased "significantly"
- Over \$1 billion closed from these teams in a 12- to 18-month period
- EDS earned over 300 times CPS fees within 18 months

GE Medical

► Challenge

GE Medical implemented a new sales model to increase revenue from their largest customers by leveraging company resources and selling across product lines. Having operated in product-oriented silos, account managers found it difficult to coordinate actions across various product and service lines. Opportunities to deliver high-value customer solutions were in danger of being overlooked due to historic product focus.

► Solution

CPS provided training and tools to help account managers re-evaluate their largest accounts, identify opportunities, and develop strategies to strengthen customer relationships and maximize revenues.

► Results

In only a few months, GE Medical's enterprise account teams created winning strategies for their accounts, and generated revenue in excess of 88 times the cost of GE's initial CPS engagement.

IBM

► Challenge

IBM combined six technology divisions to form a single Technology Group. In order to accelerate growth, IBM created 22 "virtual" teams to represent all six lines of business at 22 of their largest current and potential distributors.

► Solution

CPS provided tools and methodologies to drive culture change, develop account strategies, and instill coaching skills into the management team.

► Results

- Worldwide teams collaborated across lines of business
- Teams identified over 200 new sales opportunities worth over \$5 billion
- IBM significantly improved executive relationships within targeted accounts
- Strategic alliances were signed with Acer, HP, Sun, Dell, EMC, Siemens, Nokia, and Ericsson
- Within a five-year period, the Technology Group was able to grow revenues from \$500 million to \$9 billion

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LexisNexis

► Challenge

Sweeping changes in the industry, aggressive revenue goals, and a need to integrate new technology acquisitions required a more sophisticated sales culture, model, and process. LexisNexis wanted to integrate a customized, disciplined sales framework and account planning into existing offerings. The process needed to create order, facilitate communication, reporting, and coaching.

► Solution

Critical Path Strategies re-engineered the sales process:

- Activated business-to-business strategy at account level to produce highest value recognition and greatest breakthrough results
- Designed and deployed new customized, scalable strategic account planning process that neutralizes competition and earns customer support
- Implemented LexisNexis-branded tool set and planning methodology for planning and managing large opportunities
- Applied pipeline review management discipline and common communication methodology

► Results

- LexisNexis immediately closed a multi-million dollar project
- Filled pipeline with new large-tier opportunities
- Significantly improved growth of portfolio-wide revenues by deploying sales teams on right opportunities with right sales coverage

Multi-Chem

► Challenge

Newly created global business development team needed disciplined, strategic approach to manage large, complex accounts.

► Solution

CPS customized strategic account management process that aligns client's products and services with customer needs to leverage long-time relationships and build new ones.

► Results

- New discipline and cross-company collaboration resulted in two-year contract for new business valued at \$10 million per year
- Penetrated customer "zone of indifference" – identified \$30-50 million in additional opportunities from existing customers
- Client has more accurate, enhanced image in industry
- Standardized internal communications among global business development team

Sprint

► Challenge

Sprint Integrated Solutions was formed to bring Sprint's five business units together to develop collaborative strategies that paved the way to deliver high-value solutions across the value chain. Change is stressful for any organization, but realigning sales teams to focus on areas outside their normal areas of expertise can be especially difficult.

► Solution

CPS provided training and tools to help account managers access key customers and build a matrix that identified all customer-focused opportunities, regardless of product line.

► Results

- Cumulatively the participants grew their view of opportunity from \$218 million to \$ 1.035 billion (375%)
- Participants perceived their odds of success improved from 54% to 84% (55%)
- 95% would recommend the offering to their peers
- 97.5% found CPS facilitators outstanding or above average
- 98% rated the overall session outstanding or above average