



CASE STUDY:

Head of Business Development: Building a new sales process within a legacy company

CLIENT BACKGROUND

This business services company supporting consumer product and retail enterprise customers had been a valued partner to blue-chip companies that are household names for almost 100 years. Our client sought to expand its revenue base to include upstart and middle market brands but faced internal pricing obstacles as well as resistance to new sales channels. Additionally, as the company's traditional, blue-chip customers faced intense competition from these same upstart brands, they were seeking nimble partners and new ideas from upstart service providers themselves.

CHALLENGE

We needed to identify a new Head of Business Development who would not throw the baby out with the bathwater. While the company has many strengths and opportunities ahead of it, changes were needed. The business development and sales team had morphed to a client relations group and had lost its "hunter" mentality.

APPROACH

We approached this search from two angles. First, we sought candidates among leaders in the client's related industries as they had a deep understanding of the current and prospective customers and knew the products well. Second, we looked at candidates from ancillary fields who had a much more forward-looking approach to client needs and cutting-edge sales, marketing, and pricing tactics. Before initiating the search, we suspected – correctly it turns out – that the second angle would be more fruitful.

RESULT

Our search led us to a proven and hungry sales leader with experience moving legacy operations forward and a solid understanding of the problems our client sought to solve for its customers. Since assuming her new role, the Head of Sales has had to break a few eggs to get the entire team on board but has the vision to see the company's new direction and the gravitas to lead her team there. To achieve ambitious goals, she has restructured the RFP process, re-aligned product-focused sales teams, and focused the sales team on new KPI's. She has created a sense of urgency to win by creating a customer-centric sales organization where salespeople understand client needs and pain points and work collaboratively on value-added solutions.

We reinvigorated a legacy company with an enviable pedigree but declining revenues with a driven sales leader who brought vision and state-of-the-art processes to the team.