

Situation

- A large cable, connectivity and networking manufacturer was not meeting target growth expectations
- The organization sold through a complex distribution channel that included engineering, technology and integration companies, as well as direct to end users
- Outside sales reps were working to support the existing channel partner base, but doing very little proactive prospecting
- The knowledge of current new build, remodel or expansion projects (such as hospitals, medical manufacturing, industrial manufacturing and data centers) was limited and fragmented
- There were no corporately owned lists, no unified database and no CRM system for prospecting
- In order to increase revenue, the organization needed a better understanding of active projects, a CRM to store data and a mechanism to get qualified leads to the sales organization

Objectives

- Grow market share in the new build, remodel and expansion marketplace within target market segments
- Develop and apply a consistent and effective sales process
- Build a unified global market database and CRM system

Approach

- Identify and select project-based lead sources for U.S. and Canadian pilots
- Create field discipline through stringent lead qualification criteria
- Evaluate, select, configure and implement a CRM system
- Train lead generation reps and create process for sending leads to the field for close
- Conduct a controlled and staged field roll-out of the pilot program
- Increase the number of inside reps to optimize lead volume to field
- Begin lead qualification for the rest of the Americas by hiring and training Spanish speaking and Portuguese speaking reps
- Add additional divisions and lead sources to maximize program potential
- Begin work on targeted market segment approaches as additional products and capabilities become available

Results

- Added \$850MM of lead opportunities to the sales funnel in the first 1.5 years of the program
- Launched a unified global CRM database as a corporate marketing asset
- Leveraged the business model to expand into South America and Asia