

## Beta Company

A Market-Partners Client Success Story

A successful publishing company repositions its selling strategy and organizational structure for a leap in market and revenue growth.



### About Market-Partners

Market-Partners is the leading independent consulting company focused on increasing sales effectiveness. We bring proven methods, thought-leadership, and pragmatic expertise together in offering solutions that provide swift, significant, and sustainable results. We have been working with clients since 1995, from start-ups to industry giants, and have worked with literally thousands of sales professionals in more than 39 countries.

For more information about our leading Customer Acquisition Management solutions, please get in touch with us at [info@market-partners.com](mailto:info@market-partners.com), or 707-575-4712.

Beta Company, a division of a multi-billion dollar publisher was facing the dual problem of a market shift towards new technologies and a history of growth by acquisition that had created a number of silos organizations.

Beta had multiple sales teams calling on the same customers with competing and overlapping solutions which customers found to be confusing. An additional challenge was the emergence of another non-integrated siloed team within the division that was created in response to the market's shift toward a preference for digital media. The independence of the digital media team was creating substantial tension amongst the teams that were selling traditional printed media, inhibiting cross-selling, and frustrating the customer base. Additionally, the siloed organizational structure was not scalable and the lack of cross-selling and internal competition within customers was inhibiting revenue growth.

<b>Client Description</b>	Beta Company is a division within a global publisher that has acquired a broad base of titles, labels, and academic media, with a team of 45 national and local account managers.
<b>Highlights</b>	<ul style="list-style-type: none"><li>• After having completed a number of acquisitions, Beta Company, a fast-growing division of a multi-billion dollar publisher had multiple sales teams calling on the same customers.</li><li>• The market was shifting toward digital media and the company was not adapting to the market change.</li><li>• Beta Company’s siloed divisions made it challenging to optimize a comprehensive solution offering. Meanwhile, competitors were increasingly able and willing to do so.</li><li>• Market-Partners collaborated closely with Beta’s management team to develop a strategy and process for selling integrated publishing solutions, based on how Beta’s customers were making buying choices.</li><li>• Market-Partners worked with Beta to gain agreement on an organizational blueprint to mitigate the effect of its historical silos, facilitate cross-selling and eliminate internal competition within customers.</li><li>• Beta Company began selling integrated print and media solutions, and took a more collaborative approach to account planning and management.</li><li>• The first full year after implementing the Sales Process and an optimized sales and sales support structure, Beta Company’s sales revenue, net of market growth and acquisitions increased by 4.6%, representing approximately \$25 million. The company’s win rate grew from 28% to 37%.</li></ul>
<b>Business Challenges</b>	<ul style="list-style-type: none"><li>• The market had shifted towards digital media, and Beta Company lacked the ability to address the shift competitively:<ul style="list-style-type: none"><li>• A highly independent entrepreneurial team had emerged within Beta Company to address a growing market need for digital media solutions.</li><li>• The digital media team operated within its own silo, and its sales team called on the same customers as the company’s traditional product sales force.</li><li>• Customers were confused as to who was managing the account, expressing frustration, and increasingly buying from competitors.</li></ul></li><li>• The organizational structure lacked scalability and factors that inhibited revenue growth had emerged:<ul style="list-style-type: none"><li>• Inefficient use of project management and financial resources</li><li>• Confusion amongst internal resources as to their priorities</li><li>• With the inefficient use of project management resources, sales reps began taking on project management responsibilities, were feeling overworked, and spending less time selling.</li></ul></li><li>• The relationship between the new team and existing staff was at times competitive and contentious:<ul style="list-style-type: none"><li>• There was a lack of desire on the part of both teams to cross-sell and up-sell solutions that combined digital and print media.</li><li>• The lack of cross-selling and up-selling resulted in the loss of business to competitors who were readily able to sell more integrated solutions.</li></ul></li></ul>

<b>The Solution</b>	<ul style="list-style-type: none"><li>• Market-Partners conducted a thorough assessment of Beta Company’s buyers that showed:<ul style="list-style-type: none"><li>• Buyers value a single point of contact within a company who can provide an integrated media solution.</li><li>• The level of confusion amongst buyers as a result of being called on by parallel sales teams</li><li>• Buyer disappointment resulting from the inefficient use of financial and project management resources</li></ul></li><li>• Market-Partners collaborated with, and gained approval from leaders in both the print and digital media selling teams to address the buyers’ needs with a consistent and unified approach for selling integrated media solutions.</li><li>• As the selling approach was developed, a number of organizational requirements emerged:<ul style="list-style-type: none"><li>• Integrate sales teams so that there is a single account manager for each account</li><li>• Design a new sales process and strategy that tasked account managers with selling integrated solutions</li><li>• Ensure compensation aligned with this strategy so as to provide the most effective customer solution</li><li>• Provide the selling team with the requisite support :<ul style="list-style-type: none"><li>▪ Separate project management and account management functions</li><li>▪ Separate solutions engineers and account management functions</li></ul></li><li>• Identify the sales team members who were best suited to the responsibilities of the new role</li><li>• Identify and fill skill gaps</li></ul></li><li>• Market-Partners conducted a series of workshops across the organization to implement the new selling approach and integrate the print and digital media teams:<ul style="list-style-type: none"><li>• With a cross-functional leadership team, develop organizational blueprint to better leverage resources and ensure that each customer account had one key point of contact</li><li>• Early adopter rollout of the sales strategy and process, followed by a coaching program to help the early adopters leverage the new selling approach and implement cross-selling within their teams</li><li>• Gaining access and joint account planning to implement a team approach to account management</li><li>• Two day workshop to introduce the selling approach, process, and strategy to the entire sales team, followed by sales management coaching and a sales organization skills gap analysis</li></ul></li></ul>
<b>Results</b>	<ul style="list-style-type: none"><li>• Beta Company became more competitive by providing solutions that integrated the strengths of their traditional print and digital media solutions.</li><li>• Customer retention rates strengthened as customer satisfaction increased.</li><li>• The first full year after implementing the Sales Process and organizational structure, Beta Company’s sales revenue, net of market growth, and acquisitions increased by 4.6%, representing approximately \$25 million.</li></ul>