

## Case Study - KPMG

### Client Situation

The Financial Services Practice of this Big 5 public accounting and consulting firm was experiencing increasing competition, a lengthy sales cycle and significant pressure on pricing. Their offerings were also increasingly viewed as commodity services by the market. KPMG had invested heavily in sales and marketing initiatives in the past with very limited success. Few practice personnel were actually involved in sales activities. Finally, though, the leadership wanted to grow the practice.

### The Results

In less than a year, an SRG Executive delivered substantial increases in revenue from new and existing clients. Large account capture was also substantially improved, resulting in a number of profitable, large account wins. Sales cycle time was cut by two-thirds and practice personnel became actively engaged in a highly successful, repeatable sales process.

### How We Delivered Results

In collaboration with the practice leadership, we crafted and delivered three elements:

- » **Growth Strategy Architecture:** We quickly identified the targets that were not only the most desirable from a revenue perspective, but those that would create the most market momentum for the firm. We then "changed the rules of engagement" by tailoring positioning statements, value propositions and a variety of field communication tools that clearly differentiated the firm from its competitors. Finally, we determined the ideal mix of resources necessary to capture these targets in the shortest period of time. In this case we chose to deploy a group of revenue teams, each consisting of top-drawer sales professionals and of practice personnel.
- » **Sales/Revenue Process:** For this organization, we installed an end-to-end, predictable and repeatable sales process that produced a win rate of over 80%. We also implemented proprietary methods for transforming client and target relationships in such a way that competitive threats were largely eliminated, thus shortening the sales cycle. Finally, we put in place all of the necessary administrative processes to ensure continued sales acceleration including lead generation, relationship management, tracking, reporting and the like.
- » **Implementation/Revenue Acceleration:** In this case we deployed a series of revenue teams, each led by an OverDrive Certified® Sales Professional. We installed several key sales accelerators that shortened the sales cycle by two-thirds and won large engagements with competitors' anchor clients. We also developed several coaching modules to improve practice personnel performance. Taken together, these made possible the energized sales culture that the leadership had sought, as well as creating a very large virtual sales force.

### From the Client's Perspective

"I was very impressed with the power this sales process brought to our practice. Instead of reacting to the market by chasing RFP's as we'd always done before, we learned to focus very clearly on what had to be done to win the best clients quickly, and with little or no competition."

"This experience taught us that Sales is not only a science, but a competitive weapon. They brought us cutting-edge thinking and real sales leadership. They also took us into opportunities we wouldn't have seen otherwise, and substantially improved our ability to win against other Big 5 firms."

- Former Partner In Charge, Global Assurance Services, KPMG International