



Case Study
CYPRESS

Industry: Industrial
Company Size: 6,000+
Ownership: Public

 **THE SITUATION**

Cypress had a high rate of design wins with struggling companies, and a low rate of design wins with thriving companies. End result: poor revenue growth. The consumer electronics business has a constantly shifting list of winners and losers, and Cypress is at risk of ending up as the latter.

 **RESULTS**

46%
Increase in bookings from ascending clients

 **OPPORTUNITY**

SBI will help Cypress understand the external views and pressures in both the current and anticipated future state of the newly merged corporation, with a focus on the **Key Account Implications**. These implications stem from how Cypress decides to resource its top accounts, where future growth will come from, competitive threats, use of distribution and share of wallet strategies.

Additionally, SBI will help Cypress understand the internal views and pressures in both the current and anticipated future state of the newly merged corporation, with a focus on the **Key Account Implications**.

 **SBI RESPONSE**

SBI helped this client invest in a key account management program. The purpose of this program was to focus marketing, sales, and sales support effort on the few manufacturers who were likely to win with end consumers and thus provide steadier revenue. The program was developed around the following areas:

- › **Account Attractiveness Scoring**—An algorithm was developed to determine which accounts had high potential to be market winners.
- › **Key Account Organization**—A new organization to manage these high potential accounts was created with roles, responsibilities, reporting structures, headcount numbers, and compensation plans.
- › **Key Account Quotas**—Quotas were calculated and assigned based on the potential spend per account, by product and channel.
- › **Key Account Plan**—A sales playbook mobile application was developed and deployed via the tablets and smartphones using the company's semiconductors.



THE SITUATION

Kimberly Clark Professional (KCP) had declining historical growth rates below 1% while the company target for organic growth in 2019 was 2.1%. This revenue target gap was augmented by increasing customer churn of ~10% (revenue) and price compression in new markets. Sales “Business as Usual” was not keeping up with competitive threats and buying trends.

KCP had 10 European inside Sales team members that reported into the local country sales team managers without consistency. These roles served a mix of end users and distributors; combining traditional sales activities along with administrative duties at lower grade levels than field sales.

OPPORTUNITY

KCP empowered each region to define and deploy their unique GTM approach, but the sales force was struggling to cover existing accounts and prospects with a shrinking workforce.

KCP engaged SBI to improve the cost to serve, ease of doing business and new growth opportunities to help close the revenue gap by leveraging Inside Sales.

Two strategic areas explored were:

- › **Leveraging inside sales capabilities** (GTM approach) that can retain and drive growth of an assigned existing customer portfolio (distributor and end user)
- › Determine how inside sales capability can **accelerate growth of new customers** based on changing expectations of how customers want to be served.

SBI RESPONSE

SBI evaluated the current portfolio of customers, changing customer expectations, organizational model design, and team location optimization to recommend ideal coverage, headcount and GTM approaches for revenue growth. To better serve their newly understood customers, the following was adopted:

- › **Invest in a European Inside Sales Team**, increasing team size and accountability.
- › Liberate Inside and Field sales time, improving end customer experiences by **increasing and centralizing Sales Support** roles into one European Sales support organization.
- › Inside Sales and Sale Support roles became **multi-lingual** to support interactions with various customers, sit in one location and report to a single leader (matrixed to regions).
- › Identified **optimized centralization location** of Poland (sales support) and UK (Inside Sales) based on quantitative and qualitative decision criteria.

RESULTS

\$6M

Estimated revenue uplift

7.5X

Revenue contribution increase from Inside Sales

\$1M

Cost savings from location centralization