



Case Study

BRIGHTCOVE

Industry: Media

Annual Revenue: \$150M

Ownership: Public (NASDAQ: BCOV)

THE SITUATION

Brightcove gained a new CEO with an **ambitious growth goal of 20% YoY by 2020**, a \$71M increase in incremental revenue baselined off of current company performance.

The company experienced a decline in growth over in the past two years, growing below market growth rate of >16%. The revenue growth goals were being further inhibited by higher than average SaaS customer churn rates (18% by revenue).

- › Org structure prevented best practices from being shared across the organization and prevented accountability- little collaboration between business units; autonomy regionally
- › Limited focus on customer success
- › No channel program in place-lagging behind competitors

OPPORTUNITY

- › Redesign the organizational structure to facilitate revenue goals. Eliminate business units and hire CRO and CMO to lead Sales and Marketing globally.
- › Increase revenue retention from 82% to best in class benchmarks of 91% through dedicated customer success team
- › Focus sales team on highest potential accounts and prospects to maximize headcount productivity
- › Provide additional analytical support to Sales and Marketing through Ops and Enablement program

SBI RESPONSE

SBI performed a comprehensive assessment of Brightcove’s Sales, Marketing and Product functions to identify the areas of opportunity. SBI’s response included:

- › Building an account segmentation model to prioritize accounts and prospects
- › Recommending a new organizational structure
- › Expanding North American Marketing best practices globally
- › Global alignment between new sales/forecasting process
- › Initiation of a channel program

RESULTS

15%

Incremental lead volume from expansion of Revenue Marketing Program

91%

Revenue retention achieved through dedicated customer success team

2

Heads added to Executive team (CRO +CMO)





THE SITUATION

Pandora was a pioneer in streaming music. Their product was unique when it was first introduced and their ability to pinpoint advertising to target audiences made the work of the sales organization relatively easy. **When competition from Spotify, Apple, Amazon and others became more intense, Pandora needed better systems, tools, talent and processes to grow and maintain their market share.**



RESULTS

\$25M

Identified from SBI recommended opportunities



OPPORTUNITY

Pandora's senior sales leadership was convinced the Inside team could produce \$100M in revenue by the end of 2017 and above that in 2018. Their run rate was to finish at \$65M when SBI engaged with them.

The scope of SBI's work included:

- › **Assess:** discovery, pricing assessment, KPI benchmarking, GTM gap analysis
- › **Decide:** summary of findings, gap analysis, leadership review session
- › **Execute:** strategic prioritization – roadmap and 18 month implementation plan
- › **Account seg:** account potential, ideal customer profile, propensity to buy
- › **Ongoing maintenance:** account segmentation ongoing maintenance schedule



SBI RESPONSE

- › 12-week Revenue Growth Analysis and Buyer Segmentation.
- › Interviewed: **20 clients, past and present. 23 Pandora managers and sellers.**
- › **Mystery shopped** competitors and detailed points of differentiation
- › Analyzed all customers through **quantitative (spend) and qualitative (surveys) methods**
- › Reviewed all sales training materials, marketing materials and relevant employee data.
- › **Interviewed** recently departed employees
- › Measured **KPIs to competitors**
- › **10 sessions of Rep shadowing (DILOs)**
- › **Three key committee meetings:** Kickoff, Mid-opportunity review and a readout at SBI's The Studio.