Client: A digital product and technology development company that helps startups and corporations launch web, mobile, and social software solutions. The company has offices in the US and India.

Context:

Since 2005, the company had grown organically without any dedicated sales resources. Growing rapidly since inception, it had come to depend on a handful of larger clients for a bulk of its revenue. In 2016, one of these major US based clients went out of business. The resulting loss of revenue forced the company to retrench some of its India based staff. It also forced them to understand the limitations of their current sales capacity and capability. Clearly, the strategy of having an ad-hoc and an "as-and-when-needed-only" approach to sales was no longer a viable or desired option.

The Approach:

Recalibrate's surgical intervention or "shot-in-the-arm" was targeted to get the company to refocus on short-term course corrections that would re-ignite their sales efforts. As is customary, we did a detailed diagnostic on the company's Sales Engine to ascertain the main contributors to their short-tailed pipeline. The initial diagnostic was quite revealing in that it pointed to several contributory factors. In many ways, their challenges were not too dissimilar to what we at Recalibrate routinely see in technology companies of this size (i.e., companies with 75 to 125 employees). For example, we observed the following antecedents:

- The entire C-Suite was involved in sales but no single person "owned" topline revenue responsibility for the company
- No one was held accountable if projected sales did not manifest
- Sales was just another item on a very large laundry list of equally

important high priority items for those involved in sales

- Early growth and success had led to a false sense of security about the long-term viability of relying solely on organic, ad-hoc and unstructured sales efforts
- The entire C-Suite had no prior sales or marketing experience and proudly described themselves as “geeks” and no tangible efforts had been made to plug that gap in experience and expertise from outside
- The automatic response to competitive pressures and dynamic changes in operating markets seemed to be limited to technological adaptations. There were no planned/strategic course corrections, no re-positioning or re-branding and no recalibration of existing sales practices.

Given that the CEO had already decided to use the current crisis as an opportunity to “pivot” by embracing new markets and a different kind of higher-margin clients, Recalibrate’s initial focus was limited to helping the company quickly discover its new Market Positioning and true USP.

The Impact:

The intervention allowed the company to understand what its’ desired market positioning needs to be and what its’ true USP in that market could be. The company was also able to develop a short-term plan to address deficiencies in its current marketing collateral. It is currently exploring how they could retain Recalibrate on a longer-term basis to help develop a robust sales pipeline by putting in place a scalable and extensible Sales Engine.