



SALES STRATEGIES
SCALE UP YOUR START UP



eCommera - <https://ecommera.com/> -

Case Study: Background

Founded in 2007. A £35m turnover, hyper growth SaaS company providing an eCommerce platform (Demandware), Systems Integration, Order Management and data analytics solutions for on line retail businesses - eCommera was in the Tech Track Top 100 Fastest Growing Companies for three years - 2012 to 2014. Included in Government Future 50 in 2013. This massive

growth outpaced the capabilities of the sales and marketing functions and resulted in poor performance, disorganisation and a demoralised team that had lost the trust and support of the wider business and external investors. Sales Strategies was engaged to participate in a major ‘drains up’ review. On the basis of the recommendations from the review SS was engaged; to implement the recommendations; provide interim leadership for the Field marketing and sales teams across EMEA; and take responsibility for sales operations globally. In addition, eCommera had developed a cutting edge big data analytics product - but new business sales for this product were very poor.

Key Challenges and Recommendations:

Key Challenges	Key Recommendations
Demoralised and disorganised sales team	Recruit and rebuild sales team in UK and France
No key customer account management	Implement account management
No standard sales methodology	Design & roll out training of global sales methodology (EMEA & N America)
Poor tracking, forecasting & CRM	Implement Salesforce.com (SFDC), design KPIs and metrics for Board
Take new analytics product to market	Build ‘go to market’ for lead generation and sales. Recruit and train sales and marketing teams
Bring Canadian acquisition to EMEA market	Built and execute ‘go to market’ playbook, build lead generation approach and pipeline from scratch. Recruit and train sales team (no existing skills)
Rebuild trust with rest of business	Proactive engagement and communication with clear goals
Poor link between field marketing (lead generation) and sales	Build end to end approach including field marketing, inside sales and sales

Achievements:

- Instituted account management. Won significant renewals > £3.4m
- Built field marketing and sales teams; hired field marketing x 2, Sales x 8, Pre-sales x 2
- Developed end to end waterfall metrics for lead generation linked to sales
- Salesforce.com - led global implementation and global sales methodology, KPIs etc.
- France - recruited new GM and Sales team (5 total), new offices. Hit first year product target. Doubled customer numbers year on year.
- Took unique SaaS ‘big data’ decision analytics solution to market. £850k booked business in Year 1. Year 2 projected 100% growth
- Took Order Management System (OMS) acquisition to market. First deal closed in 9 months (£880k - against £450k plan), strong pipeline for following quarters
- **Break even on SS investment: < 3 months. RoI over two years on new business alone: x5+**