

# SaaS Sales Success

72% Increase in Average Deal Size



“Force Management has enabled our entire company to articulate value and align with customer needs. Force Management was critical in driving our success.”

Scott Davis,  
Vice President of Sales

## The Client

Medallia is one of the fastest-growing customer experience companies in the world. It enables companies to capture customer feedback, understand it in real time, and take action to improve the customer experience. As a growing SaaS organization, Medallia needed

- Tools to grow a knowledgeable sales force quickly
- A framework to create and grow value along the customer life cycle
- Cross-functional alignment centered on the customer

Force Management’s Command of the Message® gave Medallia’s executives the tools and processes they needed to consistently grow customer value in a SaaS model.

## The Business Challenge

Medallia needed a way to grow a sales force with the expertise to sell the value the company provides with its software. It had five sales reps with an average of 15 years selling in that space, but it needed a way to ramp up new hires who didn’t have the expertise of the veterans.

*“We wanted to grow our sales force, but we needed a framework to support our sellers in understanding our customer, how our customers buy, what their pain points were, and what their desired state was,”* said Davis.

## Driving Value in a SaaS Environment

“In SaaS, being able to renew with your customer base is so important. You need alignment on the value you deliver, the required capabilities, and you need to do that on an ongoing basis,” he said. “It’s a much higher bar. Delivering on and selling exactly what you promise the buyer is critical.”

Aligning to the buyer is what Command of the Message® helped Medallia do as a sales organization.

“The core of the Value Messaging Framework is understanding the buying process and what the buyer is trying to achieve. Because of the framework and discovery questions, we do a much better job of mapping our solution to buyer needs, and we are more tightly aligned as a company with the customer,” said Davis. “On delivery, the product, implementation, and servicing teams all understand and are speaking the same vernacular. Everyone has value objectives instead of tactical metrics they need to hit.”

## Measurable Results

- Average Deal Size Increased 72%
- New Seller Ramp-Up Time Decreased by 70%
- Time-to-Productivity Cut to 6 Months
- Increased the Sales Team by 500% While Maintaining Productivity



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True sales transformation demands a commitment to best practices as well as processes and tools that drive adoption and alignment throughout an organization. Davis breaks down Medallia’s sales transformation success into four key components.

#### Executive Commitment:

“The sales leadership and our executive team were committed to driving the sales initiative. Their direction was a key component of the project’s success. Leadership helped build buy-in from the top and drove alignment company-wide. We would have not had the measurable results we achieved without that commitment.”

#### Management Inspection:

“Command of the Message® provided us with a framework that enabled our managers to easily reinforce and inspect that our sales teams were executing successfully with our customers.”

#### Company Alignment:

“Our company-wide alignment drives success throughout the customer engagement process. Our engineering and product management teams are focused on the positive business outcomes our customers are looking for, as opposed to what features they want. Our marketing language is now fully aligned. It gives a clearer perspective on how we as a company engage our customers.”

#### A Focus on Execution:

“Force Management focuses on sales execution, which is a tangible and measurable variable. It was really easy for me to talk about the value of our Command of the Message® and Value Negotiation® engagements, because there are true objective measures of our success. Our commitment and our discipline made it successful, but Force Management was critical in both of those areas.”

#### A Commitment to Results

Medallia’s entire organization was committed to achieving measurable results. That focus motivated its sales team members, enabling them to deliver

even more value to the customer. It also created an environment that improved adoption of the methodology.

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#### Lead a Sales Organization That Breaks Records

A sales messaging framework can give an entire sales team the ability to articulate the value and differentiation of your product and service offerings. This leads to successful sales conversations that link customers’ high-priority needs to your business solutions throughout the customer engagement process.

#### Choose a Customized Solution That Drives Results

Is your sales team articulating your value in a way that differentiates your solutions?

Without a focus on consistent problem/pain/solution messaging, you may find your sales team experiencing lower sales volumes, confronting reduced margins, and struggling to meet goals.

If you wipe the slate clean every time you launch a new program, you’ll be left with one-off achievements rather than long-term successes. Our Command of the Message® methodology drafts into your best practices, while giving you the tools necessary to drive repeatable and measurable results.

Align your organization behind your value message. Drive bottom-line impact, including:

- Higher Competitive win rates
- Higher average deal size
- Greater deal margins