

Revegy, Inc.

Revegy is the pioneering leader in account based sales planning and execution designed for protecting, defending and growing existing revenues.

Revegy's collaborative visual platform delivers a deeper understanding of the customer's business, a roadmap to coordinate the sales approach and an executable plan for maximizing account revenue in a constantly changing landscape.

"Topline did a fantastic job in helping us hone our Go-to-Market plan and provide the necessary focus for our resources in a way that will drastically accelerate revenue."

*Mark Kopcha,
President and CEO*

The Challenge

While Revegy was able to maintain a steady growth rate for its first 10 years, in late 2015, to accelerate growth the company raised its first \$3 million in venture funding from Runa Capital. Upon closing the round, one of the first actions the company took was to add software industry veteran Wes Staggs to the team as Chief Revenue Officer.

When Wes arrived, the company had great products and great customers such as SAS Institute and Oracle, but needed to take its Go-to-Market efforts to the next level. Complicating this effort is the complexity of their market – a relatively undefined market characterized by i) high competition for wallet share, ii) unrelated solution providers having similar messaging and promoting similar value propositions, and iii) vendor-exhausted buyers being overwhelmed by both product and service solutions. In order to develop a winning sales and marketing formula, Revegy needed answers to key questions about their market:

- Who are our best prospects?
- What message do we need to deliver to cut through the noise?
- What are the compelling events that drive sales?
- What missing, must-have capabilities should be added?
- What is the best market position against alternatives and competitors?

The Approach

Wes had recently spoken to a colleague of his, a CEO whose company had just completed a successful market strategy engagement with Topline. Based on his colleagues' strong recommendation, Wes contacted the Principals at Topline.

Over the last 15 years, Topline has worked with many companies facing similar situations. Topline described their overall approach to market strategy consulting engagements to Wes, one which would leverage Topline's Sales Chain Analyses as a key component of the engagement. This methodology provides the market based insights needed to develop an actionable Go-to-Market plan.

In Sales Chain Analyses, Topline conducts interviews with a wide variety of account types involved in the sales cycle with a focus on understanding their strategic thinking.

Sales Chain Analyses Account Types:

- **Wins/Losses** - What are the compelling reasons to buy and how does the company compare against their competitors?
- **No Decisions** - Why was the account interested enough to engage but not to buy?
- **Leads (closed)** - What was the account looking to accomplish and what did they do instead of purchasing from the company?
- **No Contact** - What are the dynamics in the 'hidden market' outside of the company's sales experience? What are the drivers of adoption and how fast are they changing?

Revegy, Inc.

“The best part of the engagement was how fast we were able to take action on the results. Within a month, we had refocused sales and marketing on the top 100 accounts Topline had identified and had rolled out new, highly targeted account-based programs which resulted in us being able to actively penetrate 15% of the list.”

Wes Staggs,
Chief Revenue Officer

Topline then conducts secondary research to size the market and opportunity. By analyzing all the data and applying their breadth of consulting experience, Topline develops a Go-to-Market plan that will achieve the client's goals.

The Results

After Topline completed their research, they were able to provide Revegy with specific findings for their sales and marketing formula. “Topline did a fantastic job in helping us hone our Go-to-Market plan and provide the necessary focus for our resources in a way that will drastically accelerate revenue,” said President and CEO Mark Kopcha. Some of Topline's findings include:

- **Target Customer Profile** - Topline determined the key qualifying criteria for Revegy. Interest in Revegy's solutions was several times higher among these prospects.
- **Buyer and Value Proposition** - The research found that there were two principal buyer personas for Revegy's solutions and each bought for different reasons.
- **Detailed Prospect List** - The research also found a clear, identifiable vertical market for Revegy to target first, yielding a top 100 list of prospects for Revegy to target.

Commented Wes Staggs, CRO, “The best part of the engagement was how fast we were able to take action on the results. Within a month, we had refocused sales and marketing on the top 100 accounts Topline had identified and had rolled out new, highly targeted account-based programs which resulted in us being able to actively penetrate 15% of the list.”

Topline was also able to provide Revegy with the foundation for a repeatable, ongoing process for Go-To-Market execution that enables Revegy to expand their reach into additional segments on their own timetable.

About Topline Strategy

The Topline Strategy Group is a boutique management consulting firm focused on providing market strategy consulting and strategic customer experience programs for growing technology-based businesses.

Founded in 2001, and with offices in Boston (HQ) and Silicon Valley, Topline Strategy has completed hundreds of successful engagements with technology businesses of all sizes, from start ups to industry leaders.

Topline's unique approach to consulting is based on three core principals:

- Senior consultancy model - Topline's principals are deeply engaged in all aspects of the work, including both the market interviews and the analysis of the data.
- Primary research focus - Engagements are centered on gathering primary data via surveys and interviews.
- Broad B2B technology industry expertise - Topline only works with business to business technology companies. Through this focus they have gained deep expertise in many technology areas.

