

Executive Summary

A medical manufacturer wanted to extend its market reach and deepen its footprint with existing customers, but was limited by the investment required to expand a sales team rooted in analog, repetitive processes that were not supported by its existing productivity software. Birmingham BPM Practice integrated the software platforms, rebuilt the CRM system, and implement redesigned digitized processes to allow the team to expand operations without adding staff. The company was able to triple its sales campaigns, increase prospect engagement by 25 percent, increase close rate by 12 percent, and generate 16 percent more revenue in the first year while maintaining its existing level of headcount within the sales team.

Background

The company engaged by Birmingham BPM Practice was a manufacturer of replacement parts and accessories and a repair service provider for medical equipment used throughout acute care hospitals. Using a combined inside / outside sales approach, it had been successful in establishing long-standing relationships with its primary customer base, departments assigned to maintain medical equipment in hospitals.

Leadership at the company felt there were additional markets for its core offerings, particularly ambulatory surgery centers (ASCs) and dialysis clinics, as well as opportunities to expand its footprint to other departments within acute care hospitals that purchased accessories for medical equipment.

Problem Statement

In order to take advantage of the opportunities available to it, leadership would have to more than double the size of its sales team, a cost that would significantly outpace incremental revenue.

This was due to substantial operational inefficiencies limiting the time sales associates were able to devote to outbound activity. These were primarily caused by two deficiencies: 1) the lack of integration between the accounting and inventory modules of the ERP system and the CRM system the sales team used to manage its sales campaigns, and 2) the absence of a robust insights gathering mechanism the sales team could use to profile and target prospects.

Before each campaign, sales associates were forced to compile, in a MS Excel spreadsheet, sales history for their territories on an account-by-account basis from the

accounting module, inventory levels on a product-by-product basis from the inventory module, and target lists on a granular level from the CRM system. They would then build target lists in the CRM system manually using the information from the Excel spreadsheet, and would work within it, rather than directly in the CRM system, during their outbound calls.

The substantial amount of manual preparation for each campaign severely limited the number of campaigns the sales team could complete, and reduced the quality of the profiling, which in turn reduced prospect engagement and conversion.

Solution Overview

After conducting discovery sessions with company leadership and the sales team, Birmingham BPM Practice launched a three-pronged strategy.

Working within the existing technology stack, the consultant first established data pipelines between the accounting module and the CRM system and between the inventory module and the CRM system. These pipelines automated a daily flow of sales history and inventory levels into the CRM system.

Next, the consultant redesigned and rebuilt the profiling module of the CRM system to improve automated data capture and storage of outbound and inbound activity as well as ingestion of third-party demographic and behavioral data for each contact in the system.

Lastly, the consultant trained data models to automate compilation of top prospect lists within the CRM system for sales campaigns based on campaign goals and parameters.

The consultant also proposed implementing an AI model that would develop bespoke sales campaigns and generate outbound lists automatically for each team member based on analyses of sales history and prospect profiling. Leadership decided to defer this phase until after the sales team was able to digest the changes already undertaken.

Results and Metrics

After implementing automated profiling with more robust data made possible through the integration of the technology stack, the company was able to increase its sales campaign cadence to monthly from quarterly, effectively tripling the number of campaigns in a year, which enabled entries into the ASC market and expansion of its customer base within acute care hospitals. Those campaigns each generated, on average, 25 percent more engagement and 12 percent more sales conversions, resulting in 16 percent more revenue in the first year. The company achieved all of this while maintaining its existing level of headcount.