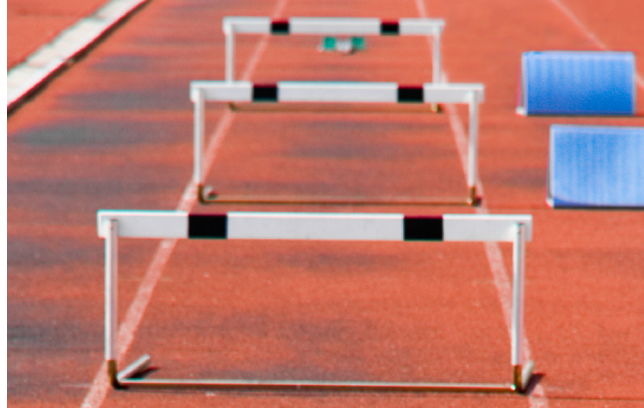


As if a sales executive's departure, a big acquisition and relocation weren't enough, the sales team at Granicus faced another humdinger of a hurdle: almost all of its clients and prospects were slashing budgets.



granicus® proves it can succeed in a down economy — and with record results

The important thing about business issues is that everybody's got one. It may be a different business issue than they had last year, but everybody has something that's really important to them and that they are being measured on.

The privately held company out of San Francisco is a streaming media and legislative workflow solutions provider with all of its business coming from government, from city councils to the U.S. Congress. Declining tax bases during The Great Recession led all levels of government to cut expenses to match dwindling revenues.

And yet, within nine months of implementing a new sales framework, this startup that's focused on providing public information through the Internet began to see big results. The sales team was up:

An astounding
700%
over last year's bookings
during the same time

160%
of quota year to date

"The first brick thrown at us was the economy," said Ed Roshitsh, president at Granicus. "The second major issue we faced was losing a longtime vice president of sales and a complete retooling of our management team. We also completed our largest acquisition ever to bring in new products. And if that wasn't enough we underwent a relocation of our corporate headquarters into a bigger space."

"Any one of these on its own could derail the team," he added, "but we managed to not only persevere but accelerate our effectiveness."

That acceleration in the face of adversity began after Roshitsh brought in ValueSelling Associate Rick McAninch to improve the company's sales processes and land more deals and bigger orders.

Granicus is a streaming media and legislative workflow solutions provider.



ValueSelling Associates™

The proven formula for accelerating sales results.

A program-based approach The tailored program consisted of



Customized Workshops for Sales and Managers

“The important thing about business issues is that everybody’s got one,” McAninch said. “It may be a different business issue than they had last year, but everybody has something that’s really important to them and that they are being measured on. Understanding their business well enough to connect your solution’s value to that business issue is the key to ValueSelling.”

Roshitsh was no stranger to ValueSelling, having successfully incorporated the sales framework at two previous companies. After joining Granicus as COO in October 2009, he recognized the company’s 20-member sales force had the markers for success but lacked a consistent methodology to improve conversion rates and more accurately forecast deals. With a current 99.6% year-to-year customer retention rate, bringing in new business was key to the company’s future.

McAninch interviewed select staff to give them input and ownership in the process while custom-building a two-day training workshop that met everyone’s needs. He also gathered managers prior to the training to install coaching tools and process, develop a post training implementation plan, and ensure they were supportive.

“The new management team wholeheartedly embraced the ValueSelling process and pushed it down daily into the ranks,” Roshitsh said. That included embracing ValueSelling’s proprietary tools, prospecting formulas, plan letters and associate’s ongoing advice. In doing so, sales professionals did the appropriate research to better understand a prospect’s business issues and then demonstrate the value in selecting Granicus. Often this came down to saving money by digitizing public documents and proceedings.

As a result, sales representatives were no longer chasing “unclose-able business” and better positioned products. Additionally, deals were easier to accurately forecast



Post-Training Implementation Plan

because well-crafted plan letters meant fewer surprises and more mutually agreed-upon steps.

McAninch continued to collaborate by setting up biweekly management calls after the next quarter’s sales campaign launched. Even he’s impressed with figures for the first half of the year. “It’s a bit surprising, to be honest, because they do face so many challenges right now in that market,” he said. “But sometimes those challenges can also be opportunities.”

He also gives a lot of credit to Roshitsh for his leadership. “Ed brings that discipline and consistency as a ultra-marathoner and nine-time Ironman finisher to what he does professionally. He figures out the recipe for success and then manages and motivates his team toward those behaviors.”

“We wanted to take the sales engagement to a more strategic level, where sales professionals got to business-level issues.”

— Rick McAninch

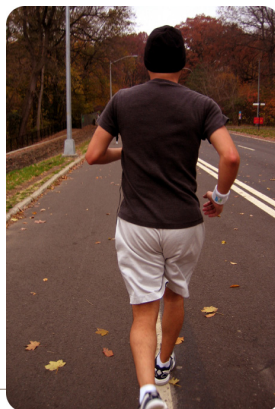


Company-Wide Rollout

Roshitsh offers the following advice to anyone who is trying to come out ahead in a weak economy.

- 1. Keep your team motivated.** “A lot of organizations cut commission plans or delay payment of commissions, and that ‘demotivates’ people trying to bring in new business. We made our commission plan richer and cut quotas so reps could make some money.
- 2. Make sure management is properly coaching their team members.** This means being supportive and encouraging.
- 3. Focus on opportunities that have legs.** Through proper research and reaching the right people to discuss business issues, sales professionals save time and resources that might otherwise be wasted on courting those without buying power.

“The key is to pre-sell your leadership team as well as your key influencers within the sales organization,” he said of getting the most from sales training. “One of the biggest mistakes I made during previous rollouts at other companies was to roll it out without letting people know why we were doing this. “



Running the Country While Running a Company

Ed Roshitsh is known as an executive who succeeds serially. He has a winning track record, and part of his success comes from both his vocation as a businessman and avocation as a long-distance runner. The San Franciscan is currently training to run across the country to raise funds for a veteran’s organization. “Endurance sports teach you that pain will pass and anything worthwhile is worth a little pain.” You can follow Ed’s journey at myrunacrossamerica.blogspot.com.

ValueSelling Associates, based in Rancho Santa Fe, CA, is the creator of the ValueSelling Framework, the sales methodology preferred by sales executives around the globe. Since 1991, ValueSelling Associates has helped thousands of sales professionals increase their sales productivity. Offering customized training to FORTUNE 1000 companies, mid-sized businesses, to early stage startup organizations, ValueSelling Associates’ proprietary sales training tools and consulting services deliver measurable results. Clients turn to the experts at ValueSelling Associates for classroom and online training and consulting services that yield immediate impact, repeatable strategies, and sustainable results. Visit www.valueselling.com.

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