

Harvesting the Revenue Opportunity in New and Complex Markets

CA Wily Technology in Telecommunications

A Shirman Group Case Study

CA Wily Technology, a division of CA and a leader application performance monitoring and customer experience management, has achieved rapid revenue growth in the Telecommunications industry. To do so, the company dedicated marketing, alliance, and sales support resources to focus on the specific needs of Communication Service Providers (CSPs).

Working with The Shirman Group, CA Wily developed an intimate understanding of how its products deliver value to telecommunications industry customers. The team gathered this intelligence directly from customers, partners, and sales reps. It includes detailed, quantitative evidence of how CA Wily deployments benefit CSPs in a variety of industry-specific use-cases. The information serves as the basis for marketing materials, lead generation campaigns, and sales tools.

CA Wily has educated and supported its sales organization in adopting the new use-case based sales approach and tools. The company's consistent and highly credible value message has helped Sales open doors into new accounts and into new levels of decision makers. This case study describes the process that CA Wily and The Shirman Group followed to enable CA Wily to harvest the vast opportunity in a key market.

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Background

Focusing in on the Target

CA Wily Technology, a division of CA, is a leader in application performance management tools. The company had seen tremendous growth, both before and after the acquisition by CA. CA Wily realized that there was significant opportunity to build on their success – especially so in the Telecommunications industry. Communication Service Providers (CSPs) are aggressively replacing proprietary hardware-bound legacy systems with standards-based software, integrating previously isolated network and business systems, and introducing scores of new software-based communication services. This massive transition is creating a critical need to ensure that the new applications provide the same “dial tone” reliability as the legacy environments they are replacing; A need that CA Wily was ready to meet.

Though CA Wily already had numerous deployments within Telecommunications accounts, it had never focused on the industry specifically. CA Wily management understood the complexities and unique challenges of the telecommunications industry required a new selling approach. Without it, the company would face difficulty turning existing beachhead deployments into broader CSP account penetration. To help define its sales strategy and articulate its value to Telecommunications companies, CA Wily turned to The Shirman Group.

The combined CA Wily Telecommunications Business Unit (TBU) and Shirman Group team set to work defining the approach for industry-specific sales and marketing. Since this was the first industry to receive such focus within the company, there were no processes in place for addressing industry-specific needs. Sales reps were generalists with accounts in multiple verticals. They could hardly be expected to dive into the intricacies of telecommunications operations, nor learn to speak an industry jargon so vast that the acronyms alone can fill tomes. The team would have to create an approach that resonated with industry buyers, yet was still intelligible to the sales force.

The Process

Getting Specific

Every industry is complex when examined in detail - telecommunications even more than most. Multiple decision makers with vastly diverse priorities represent potential sales opportunities, and potential roadblocks, to deal closure. A network operations manager concerned with provisioning data services, for example, faces entirely different issues than the head of contact center operations. Neither may even be aware of the impact that application performance can have on their area of responsibility.

In fact, there IS no way to create a compelling value proposition for such a vast array of audiences. Instead, the team began the project by breaking up the target market into specific and distinct business areas. By analyzing data about existing deployments and telecommunications industry trends, the team selected three specific use-cases. These were functional areas where application performance and the quality of customer experiences were critical to the achievement of business goals, where CSPs were investing in IT, and where CA Wily could demonstrate past successes.

Handing the Pen to the Customer

Rather than add a “Telecommunications spin” to horizontal product-centric messaging, the team turned to existing Telecommunications customers to understand the real value that CA Wily had already delivered. By letting the *customers* tell *us* about the impact CA Wily products were having on their business, we were ensuring that:

- We would be speaking the customers’ language in describing their challenges and their results
- The value proposition would ring true for other customers in the industry
- We would have real, referenceable proof points for our claims

Of course, the open-ended conversations had the added benefit of giving CA Wily the opportunity to listen, learn, and build relationships with its installed base. The conversations also gave the company the chance to identify additional ways to create value for its customers.

Quantifying the Benefits

After gathering data from detailed, live interviews with customers, sales reps, and CA Wily’s implementation partners, The Shirman Group created a model for how the improvements in application performance and availability achieved with CA Wily tools led to measurable changes in revenue and cost.

Drawing the path from a deeply technical product to bottom-line results involves many steps, and many assumptions. To ensure that these were valid, we turned to the customers once again. We asked CA Wily users and functional management within CSPs to validate that our model was credible. Those conversations not only helped refine the financial return on investment (ROI) model, but also revealed additional sources of benefits.

Arming the Troops

The next challenge was to turn all that valuable information into a toolset that reps and channel partners could – and would – actually use. You will not be surprised to learn that we asked questions yet again. This time, however, our “customers” were the sales reps themselves. The team spoke to both experienced and new reps, and to salespeople with a broad range of telecommunications industry expertise. Our aim was to understand what tools and training they needed in order to succeed at each stage of the sales cycle.

Based on sales input, The Shirman Group developed a sales toolkit that included both sales-facing, and customer-facing materials that could be used at various stages of the sales process. Critically, the tools were designed with both the audience and the user in mind. The ROI model, for example, was the source for several different tools:

- An executive brief for use by marketing and sales to engage Business and Senior IT buyers early in the cycle
- A white paper that sales could use with business and finance decision-makers involved in building the business case for the project
- A detailed ROI calculator to be used by CA Wily pre-sales personnel and their account champions if and when an in-depth benefits analysis was required.

According to Kristine Chamberlain, a Sales Director at CA’s Application Performance Management Business Unit, the tools provide many valuable ROI discussion points that she and her sales team use to engage higher-level decision-makers. Sales doesn’t hesitate to claim big benefits because when customers ask for rationale and proof points, the reps have credible, detailed answers about how customers can attain the potential ROI.

“The sales guide and marketing materials that The Shirman Group developed are the most comprehensive, easy-to-use sales resources I’ve ever received from a marketing group”

- Kristine Chamberlain, Sales Director, CA Application Performance Management Business Unit

Boot Camp

Sales adoption of go-to-market initiatives is one of the greatest challenges of any marketing organization. To launch the first use-case into the field and raise sales’ sense

of excitement about the opportunity in Telecommunications, the team needed more than a simple email or conference call highlighting new tools.

Instead, the team recruited senior executives within CA Wily to actively promote a Telecommunications sales boot camp. This single day had to deliver enough value to justify the reps' absence from the field. It did so by supplying specific information and resources that were immediately actionable in current opportunities. The content included background on the industry, specific issues facing decision-makers, and of course CA Wily's ability to address those issues. CA Wily Telecommunications Business Unit personnel, Sales reps, and industry analysts all shared their expertise. "The most valuable day of sales training I've ever experienced," was how several CA Wily account managers described the day.

Training Wheels

Introducing a new sales strategy is akin to giving a kid their first bike. There may be excitement at first, but the amount of time before the training wheels come off will vary drastically from rep to rep. Even with the enthusiastic reception of the training and tools, the TBU team knew they would have to continue to promote the novel use-case based sales approach, and to provide deal-by-deal support. CA Wily executives took the initiative to promote the sales strategy, ensuring that every sales director understood both the revenue opportunity, and the resources at hand to pursue it.

The TBU staff continued to advocate the sales strategy, and stayed closely involved with every major opportunity. They took the boot camp training on the road, presenting to regional sales teams that had missed the first training, and to channel partners in Asia. They watched closely how reps were using the tools in the field, and made improvements and adjustment based on real-world use and additional sales feedback. In short, they were the coaches making sure the sales team got on the bike, and kept on going.

Show Me the Money

Financial Outcomes

Two quarters after the Telecommunications sales boot camp, the training wheels had most definitely come off. CA Wily revenue from CSP customers came in at over double the quota for the quarter. \$\$\$ M in revenue was from deals that had used the use-case approach and tools developed by The Shirman Group and TBU team.

Fringe Benefits

The benefits are greater than the immediate revenue growth. CA Wily has begun to transform its image within its customer accounts and within the target industry. Many of the recent deals were over \$1M each – representing deeper penetration into accounts that had previously thought of CA Wily as a peripheral technology supplier. Based on the deep understanding that CA Wily demonstrated for its customers' business issues, the Global IT Association for Telecommunication's (ETIS) invited the company to join its working group on Customer Self Service. These leading European CSPs saw CA Wily's thought leadership as a valuable contribution to the group, from whom application performance and quality of customer experience are pressing issues.

"It's easy for technology companies to get too focused on products and features. The Shirman Group helped us complement the best technology on the market with the ability to demonstrate tangible value and relevance to our customer's top business priorities - and that's what closes the big deals."

- Rick Schmaltz, Vice President, Telecommunications Business Unit,
CA Wily Technology, a division of CA

Conclusion

The success of this program is the result of a process that stretched over many months, and included input from many stakeholders. To ensure that its investment in industry specialization would boost revenue and build long-term credibility with customers, CA Wily took the time to understand its customers, and the needs of its sales organization. The team of sales support and marketing professionals has been relentless in promoting the strategy, gaining high-level sponsorship, and getting into the trenches along-side the sales reps.

About CA Wily Technology

CA Wily Technology, a division of CA, is the market-leading provider of Enterprise Application Management solutions. CA Wily's Telecommunications Business Unit develops performance management software for Java based service delivery platforms, subscriber services, business processes and related OSS/BSS infrastructure. Wily's solutions ensure delivery of SLAs, incident handling, and successful customer experience in the increasingly complex next generation of network-based, service-oriented platforms and applications.

About The Shirman Group

The Shirman Group helps technology companies identify and pursue opportunities for revenue growth. Companies looking to expand into new industries, more deeply engage with new audiences, and leapfrog the competition with new business models turn to us for creative ideas and tangible results. Shirman Group clients include industry leaders like Symantec, BEA Systems (Oracle), Intervoice/Convergys, and CA Wily Technology, as well as select new technology ventures. More information about The Shirman Group and our clients is on-line at www.shirmangroup.com

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