Case Study: Information Technology Management
Award-winning sales performance initiative achieves 45.8 to 1 ROI

Summary

Client: CA Technologies, $4.3 billion leader in information technology management

Geography: North America, Europe, Asia-Pacific

Challenge: Increase sales volume and enhance account relationship profitability in a highly competitive, price-sensitive market

Results: Annualized incremental revenue of $42 million attributable to deployment of Corporate Visions’ methodology (a 45.8 to 1 ROI), and significant increases in bookings, account profitability, deal size, and product pricing within six months of initial deployment

Awards:
- Business Impact Gold Award from Chief Learning Officer magazine
- Workplace Learning and Development Award from the American Society for Training and Development (ASTD)

The Situation: A Strategic Goal

As the world’s leading independent IT Management Software organization, CA Technologies had a strategic goal: increase sales volume and account profitability. They asked Corporate Visions to help implement the company’s go-to-market strategy by increasing the proficiency of its sales professionals in building stronger customer relationships, and negotiating more profitable sales agreements.
CA Technologies operates in a global, highly competitive marketplace characterized by a complex sales process and intense price pressure from buyers. Improved negotiation results were critical to improving performance against competitors, and enhancing both margins and cash flow. The company needed to build the competence and confidence of its globally distributed sales team, a high percentage of whom had been with the company less than two years. The sales team faced negotiation challenges from customers who:

- Exerted pressure to implement on untenable project delivery schedules.
- Employed non-response as a negotiation tactic.
- Had been “trained” by the industry to expect high end-of-quarter discounts.
- Took every opportunity to pressure sales for lower pricing.

“Our mission was to get people to think differently about negotiation, to promote give and take, and to always consider how to expand the size of each deal being made without giving away unnecessary concessions.”

—Dan Braunm, Vice President of Global Learning, CA Technologies

Corporate Visions’ sales negotiation methodology was deployed globally – in local languages when needed – to more than 800 sales professionals and managers. It was further reinforced through coaching by trained managers, email-based messaging, and ongoing collection and dissemination of results and best practices in the field. The introduction of proven negotiation principles, behaviors, tools, and planning methods instilled a disciplined and consistent approach to sales execution, and gave sales professionals and their managers a common language with which to manage the negotiation process.

During a year of global financial uncertainty, intensified competition, and shrinking customer budgets, this Fortune 500 company grew revenue by 8%, in part because it substantially improved its ability to sell and install new software licenses. CA Technologies achieved a 45.8 to 1 return on investment less than six months after introducing Corporate Visions’ methodology, and tracked a $42 million annualized revenue increase directly attributable to the use of newly acquired negotiation skills and tools.
In addition, CA Technologies was also able to:

- Increase bookings and overall profitability by 15%.
- Close larger deals by increasing average selling prices by 4-15%.
- Increase renewal rates and protect existing pricing/share within each account.
- Enhance cash flow, reduce margin leakage, and increase account profitability.

“As a result of its employee development initiative to enhance negotiation skills, CA has brought in some $42 million in top-line revenue…”

—Chief Learning Officer magazine