

## Extracting optimal value from customer engagement

Caylent and Impact GTM exceed sales goals and expectations

### Challenge – Good Enough Selling

As an entrepreneur in information technology, JP La Torre, CEO of Caylent, didn't initially realize that he needed sales help to grow his DevOps managed services company.

Throughout his career he relied on his technical experience to demonstrate and sell the value of his products and service offerings. "I would lead with technology and not address the business issues for clients. I was neglecting the business side of the process."

In its early days, Caylent was primarily comprised of an international technical team with a handful of clients, where new customers were intermittently onboarded. They knew that to grow they needed to increase the number and overall size of their closed deals.

JP realized that the company had certain deficiencies and there were processes that should be done better to increase sales and customer relationships. "I didn't have formal sales training and I went by my experience and intuition. We needed to change our sales process, it was a weakness that was inhibiting our growth."

### Solution – The Engagement

Mark Maragni, principal of Impact GTM, was brought on to directly address JP's growth objective. Mark was able to draw on 30 years of growth stage company experience where he implemented and advised on go-to-market, with a focus on sales optimization.

When he initially engaged with Caylent, Mark spent time listening to sales calls, analyzing deals won and lost and identifying Caylent's weaknesses. "Mark really paid attention to processes and listened to our staff to help us develop a course of action and valuable feedback. His direction wasn't prescriptive it was informative and specific," says JP La Torre.

JP initially engaged Impact GTM to structure a sales process that would pave the way to build the team. Based on JP's business model Mark developed a sales structure so that Caylent is now:

- Winning more accounts
- Doubling the size of each deal
- Improving the metrics for forecasting and planning
- Focusing on qualified prospects

Caylent began implementing a new sales methodology that focuses on the size and type of the opportunity (simple vs. complex) to best match the effort to the result. The sales engagement now moves prospects along a defined sales process with key engagement gateways. The gateways are test points to ensure continuing engagement remains worthwhile while allowing them to better define customer decision making requirements. Those customer requirements become the foundation for a more effective proposal and helps counter the inevitable downward price pressure during the deal closing phase.

Additionally, JP now has confidence in his sales pipeline, with reliable forecasting and better decision making to support Caylent's future.

## **Results – Caylent has Tripled in Size in One Year**

While working with Mark throughout 2019, Caylent grew their top line revenue by *500 percent*. The company improved the way they price their offering and now focuses on positioning the **business value** of their offering, not just the technology. Another contribution to the increase in revenue is the deal size: Caylent's average deal size grew by 100 percent since working with Mark.

"We are continuing to target the same company profiles," said La Torre, "and are seeing the benefits of these new streamlined processes put in place by Mark. This discipline is driving revenues giving us better capabilities to sell our services to a broader target market."

## **Coaching Connection – More than a Process**

JP wasn't looking for a coach when he first spoke with Mark. He felt that when working with a business advisor/coach you had to take someone's playbook that may not be a good fit for him or the business.

Not knowing if the company could achieve the results laid out by Mark was also a concern. On the recommendation of a fellow entrepreneur, JP spoke to Mark and during the initial call, there was a connection. And that connection continues today, “We have a healthy relationship and he listens,” said La Torre.

In addition to ad hoc situational calls, they speak once a week about general business issues and lead gen, then every couple of weeks they review pipeline, revenue and specific accounts. For the first time, at the beginning of 2020, they planned and budgeted which subsequently helped with fundraising.

“Prior to working with Mark, we had a framework of engagement but no specific revenue goals. We kicked off 2020 with targets and we’re getting prepared for the future,” he said.

## **Process – JP’s Advice**

When reflecting on the last year and working with Mark, JP recommends to entrepreneurs engaging with a coach, “Embrace the process and feedback. Pay attention to both.”

## **Success – Next Steps**

Since Caylent experienced tremendous growth in 2019, the goal is to continue maturing and scaling the organization. They are moving into the future with specific intention and purpose that enable long term results. This is evidenced by building out the sales organization; Caylent just made its first sales hire.

“It’s been beneficial to not only me but also to the company to work with Mark. I feel great about the progress that we have achieved. We look forward to our continued collaboration,” continued La Torre, “And I’m excited about what the future holds.”

## **Company Information**

With offices in Irvine, CA and Dallas, TX Caylent accelerates DevOps and Kubernetes adoption, enabling engineering teams to focus on product. Our expertise extends throughout every part of the software delivery lifecycle. Our holistic approach ensures customer’s applications and infrastructure run the way they should.

Our mission is simple. Make DevOps the easiest part of your business.

## Quotes

*"I would lead with technology and not address the business issues for clients. I was neglecting the business side of the process."*

*"I didn't have formal sales training and I went by my experience and intuition. We needed to change our sales process, it was a weakness that."*

*"Prior to working with Mark, we had a framework of engagement but no specific revenue goals. We kicked off 2020 with targets and we're getting prepared for was inhibiting our growth."*

*"Mark really paid attention to processes and listened to our staff to help us develop a course of action and valuable feedback. His direction wasn't prescriptive it was informative and specific,"*

*"We are continuing to target the same company profiles," said La Torre, "and are seeing the benefits of these new streamlined processes put in place by Mark. This discipline is driving revenues giving us better capabilities to sell our services to a broader target market."*

*"We have a healthy relationship and he listens," said La Torre the future," he said.*

*"It's been beneficial to not only me but also to the company to work with Mark. I feel great about the progress that we have achieved. We look forward to our continued collaboration," continued La Torre, "And I'm excited about what the future holds."*