



“Through the first 6 months of this fiscal year we have sold more than we did all of last year. I would attribute that entirely to our new process. We are looking at things differently. We have metrics today that we didn’t have before. More importantly, we have a path to close”

+25%

Pipeline Increase

-25%

Sales Cycle Length

-Todd Schneider, CFO and COO



BUSINESS ISSUES

Serigraph

Headquarters | West Bend, WI
Industry | Manufacturing
Employees | 1000

- ✓ Technical and development resources wasted pursuing the wrong prospects
- ✓ Sales remained last area of the business to adopt lean initiatives
- ✓ Features and functions discussions overriding customer value
- ✓ Reactive, unproductive sales meetings



SERIGRAPH

Serigraph operates two divisions. The Decorative Products division brings products and brand to life, from concept to printing, molding and fulfillment. The Point of Purchase division offers complete solutions from design to fulfillment to post-promotional support. Founded in 1949, Serigraph operates more than 10 offices and factories worldwide, including facilities in the US, Asia, and Mexico.

Challenge



The last area of the business to develop a lean methodology was sales. Resources invested in deals without proper qualification resulted in waste. The activity driven sales process compounded the cost of coming in second. The sales approach needed to shift from demonstrating features and functions to closing gaps and establishing value.

Solution



Serigraph used Selling To Zebras to become a more lean and proactive sales organization. Zebra Scoring gave Serigraph a way to quantify the gaps in a deal and a path to close. The company now evaluates all prospective clients against these attributes, scores them on a scale of 0-4 for each attribute, and pursues only those prospects with a high enough Zebra score to merit attention. Their sales meetings changed from discussing last weeks activity to more productive discussion around closing Value, ROI, and Service gaps.

Scoring continues throughout the sales process to ensure that only the best opportunities are pursued. Further, Serigraph identifies "Power" within the prospect organization and partners with that person to verify the value of a Serigraph solution. This ensures that Serigraph sells to the person with purchase authority and cultivates buy-in early in the process. Using a business case allows Serigraph to see how the customer is going to win and that helps the sales person deliver that message of value

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Results



The Zebra scoring tool has improved Serigraph's close rate because it now only pursues the best prospects. In addition, selling business value relative to prospects' pain points differentiates Serigraph from its competitors. This has increased revenue and shortened the length of the sales cycle.

- Sales cycle length reduced 25-30% from an average of 243 days to 182 days
- Pipeline increase by 25%, while at the same time the close rate doubled



"Selling to Zebras was a great fit with our lean initiatives. Working an opportunity we won't win is all waste. A business case allows us to see how the customer is going to win and that helps the sales person deliver that message of value"



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