



Selling To Zebras

Case Study



Optima Associates is an organization that aims to increase top-line revenue and improve operations by investing in continuous improvement practices. Optima is an operational excellence advisory and resource firm. Optima provides value-added services, lean leadership, facilitation, and training and education - teaching clients and peer group members how to apply enterprise excellence principles.

Background

Optima Associates, which was founded in 2002, helps OEM's and suppliers to OEM's implement LEAN Business Systems that drive true competitive advantage. Optima views LEAN as a growth strategy and has helped organizations improve quality, time to market, enhance margins, and create an engaging culture based on continuous improvement. Optima helps clients solve their business and operational challenges, and their clients report that they have been able to increase top-line sales, improve margins and enhance working capital by executing a stronger LEAN process and building a system for daily improvement-engaging the people who do the work.

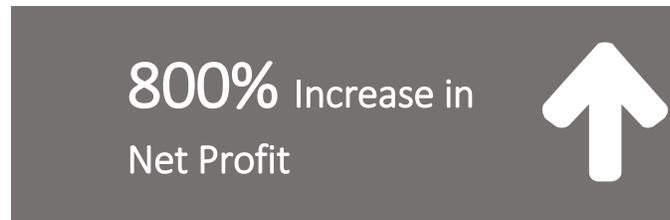
Despite the fact that Optima offers innovative lean consulting and proven results, for years its sales were not what management knew they could be. As a result, in 2015 Optima Associates contracted with Selling to Zebras to improve its sales process.

The Challenge

Manufacturing companies have had mixed results when applying Lean Manufacturing principles. It requires management commitment and is a significant investment for companies. Sales cycles tend to be long and complex with many people, departments and management

levels represented in the decision process. Consequently, sales cycles often end in non-decision.

The Results



The ZEBRASelling methodology was introduced at Optima, early in 2015. Salespeople quickly learned how to identify their perfect prospect, engage the person with budget-level authority early in the process and sell the product's

business value rather than its features and benefits. This represented a seismic change for a sales team that had traditionally pitched projects to mid-level plant managers. But Optima saw fast and dramatic results. Sales increased significantly by the end of the third quarter the results were:

- ✓ Sales increased more than 150%
- ✓ Profit increased over 800%
- ✓ Average deal size increased over 1000%

Optima achieved these results because ZEBRASelling changed its sales paradigm. The company no longer took every small project and focused on more profitable enterprise sales. It didn't chase every prospect or respond to every RFP. Instead, Optima sought out its most desirable prospects, got access early-on to executives with budget authority and spoke in a language that they understood – business value.

Prospect Example

Optima contacted Power Test, located in Sussex WI, and were informed the prospect was interested in Lean Consulting and were about to contract with a competitor, WMEP for those services. The Optima sales representative asked them to wait until they read three case studies, developed by ZEBRASelling, that illustrate the quantifiable results Optima created for those Optima clients. Upon receipt of the case studies, Power Test immediately called Optima to schedule a meeting to determine how they could also achieve those results with Optima's assistance.

"With the ZEBRASelling assistance we have already identified how we will overachieve next year's sales targets."

-Steve Hirt, President and CEO, Optima