



CASE STUDY

# Fast Track Sales IQ

A global cybersecurity technology company needed a partner to refine its growth strategy and review its cost transformation efforts. FTI Consulting leveraged the FastTrack Sales IQ framework to assess the company's operations and identified \$11.8 million in savings for reinvestment across 16 growth initiatives for sales, marketing, and customer support.

## SITUATION

The company had the liquidity to manage its growth over the near term by strategically investing in higher growth areas to help it compete in a market dominated mostly by large, pure-play competitors with deep pockets.

The company invested in an acquisition but failed to fully integrate, leaving itself with two primary but disparate business units, a large product portfolio in each, and a geographically diverse market that was not positioned for scale or efficiency.

Additionally, the company is at a critical inflection point as legacy hardware sales decline despite market trends and a recurring revenue SaaS model is still gaining traction.



## FastTrack Sales IQ

Rapid Revenue | Increased Profits  
Decision Platform and Data-Driven Dashboards

# OUR ROLE

FTI Consulting helped the client understand what's working by leveraging the FastTrack Sales IQ framework to evaluate their commercial performance and capabilities. They assessed the performance and operational capabilities across sales, marketing, and customer support organizations against industry benchmarks and best practices with the goal of identifying gaps, opportunities for reinvestment and barriers to growth.



- Identified opportunities for value creation, including:
  - Sales productivity and marketing effectiveness
  - Management spans and layers ratios
  - Sales coverage
  - Commission payout and plan management
  - Labor arbitration
- Defined 16 improvement initiatives that target gaps and established best practices to enable future growth; prioritized initiatives across a one-year roadmap with three waves designed to address urgency and alleviate dependencies
- Next Step: Customer Opportunity and Right-to-Win assessment that generates targeted initiatives for specific accounts

# OUR IMPACT

## \$11.8M

Identified \$11.8 million in savings opportunities for the company's cost transformation initiative across marketing and sales:

**Marketing** realized **\$1.8 million in savings** from various levers:

- Management consolidation and rebalancing
- Labor arbitrage for marketing and digital operations
- Shift from regional to performance-focused organization structure

**Sales** realized **\$10 million in savings**, with \$5.7 million targeted for reinvestment to achieve a ratio of revenue to expenses of 18% by

- Consolidating number of global regions from five to three
- Rebalancing the ratio of Solution Engineers to Account Managers
- Optimizing Account Manager, Professional Services, and Customer Success teams for performance
- Pursuing labor arbitration for Customer Support and Customer Success teams

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