

Customer Success Story

Winning in the world of Virtual Machines



Baker Communications, Inc.
EXPERIENCE THE POWER OF COMMUNICATION

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Client Profile

VMware is the industry leader in Virtualization Technology. In less than 10 years, the company grew from \$0 to over \$2 billion in annual sales and became the market leader with the greatest amount of Virtualization market share. The company offers a wide range of award-winning virtualization products, from free software for virtualizing desktops and servers to comprehensive enterprise-class platforms for optimizing data centers and IT infrastructure. Their broad and proven suite of virtualization solutions addresses a range of complex challenges facing IT organizations, including Server Consolidation & Infrastructure Optimization, Business Continuity, Software Lifecycle Automation, and Enterprise Desktop Management. With more than 100,000 customers, including all of the Fortune 100 companies, the company is one of the world's fastest-growing technology companies.

Building Success upon Success

VMware's phenomenal success attracted a host of imitators, including such industry behemoths as Microsoft. By 2007, VMware was looking for a powerful new strategy to solidify their dominance in South and Southeast Asia, in order to blunt the impact of new competitors in that market. They partnered with Baker Communications to implement a repeatable, measurable and scalable revenue generation process they could use both with their internal sales staff and their channel partners.

VMware wasn't looking for sales training; instead, they were seeking a unified, orchestrated program that would enable them to tightly align the execution of sales and marketing resources with the singular focus of creating new pipeline and closing new business. Baker Communications has been helping their clients achieve this exact outcome since 1978.

Looking for the Big Play

"Right away, we saw this as a perfect opportunity to run a series of Revenue Generation plays" said Walter Rogers, CEO of Baker Communications. "VMware had all the ingredients in place. All they needed was a team to help them orchestrate a plan of attack, create the framework, education and tools, and help drive execution"

Helping clients develop high value Revenue Generation (RevGen) plays is Baker Communications' signature offering. Rogers is absolutely passionate about the idea. "Without a doubt, running well-crafted, well-executed RevGen Plays delivers ROI that is far superior to traditional disconnected sales or marketing programs. It is very common for us to generate 25X1 returns or better. These results are absolutely provable, measurable and repeatable" explained Rogers. "Historically, marketing invests significant resources in generating leads for their sales teams but, unfortunately, industry statistics tell us that less than 25% of leads created by marketing ever receive a call from sales. Using this statistic, 75K of every 100K in marketing dollars is wasted. This is extremely frustrating for most sales and marketing executives and professionals. It is difficult to align the needs and strengths of marketing, sales teams and business development because they often have conflicting measurement objectives and report to different executives. For this reason, most of the leads generated by marketing are never followed up and there is a less than 10% probability that a qualified prospect will end up buying anything as the result of a campaign. RevGen plays are the exact

opposite. We align the interests, goals and objectives of both sales and marketing to drive superior results”

According to Rogers, the structure and goals of a RevGen play are very different from the traditional marketing and sales approach. RevGen plays are designed to generate immediate sales pipeline and drive short-term, fast sales impacting the current or the next quarter. Unlike marketing-driven campaigns, sales plays require that marketing, sales and business development teams work closely together in a highly coordinated, collaborative effort to execute the strategy from start to finish.

RevGen Plays At a Glance

- **20 X 1 ROI or higher**
- **Integrated sales and marketing cadence**
- **Custom electronic mar/com touches and offers**
- **Custom PlayBook**
- **Weekly coaching, best practices, and cadence management**
- **Dedicated weekly prospecting and selling time**
- **CRM enablement and integration**
- **Custom dashboard and weekly metrics**

“In a sales play, marketing, sales and business development teams work together to create a play book - like one you would see for a football or a basketball team - that defines the role of everyone involved in the play, what they should do, and when and how they should do it,” said Rogers. “The coordination between all of the groups is incredibly tight, the timing is quick, the sequences are highly coordinated and the messages are customized.”

The Server Refresh Play

Periodically, corporations must replace or upgrade their servers - a process known as server refreshing. The server refresh cycle creates an opportunity for VMware to partner with its OEM's and their channel partners to help clients continue to reduce their cost structure while improving performance and reliability. This helps IT departments meet their cost savings targets while helping VMware and its partners sell licenses, hardware and services. For each dollar of VMware sells during a server refresh RevGen play, there is normally \$7 to \$9 in hardware and software drag.

“VMware has an amazing set of software products that drastically lower costs, decrease complexity, increase reliability, and cloud-enables enterprises” observed Rogers. “For instance, it is not uncommon to consolidate from 10 servers to 1. Just think of the savings companies can achieve in terms of capital costs, space, electricity, and personnel. This is a perfect value proposition in today's global reality, which means a perfect opportunity for VMware and its partners.”

VMware and Baker Communications worked closely together to define the Server Refresh Play and create a Server Refresh Playbook.

		PlayBook Content			
1.	Play Synopsis	7.	High-Value Propositions	14.	Pre-Call Planning Work ~ Business Intelligence
2.	Play description and general overview	8.	Motivational Offer(s)	15.	TalkTrax and sales messaging
3.	Execution timelines and milestones	9.	Calls to Action	16.	Opportunity Qualification
4.	Motivational Pain & Opportunity Point (Customer POP)	10.	Strategic Alliance / Partnership roles	17.	Customer Case Examples & Success Stories
5.	High Probability Target (HPT) profile	11.	Success metrics and tools	18.	Contact Matrix
6.	High Probability Contact (HPC) profile	12.	Marketing collateral & messaging		
		13.	Multi-Modal Communication Schedule		

The Server Refresh play creates a high touch model that gets maximum engagement from a highly targeted, defined prospect. It includes a comprehensive, integrated strategy that covers every step of the process for everyone who needs to be involved: who to call, how to make the contact, when to make the contact, exactly what to say, how to define the offer, how to develop the final proposal, etc. Absolutely nothing is left to the imagination.

The entire process is planned, enabled and executed using web-collaboration technology, eliminating all travel costs, increasing the number of customer contacts, and maximizing sales and marketing force productivity.

Bringing It All Together

The ROI for the Server Refresh play has been outstanding. This Play has run in North America and Asia. So far it has generated nearly \$40 million in net new business for VMware and its partners. ROI is 25 x 1 per play or higher.

<u>Category</u>	<u>Play related revenue</u>
Licenses	\$7,800,000
Servers	\$21,700,000
Storage	\$9,250,000