

validity group.

Case Study:
Reseller Development
Coaching Program.



Supporting the success & growth of a
Reseller business.



The Client

Software Reseller business. Due to the confidential nature of our coaching engagements, we do not name our clients in case studies.

The Brief

We were introduced into this client by their key supplier in an effort to support the owner with the challenges that the business faced.

The reseller expressed a broad range of concerns about the current operation of their business and the potential for failure. In brief, if they did not make significant changes, they faced the prospect that the business may not survive.

The Solution

Information-Gathering Interviews

To understand more about their business, we determined that we needed to gain greater access and do a deep dive, focusing on the people and the structure of the business.

With the Principal's support, we conducted a series of one-on-one interviews with the Head of Finance, Head of Sales and Head of Services. This enabled us to understand more of the detail and specific challenges that the business faced.

This was a small organisation, and we worked around their timetable and priorities to gain the access and the answers we required. We experienced both a warm welcome and guarded hostility from the various leaders. That meant that we needed to step up our efforts to try and gain everyone's trust and reduce their suspicion that we were after scalps. Our role was simply to support their growth and success, and so we positioned ourselves accordingly. It also meant that we had more than one interview with a number of key stakeholders, as we looked for the depth of understanding that we required. Once they understood that we were not an accounting firm or that we were not there to select people for termination, the relationships moved forward.

Actioning the Findings

The outcome from this initial piece of work provided a clear picture of the organisational structure, the strategy in place, and how the various individuals worked, or indeed didn't work, with each other. We identified how they dealt with customer pressures, handled time constraints and with conflict between competing agendas.

This all proved to be a direct reflection of the Principal and how he had built the business. In brief, he was a technician, who armed with sound technical knowledge, had decided



that he wanted to work for himself and therefore started a business. However, instead of building a business, he had fallen into the trap of building himself a job.

Our coaching program was then designed to support the numerous changes that were required.

One of our most senior executive business coaches was aligned to work closely with the Principal. The program was designed to achieve some quick short-term goals centred around revenues. The coach supported the Principal in re-evaluating the sales playbook, so as to align with their key supplier, the compensation plans, and the overall composition of his sales team to position them for success.

The Principal's lack of experience, or knowledge of sales and the sales process, had to be addressed as the first priority. This first stage of the coaching program would ensure that the Principal moved from working IN his business to working ON his business.

The impact in the first three months delivered the much-needed revenue gains and that in turn provided the impetus for further stretch in the client into other key areas of the business.

The program ran for an initial 12-month period, which afforded an opportunity to review and address:

- Business strategy.
- Systems and processes that would support that strategy.
- Personnel and job descriptions.
- Hiring process that would work for a business of this size.

Our coach's role was to challenge assumptions, provide new perceptions, introduce different concepts, and stretch the client to consider alternative approaches and answers.

The selection and choices always remained that of the client. As always, our role was to ensure that the client had exposure to as many options as possible so that they could apply a process that would deliver success for the business.

The Results

The overall results of the business improved dramatically. It was no longer viewed as a business struggling to survive, it was now a business designed for growth. As morale improved so results followed. The client became far more comfortable working ON the business and delegating properly, fairly, and effectively.

By extension, the outcomes delivered a substantial improvement in results for the Reseller's supplier, our original point of introduction. The Reseller's clients also noted more responsive engagement from the Reseller, and smoother interaction. The business had now entered a growth phase and was enjoying new levels of success.



The supplier was very happy to have a Reseller who was delivering on an agreed number each quarter and could now provide far more accurate forecasting than had previously been experienced.

It is work of this nature that is extremely rewarding for our Validity coaches. They witness solid business growth as evidenced by impressive numbers. Whether by \$'s or %'s of growth, they are the metrics of business success. The metrics that are harder to measure are of a personal nature for the people involved.

For more information, contact us at Validity Group today:

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