



CASE STUDY

BMW Constructors

BUSINESS SUMMARY

BMW was founded in 1955. It had new leadership with lofty growth goals, but knew that with its current business development process, internal resources, and lower conversion rates, those numbers were going to be a long shot. They recognized that they needed to become laser-focused on how they attracted, engaged, and converted opportunities. They sought out Hunt Big Sales to understand how to develop and leverage larger accounts. They learned which opportunities were worth pursuing and which were not—and why. In that process, they were able to go from being a regional construction player to a national construction player, known in the market as having very specific and unique skill sets, landing them more “sweet spot accounts”.

CHALLENGES

BMW suffered from an undefined approach to sales, a poor vetting process, an inconsistent value proposition and messaging, and a lack of clarity around what was a target account or deal size. This was coupled with an unpredictable pipeline and piecemeal dashboards. Leadership sought more transparency, predictability for strategic planning, and a higher conversion rate.

BUSINESS GOALS

Within a 2-year time frame, BMW wanted to:

- Grow revenues by \$20-30MM per year
- Land a minimum of two \$50MM size accounts each year
- Define clear roles and responsibilities in the sales structure for growth
- Install a repeatable, predictable and successful sales process to land big deals
- Develop a data-driven decision-making model for sales operations for large deals

“In a nutshell, we now have a formalized biz dev strategy, and the processes and tools to support that strategy—with consistency in our execution. We are better prepared to address larger project sizes than we had traditionally pursued...we are seeing the benefits of a comprehensive and intentional approach.”

—CHRIS BUCKMAN,
PRESIDENT/CEO, BMW

SOLUTION

Through the Hunt Big Sales system, BMWC implemented a complete business and sales culture shift across the organization. They implemented a:

- Clear value proposition to attract new and ideal senior-level buyers
- Replicable sales system and lexicon within the organization to land big new accounts
- New dashboard with key leading and lagging indicators to make the sales management process transparent and predictable
- A systematic approach for management and growth of current clients
- Organizational sales structure to support growth and large peer-to-peer sales opportunities
- Sales leadership development program internally

IMPACT

Overall impact of the engagement with Hunt Big Sales resulted in the following for BMWC. They:

- Now have consistent and predictable sales tools/playbook/process
- Have fewer, but bigger, customers
- Are vetting their prospects and customers better
- Have greater internal “buy-in” from across the organization
- Stay committed to pursuing only “sweet spot” opportunities (size, sector, capabilities)
- Saw a big improvement in conversions

And most importantly,

- **Exponentially increased the size of the average project to about 2-3x larger** than previous years!
- **Achieved their revenue objectives!**