

# Building equity value & defining a sales process to reduce key person dependencies

**ABOUT MERCATUS:**

Mercatus is a privately owned eCommerce solution provider. Founded in 2004, they offer Digital Commerce SaaS Platform to reclaim grocery eCommerce business for both small businesses and grocery chains with a multiple-county presence.

**COMPANY SIZE:**

201-500 employees

**INDUSTRY:**

Software development

**SBR SERVICES:**

Sales transformation, revenue growth strategy, sales playbooks & sales guides, account management

The sales infrastructure SBR had built significantly contributed to Mercatus winning their largest ever deal valued at multiple millions dollars.

Increased account health and customer retention.

Defined sales structure.

Acquisition of the largest ever deal valued at multiple millions dollars.

## What did Mercatus want to achieve?

Mercatus' objective was to build business infrastructure that maximises future equity valuations and investors' attractiveness. To achieve that objective, the goal was to increase revenue through protecting and continuing to grow the existing accounts as well as brining on new logos. Apart from driving revenue, the leaders were keen to support the continued development of the culture and team at Mercatus and to move beyond process definition to optimise the execution capability around sales within the organisation.

## What issues were Mercatus facing?

At the time of engagement with SBR Mercatus was facing a lack of drive deal velocity and pipeline stalling. The company had a well-defined marketing process that was mapped up to point that it becomes an MQL but needed to create clarity in the sales process post MQL as at the time of engagement with SBR this was undefined. There were also no defined qualification/account planning frameworks in active use within the business but a recognition that these could add value. Mercatus' leadership was aware of a need to mitigate risks of key person dependency in winning new business.

## SBR's approach

The initial phase of SBR's work was a diagnostic on Mercatus' sales capability, which identified the need for a clearly defined sales process and playbook to capture and codify best practices. SBR co-created the Sales Playbook, which was predominantly focused on acquisition of new accounts, the result being that it significantly contributed to Mercatus winning their largest ever account. Following on from that project we engaged in a phase two diagnostic focused on Mercatus' approach to account management and service delivery. SBR conducted a combination of interviews, data, customer insights, and processes reviews. SBR then made a series of recommendations based on restructuring the sales side of Mercatus' organisation, which has resulted in increased account health and customer retention.



"Mercatus' objective was to build business infrastructure that maximises future equity valuations and investors' attractiveness.

After engaging with SBR we had increased account health and customer retention, a defined sales structure and acquisition of the largest ever deal valued at multiple millions dollars."

**Sylvain Perrier**

President and CEO