

Case Study: Six Weeks to an Enterprise Sales Toolkit

Commercial Material Built for an Unfamiliar Offering

How the material for winning new large enterprise customers was built in six weeks.

The Situation

The company provides Device as a Service in 190 countries, combining hardware, software, lifecycle management and financing into a single subscription that replaces several separate suppliers.

The Problem

Existing large enterprise customers had come through relationships, and new business effort was aimed at small and medium business. Winning a large enterprise nobody knew means a financial argument to a CFO, an operational one to a CIO, and a contractual one to procurement. None of that material existed.

The Approach

We built the commercial material over six weeks, having not worked in Device as a Service before.

- **Started with the market rather than the service.** A white paper set out why Device as a Service exists, how it differs from the Desktop as a Service offerings sold by device vendors and their leasing arms, and where those fall short internationally. A buyer has to understand the category first.
- **Modeled the costs a buyer does not count.** A customer compares the subscription against a purchase price or a lease payment. The model compared full cost per device per month, including the cost of money, resale value as net present value, unused inventory, warranty management, and the days an employee loses waiting for a repair or a new laptop. Against a lease it also priced the partial first month, refurbishment before return, shipping devices back, and managing the leasing company.
- **Published a number lower than the model produced.** The model showed better than 30 percent against ownership. The published claim was 20 percent, so a customer running it on their own inputs would find a larger saving than the one offered.
- **Wrote the proposal around procurement's questions.** Countries grouped into five pricing bands, so a customer opening somewhere new knows the rate before it asks, with a scope table separating what is included from what is optional and configurations specified down to screen resolution and battery life.
- **Reduced all of it to two pages.** A data sheet covering the service, the seven ways the cost comes down, and the process from contract through to employee off-boarding, written to be forwarded.
- **Wrote a new website for the US.** The existing site was written for continental European buyers. A US buyer expects a claim made directly and stated boldly, so the copy was written from scratch rather than adapted.

The Result

Six commercial assets in six weeks: a white paper, a TCO model, a data sheet, a value proposition deck, an enterprise proposal template, and a new US website.

The European sales team asked for the material so they could use it, and it built a pipeline of large enterprise opportunities.

Growth Pillars Applied

Value Proposition Narrative	Proof of Value	Revenue Generating Assets
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