



## Overview

Source, Inc., based in Dallas, was founded in the early 1970s by a husband and wife team. It had a long run of success buying up used PBX systems, refurbishing, reselling and providing service and parts for them. Where possible, used parts were salvaged from systems they purchased that were too old or too damaged to sell, warehoused, and re-sold. When ownership transferred to the couple's adult son, he had no experience, and little interest or involvement in operating the company. Operational leadership was primarily in the hands of the COO and CFO that was in place when the parents transferred ownership. Little to no strategy was employed as leaders just sought to maintain a steady flow of income in their core competency.

PBX systems have been widely replaced by VOIP technology. As the price point for new systems improved, the need for Source's offering was quickly deteriorating as was their revenue. They hired a new president that aimed to transition SOURCE into a market leader in telecommunications, providing voice, data, and unified communications. Source became an Avaya Connect Platinum Partner, and a Microsoft Gold Certified Partner.

## SOURCE

\$70M Telecommunications  
Systems Provider Dallas, TX

## Go-to-Market Refresh with Impressive Sales Results

"After 40 years in business, new technology made our solution obsolete. Motum helped us reinvent ourselves, completely revamping our solution and go-to-market infrastructure, and building and training a brand new sales force to fit our new business. Within 9 months, we went from near extinction to a powerful competitor and a high-value acquisition target!"

– Randy Trice, President, Source, Inc.

# Customer Challenges

While Source had a sizeable and loyal customer base and strong reputation in small/mid-market telecommunications nationwide, they were tasking their sales force to transition from a role of inside sales of used systems, parts and services (essentially order-takers) - to outside sales of large switch boxes and associated technology with long, complex sales cycles. They offered all three top equipment providers but were geared and committed to Avaya. All the providers sold to the same market and was not only a partner but a competitor. Further, Source was "late to the game" as a seller of VOIP, so they were also competing with some big players that had an early foothold in the market.

As Source leadership maintained loyalty to their existing sales force, they were tasking lower-level, lightly trained and equipped sales professionals to run complex, sophisticated sales cycles. They had a strong market of leads in their existing customer base, but were failing to execute and close new opportunities. One reason for lack of sales was Source's misaligned sales processes and lack of customer engagement planning. Additionally, Source had limited marketing, minimal messaging, no sales tools, and an undertrained sales team.

## Solution

Motum was tasked with helping Source identify the gaps, create compelling messaging, putting a sales strategy, and methodology in place and training both sales leadership and sales team. The Revenue Performance Baseline™ yielded an accurate view of the current conditions. Selling activities were poorly executed.

Motum rebuilt Source's entire go-to-market infrastructure. Motum assisted in the hiring of 20 new sales reps, worked with marketing to develop powerful messaging and collateral, while entirely re-vamping their website. Motum also assisted in the setup of a sales force automation tool and provided training to the new salespeople.

## Results

Upon completion of the Motum engagement, Source was once again a dominant force within their market increasing revenue by \$25M in just six months. Additionally, their Win rate went up 70%. The company grew to become the 15th largest Avaya dealer in the U.S. with more than 10,000 successful customer installations. Source, Inc. was eventually purchased by Carousel Industries, a leading provider of communications technology to the Fortune 100.



**+\$25M in  
only 6 months!**



**70% Win Rate!**



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