



DRIVING GROWTH WHILE SHORTENING THE SALES CYCLE

WITH A NEW BUSINESS MODEL AND GO-TO-MARKET STRATEGY.



BACKGROUND

Built around an innovative small-scale gasification technology developed in a Belgium university, Xylowatt has been a progressive force in the renewable energy sector for over 10 years.

For decades, the industry had been trying to leverage biomass as a sustainable and renewable decentralized source of energy. Despite the great theoretical potential of transforming biomass into a gas suited for industrial applications, gasification efforts kept producing an unusable gas filled with tar.

After promising developments showed the potential for a tar-free gas, Xylowatt secured funding from venture capitalists and institutional investors to create what has now become an industry standard. This advancement has attracted major industrial partners including Air Liquide, Saint Gobain, Caterpillar, GDF Suez and others — all interested in adding biomass gasification to their renewable energy portfolio.



CHALLENGES

Coping with long sales cycles and alternate lower-cost solutions.

While the technology that Xylowatt developed was clearly ahead of the curve in performance, its current turnkey-solutions business model was not compelling enough to generate business growth. But despite this lack of success, Xylowatt's technology was attracting the interest of major industrial players.

Furthermore, the positioning of Xylowatt as a renewable energy one-stop-shop did not seem overly attractive — especially in light of high investment costs and the relatively lower cost of the natural-gas alternative. As a result, Xylowatt was not able to fill its pipeline with promising leads and could not deliver on the level of sales promised to its investors.



APPROACH

Re-igniting growth with a new business model and target market.

After analyzing both the external and internal environments, TribalVision realized the current business model was placing Xylowatt at risk. Our team recommended the implementation of these key changes to effect a quick turnaround:

- Abandon the turnkey model to focus on Xylowatt's core gasification business
- Change the target customer from the end-user to contractors and key partners
- Increase the geographic scope from local clients to global project partners
- Refocus the value proposition on the low-cost biomass only Xylowatt can process



Executing a quick marketing turnaround to gain credibility and attract leads.

As soon as the new business model and go-to-market strategy was validated by the executive committee, TribalVision prioritized key initiatives to immediately reposition Xylowatt and start generating leads. Despite the drastic shift in strategy, TribalVision was able to quickly adapt the company's existing marketing assets within the available budget. The myriad of assets developed by TribalVision in less than 3 months included:

- A new corporate identity leveraging existing visual assets to support the strategy shift
- An updated website design, layout and message
- Organization of a press conference featuring key industrial partners
- Key-partner video testimonials secured, produced and published by TribalVision
- Revamped sales assets including print/digital collateral and customized landing pages
- Re-designed corporate brochures and management-level presentations
- Developed new tradeshow materials and displays to support the new positioning and messaging at key industry events

Equipping the sales team with lead conversion tools and processes.

TribalVision simultaneously provided the Xylowatt sales team with innovative lead generation tactics, tools and procedures — including follow-up and reporting. This enabled the sales team to generate and connect leads right out of the gate. Based on a detailed channel optimization analysis, TribalVision recommended the most innovative and relevant marketing channels for Xylowatt, pre-tested its performance, and continued to optimize its channel mix during execution.

Augmented with bi-weekly follow-up and coaching sessions, the sales support tool and processes provided by TribalVision included:

- Customer Relationship Management (CRM) software: custom-selected and fine-tuned by TribalVision to meet Xylowatt's needs
- Development of specialized social media groups for monitoring and engagement
- LinkedIn ads for Xylowatt's highly targeted audience: implemented and optimized by TribalVision
- Construction of a fully integrated reporting model for marketing and sales effectiveness
- The design of innovative social media processes for proactive lead generation



Less than six months after project startup, the new business model and go-to-market strategy developed for Xylowatt had already achieved significant results. Achievements of the TribalVision-driven effort included:

INCREASED TARGET-MARKET SIZE AND A SHORTENED SALES CYCLE.

- Working within the parameters of Xylowatt's existing budget, TribalVision helped create a larger but more focused target market. This was specifically geared to market the type of biomass Xylowatt could profitably produce. With a new business model designed to build relationships with contractors and major industrial partners around, Xylowatt now has access to global sales opportunities that would have never taken shape under its old business model.
- With the new business model and go-to-market strategy targeting major industrial partners and contractors, Xylowatt is able to offer multi-phase projects that develop over time. This has reduced the initial sales cycle by an average of 25%, while significantly increasing the probability of closing larger projects in the future.

A MORE ROBUST SALES PIPELINE WITH MORE OFFERS SENT TO HIGHLY QUALIFIED LEADS.

- Xylowatt has been able to significantly increase the size and growth rate of its sales pipeline. The proactive targeting of key contractors across five core geographies has produced more than 500 leads, as week-to-week lead gen continued to increase.
- The development of a high quality pipeline, coupled with a rigorous lead nurturing and follow-up process, has led to the conversion of 25-plus leads into project bids totaling more than \$100M in potential revenue.

While helping to maintain this momentum, TribalVision continues to measure and fine-tune the lead generation/conversion process, while improving sales results. TribalVision is now preparing new marketing assets in anticipation of the growing number of customers Xylowatt will begin serving in the coming months — a level of new business activity that has exceeded all expectations.

