



PROFILE: Bluestone Software was founded in 1989 as a client/server consulting services organization. With the evolution of the Internet and the need for enterprise class software development tools in the mid 1990's, Bluestone emerged as a leading Internet infrastructure company with their flagship products Sapphire Web and Total-e-Business. In 1997 and 1998, Bluestone raised venture capital and launched its sales and marketing ramp-up. After growing to \$40 million in revenue with over 100 salespeople in 2000, the company was purchased by Hewlett-Packard Company for \$490 million and remain the foundation of HP's middleware strategy.

OBJECTIVE: Design, develop and implement new sales, marketing, channels and CRM tools, programs and methodologies to support the company's rapid growth rate.

APPROACH: Utilize the sales, marketing, channels and CRM advisory and marketing services of Revenue Results and web-centric automation solution *Revenue Results Web™* to support the company's sales and marketing operation.

THE BUSINESS CHALLENGE: After Bluestone's capital infusions in 1997 and 1998, the company had a successful initial public offering (IPO) in 1999. With the additional working capital and the dramatic growth of the Internet, Bluestone grew from 60 employees in 1997 to over 400 in the year 2000. However, like many fast-growth companies, Bluestone's internal systems, procedures and programs did not keep pace with the company's growth. Marketing was not generating enough qualified leads for the sales force and channel. Sales inquiries and leads were not being followed up. Marketing did not have centralized marketing database containing target company, inquiry/lead, competitive and customer information. Although Goldmine was used for sales force automation, it was underutilized by sales people and did not integrate with other business systems. Finally, there was no formalized CRM methodology and automation to support Bluestone's growing customer base.

THE SOLUTION: In 1999, Bluestone chose to partner with Revenue Results for sales, marketing, channels and CRM resources during the company's expansion. After an initial *performance assessment*, Revenue Results developed a strategic and tactical action plan to address Bluestone's requirements. While the company was rapidly expanding their national sales force, Bluestone had an immediate need for high quality sales leads. Since the marketing department was understaffed and the current marketing vendors were under performing, Revenue Results conducted a Request For Information (RFI) process to leading direct marketing vendors for telemarketing and direct mail services. After selecting a new marketing vendor, Revenue Results set *performance measurement standards* for the marketing vendor and negotiated pricing discounts for Bluestone. Then, Revenue Results designed, implemented and managed on-going lead generation programs increasing the pipeline of the sales force and channel. By utilizing Revenue Results to design, implement and manage marketing programs, the productivity of Bluestone's existing marketing staff was increased by allowing them to focus on other activities. Once the lead generation process was underway, Revenue Results significantly improved Bluestone's lead and marketing database management systems by developing new procedures and policies. To address the needs of Bluestone's channels sales team, Revenue Results developed channel partner recruitment programs. To improve management reporting, Bluestone utilized Revenue Results Web for sales, marketing and channels performance management. Bluestone also used *Revenue Results Web* as the cornerstone for their CRM program.

"Revenue Results was an invaluable resource for Bluestone. They assisted in all aspects of our operation. The Revenue Results leads were the best leads our marketing department ever produced. I received many compliments on them. Revenue Results always did their job professionally, on time, with high quality and professionalism. They were one program I didn't have to worry about," said John Capobianco, Bluestone's Chief Marketing Officer.

For more information, please contact **Revenue Results**
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