

FROM PRODUCT TO VALUE:

# HOW PIGMENT TRANSFORMED ITS SALES AND ACCELERATED GROWTH



“Shifting from a features-first pitch to a value-centric narrative was a game-changer for our sales team. We’re seeing larger deal sizes, accelerated sales cycles, and more confident reps—ultimately fueling our approach upmarket and delivering measurable impact to our bottom line.”

– **SEAN BROPHY**, CHIEF REVENUE OFFICER, PIGMENT

## EXECUTIVE SUMMARY

Pigment sought to move upmarket and increase deal sizes but faced challenges with low win rates, high discounting, and inconsistent qualification. By shifting to a value-based sales approach—fueled by persona and industry playbooks, targeted discovery guides, and ongoing enablement—Pigment transformed its go-to-market strategy.

As a result, they significantly raised their ACV (from \$95K to \$150K), improved qualification rates (37% to 75-80%), and landed a \$1.5M deal, illustrating the power of aligning each buyer interaction with a clear, outcome-focused narrative.

## CHALLENGE

Pigment, experiencing rapid growth and momentum in the market, recognized a gap in their go-to-market (GTM) approach. Despite having a robust platform, their sales teams struggled to effectively communicate the **value** of their solution across multiple industries and personas. As a result:

- **Lengthy Sales Cycles:** Deals stalled due to insufficient focus on persona-specific challenges and value messaging.
- **Unclear Differentiation:** Sales reps often defaulted to product features instead of leading with the business outcomes.
- **Fragmented Outreach:** Without consistent playbooks, the BD (Business Development) SE (Sales Engineer) and AE (Account Executive) teams lacked a unified, value-centric message.



**Company:** Pigment



**Industry:** SaaS (Enterprise Planning & Analytics)



**Business Model:** Delivering a next-generation business planning platform, enabling companies to forecast, budget, and plan with ease.



The persona guides are a daily go-to for nearly every rep. They provide an excellent, clear view of our target personas. Whenever someone new joins the company, we equip them with the persona and discovery guides, and they rely on them repeatedly. These guides consistently rank among the top five most valuable pieces of content in the company. Our BDRs have fully embraced them, and now our AEs use them as a key reference in their learning process.

– **ROBERT READ**, SALES ENABLEMENT MANAGER, PIGMENT

## IMPLEMENTATION PROCESS

To address these challenges, Pigment engaged our team to pivot from a product-focused to a **value-based** approach. The initiative included:



### 1. Industry & Persona Playbooks:

- Creation of **industry playbooks** for five key verticals, mapping Pigment's benefits to industry-specific challenges.
- **Persona guides** for six distinct buyer personas, each highlighting pain points, conversation starters, and success stories relevant to that persona.



### 2. Value Storytelling Training:

- Development of a custom **value training program** focusing on Pigment's unique value proposition.
- Training sessions at Pigment's Sales Kickoff (SKO) to align all GTM teams—BDRs, AEs, SEs and CSMs—on a storytelling framework that underscores business outcomes rather than product features



### 3. Value-Based Coaching & Reinforcement:

- Ongoing coaching and reinforcement sessions focusing on **value-based discovery** and customized outreach sequences.
- Templates and messaging cadences to consistently highlight ROI and business impact in prospecting efforts.



### 4. Enablement Tools & Training:

- Rollout of **discovery guides** for new hires, ensuring rapid onboarding and reinforcing key messaging.
- Continuous training to embed these personas, messaging, and playbooks into the daily workflow of BD and AE teams.

## RESULTS AND BENEFITS

**\$95K → \$150K**

### 1. Increased Annual Contract Value (ACV)

ACV jumped from **\$95,000** to **\$150,000** in one year, reflecting the power of more strategic, value-driven conversations that justified higher price points.

### 3. Boosted Outreach Impact

A consistent **7-8% reply rate** in Europe showcased the effectiveness of newly revamped outreach sequences, leveraging persona-specific messaging and value propositions.

 **7-8%**

**37% → 75-80%**

### 2. Improved Qualification Rate

Qualification rates (S0 to S1) soared from **37%** to **75-80%**—a testament to more focused and relevant discovery that resonated with prospects' real business problems.



### 4. High Content Engagement

Persona documents became the **most viewed** resources in Pigment's content library, demonstrating high adoption and ongoing utility across the GTM organization.

**\$1.5M**

### 5. Significant Deal Win

A **\$1.5 million** deal not only served as a major revenue milestone but also validated the effectiveness of leading with value rather than product features.

## CONCLUSION

The shift from product-centric selling to a **value-based, persona-driven** approach has empowered Pigment's teams to engage in more relevant and impactful conversations. In doing so, Pigment has seen a tangible lift in deal size, improved qualification rates, and a more cohesive GTM strategy. Their experience underscores the power of enabling sales teams with clear, consistent, and value-oriented messaging.

**DETERMINE FOR YOURSELF  
HOW A VALUE-CENTRIC  
APPROACH CAN TRANSFORM  
YOUR SALES, MARKETING,  
AND REVENUE OUTCOMES.**

If you want to discover how these playbooks and enablement frameworks can propel your organization to higher ACVs and stronger pipelines, contact us to learn more about our value-based sales transformation programs.

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