

How a Scalable Sales Engine Cut Mis-hires by 50%, Doubled Onboarding Speed, and Secured a \$200M Exit

In a nutshell

- Even as Book4Time became the global leader in spa and wellness software, its **sales performance was unpredictable.**
 - Founder and CEO **Roger Sholanki** wanted to **replace intuition with data** and build a repeatable sales system that could sustain enterprise-level growth.
 - Partnering with Sales Academy, Book4Time re-engineered its sales organization, **transforming how the team sold, hired, and developed talent.**
 - Within months, the company **cut mis-hires by 50%, reduced onboarding time from nine to five months, and achieved a 27% compound annual growth rate.**
 - That consistency ultimately attracted private-equity investment and led to a **\$200 million strategic exit** to a global hospitality-software leader.
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Roger Sholanki knows what it takes to build, scale, and exit. The Toronto-based serial entrepreneur has spent his entire career building software companies and has three successful exits under his belt. In 2004, he turned his attention to [Book4Time](#), which he founded to simplify how service-based businesses managed reservations.

By 2015, Book4Time's platform powered operations for Four Seasons, Hyatt, and Starwood Hotels & Resorts across more than 30 countries.

The Challenge: Even With a Great Product, Inconsistency Made Scalability Impossible

The platform was thriving, but behind the company's growth was a common problem: unpredictable sales.

“We were great on the tech side, but I was the one selling and closing deals myself,” Sholanki says. “We couldn’t scale.”

Forecasts were unreliable, hiring experienced sales leaders hadn’t worked, and performance varied wildly. “I must have gone through half a dozen false hires,” Sholanki remembers. “A few months in, things just wouldn’t work out.”

Sholanki’s goal was to step out of founder-led selling and build a professional, data-driven sales organization capable of consistent, quarter-over-quarter growth—the kind investors reward.

The Solution: Re-Engineering the Sales Engine

One day, Sholanki received a package containing two fuzzy dice and a note: “Don’t Gamble on Your Next Sales Hire. Hire Sales Academy.” Sholanki ignored it for weeks, until a particularly frustrating morning with a deal gone sideways prompted him to take a call with Sales Academy founder Sean Anderson.

“I was ready for a sales pitch,” Sholanki says. “Instead, Sean spent an hour asking deep questions about our business. It felt like sales therapy.”

What began as a conversation turned into a consulting engagement—and eventually a complete three-step sales transformation.

1. Moving From Demos to Discovery

Most SaaS companies default to demo-first selling. Sales Academy introduced the CustomerCentric Selling® framework, emphasizing discovery before demonstration.

“Once we slowed down and focused on real buyer pain, our conversations changed,” Sholanki says. “Buyers had more confidence and we faced less resistance on pricing.”

2. Building a Better Hiring System

Selling a \$99 product requires different skills than selling a \$10,000 enterprise solution. To find true enterprise sellers, Sales Academy implemented psychometric

assessments and structured interviews that identified motivation, drive, and curiosity as key traits.

Every new hire now goes through personalized onboarding and coaching, including recorded call reviews and targeted feedback. “That’s how we built the caliber of salespeople we needed,” Sholanki explains.

3. Creating Messaging That Resonates with Enterprise Buyers

Book4Time refined their positioning and story to match the sophistication of its market.

“Sean helped us align how we talked about the product with how enterprise buyers think,” Sholanki says. “Our messaging finally made sense.”

The Result: Predictability and Discipline Creates Value

Within the first year, Book4Time’s sales organization was almost unrecognizable. Forecasts became reliable, onboarding accelerated, and hiring errors dropped sharply.

“Sales Academy replaced our gut feel with data,” Sholanki says. “We could finally predict who would sell—before we even hired them.”

Metric	Before	After Sales Academy
Mis-hires	High turnover	↓ 50%
Onboarding Time	9 months	5 months

Forecast Accuracy	Inconsistent	Predictable
YOY Growth	Variable	51%, 58%, 82%
Win Rate	-	43%
Long-Term Growth	-	27% CAGR (2016-2024)
Outcome	-	\$200 M Strategic Exit

That predictability attracted a growth investment from Serent Capital, providing Book4Time with the resources to scale globally and ultimately pursue a strategic acquisition.

“You’re better off growing 20% every year than 50% one year and 5% the next. Predictable growth builds confidence, and confidence drives valuation,” he adds.

While Book4Time adopted new processes, Sholanki says the biggest change was mental discipline.

He credits three mindset shifts for lasting impact:

1. **Clarity:** Understand your product, market, and sales motion before scaling.
2. **Decisiveness:** Recognize when a hire isn’t working and act quickly.
3. **Discipline:** Maintain accurate forecasts and consistent execution; that’s what investors value.

Book4Time's story shows how a founder-driven SaaS company can evolve into a scalable, investor-ready enterprise. With guidance from Sales Academy, Sholanki turned unpredictability into precision—and built a sales engine strong enough to power a \$150 million exit.

“We stopped gambling on sales,” he reflects. “Once we built the system, everything else followed.”