Sales Readiness

Sales Leader Series

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3FORWARD

Sales Readiness – Today's Panel

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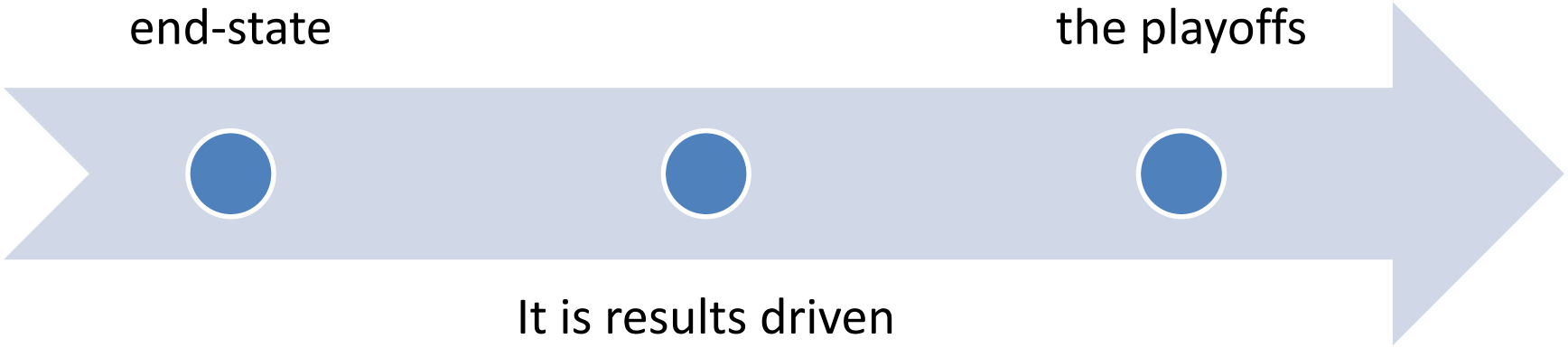
Sales Readiness – Our View

Sales readiness is an on-going process, not an end-state

It is results driven and continuously improving

It's like building an "Off Season" game plan during the playoffs



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The Sales Ready Company

Sales Ready Companies Excel At:

Maintaining sales teams with superior skills	Fostering a sales centric culture	Having a well defined sales strategy	Aligning with customers' buying process	Identifying, nurturing and delivering qualified leads to the sales teams	Managing a opportunity pipeline that delivers the "Revenue Plan"

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Focus on People

- Slow economies stratify sales organizations
- Retaining key talent and attracting new talent is critical
  - Sourcing of top talent is an ongoing event
- Turnover can have positive and negative effects on sales performance
- Sales support roles become more critical
  - Opportunity management
  - Client Solutions
  - Contracts

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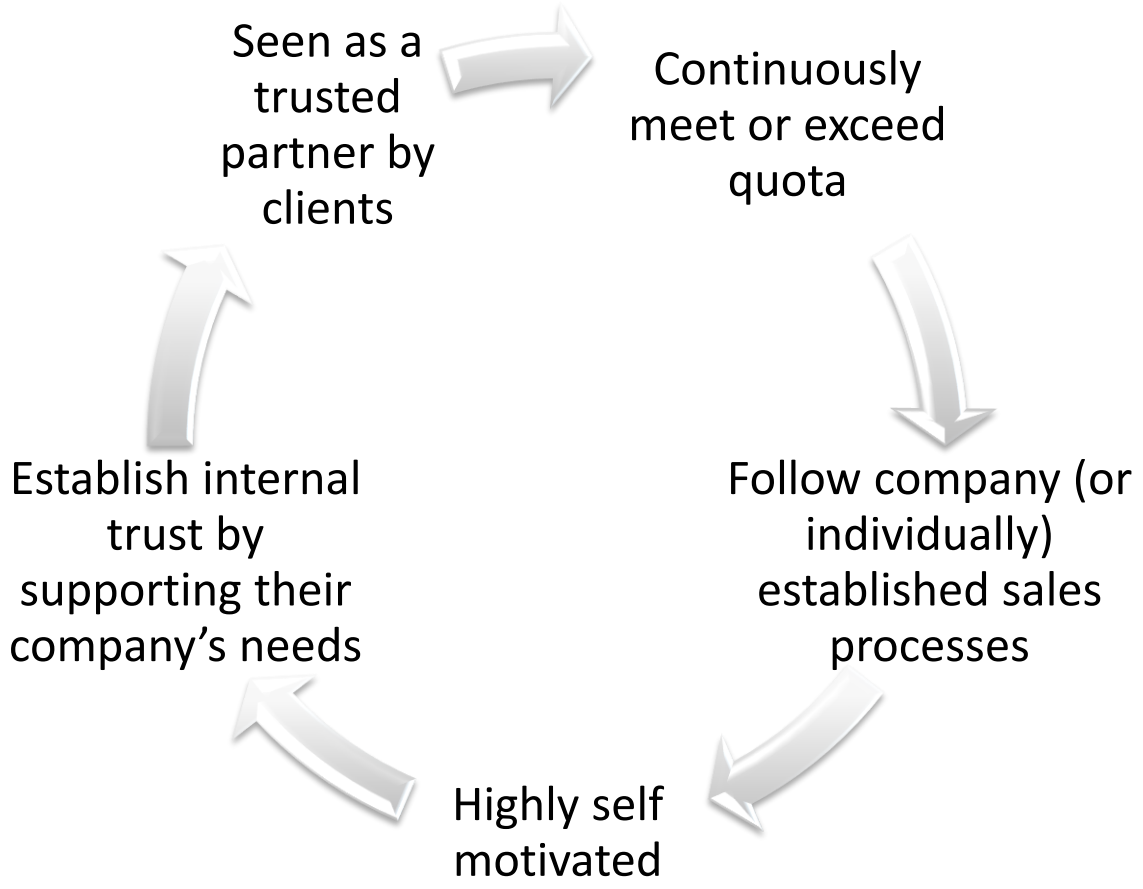
Profiling The High Performer



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Repair or Replace

Considerations before turning over a sales rep or team:

- Was their quota appropriate
- Are they getting the support needed to be successful
- Validity of existing pipeline
- Relationships with key clients
- Their investment in themselves
- Required sales management time to address deficiencies
- Ramp time to bring a replacement up to speed

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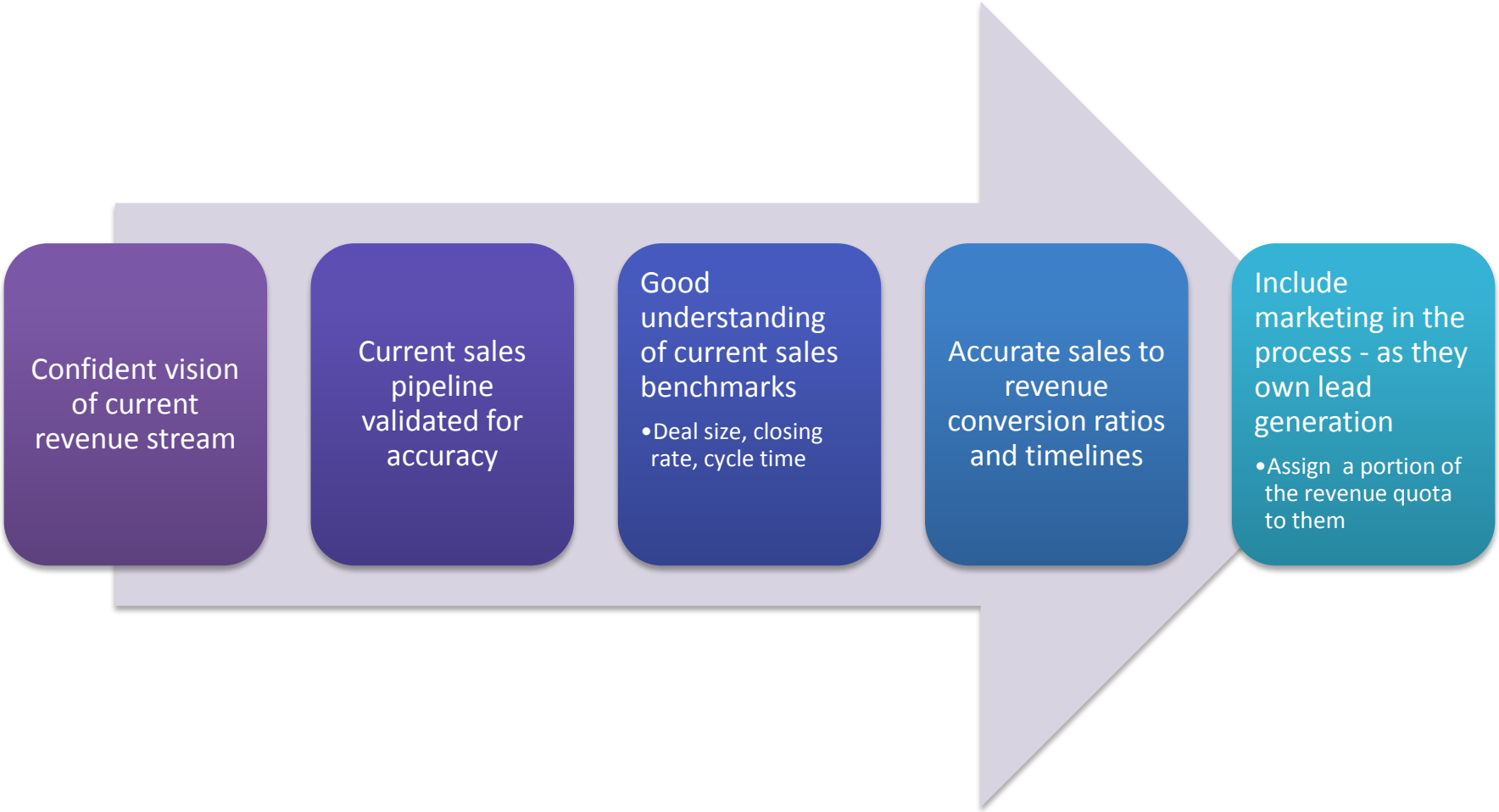
Revenue Planning Process



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Revenue Planning

Assumed Close Rate	25%

				2009						2010					
				Plan Year One						Plan Year Two					
Award Totals	Required Qualified Pipeline	Annual Value Closed During Quarter	Annual Value Converted at Signing	Q1	Q2	Q3	Q4	CYR 2009	ABR Base	Q1	Q2	Q3	Q4	CYR 2010	ABR Base
'10 Q1 Wins	23.80	7.00	5.95	0.74	1.49	1.49	1.49	5.21	5.95	1.49	1.49	1.49	1.49	5.95	5.95
'10 Q2 Wins	68.00	20.00	17.00		2.13	4.25	4.25	10.63	17.00	4.25	4.25	4.25	4.25	17.00	17.00
'10 Q3 Wins	102.00	30.00	25.50			3.19	6.38	9.56	25.50	6.38	6.38	6.38	6.38	25.50	25.50
'10 Q4 Wins	136.00	40.00	34.00				4.25	4.25	34.00	8.50	8.50	8.50	8.50	34.00	34.00
	329.80	97.00	82.45					29.64	82.45	20.61	20.61	20.61	20.61	82.45	82.45
'11 Q1 Wins	153.00	45.00	38.25							4.78	9.56	9.56	9.56	33.47	38.25
'11 Q2 Wins	153.00	45.00	38.25								4.78	9.56	9.56	23.91	38.25
'11 Q3 Wins	153.00	45.00	38.25									4.78	9.56	14.34	38.25
'11 Q4 Wins	153.00	45.00	38.25										4.78	4.78	38.25
	612.00	180.00	153.00											76.50	153.00

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Revenue Planning

Lead Generation

- *Owned by marketing* - accountable to sales
- Lead generation by sales is a waste of their time!
- Investigate and implement 2.0 tools
- Formalized hand-off process to and from sales
- Formal lead nurturing process established
- Easy to use CRM system to manage and report leads and activities
- Forces Sales to continue prospecting process

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Pipeline Management

- Sales phase methodology
- Use a factored revenue approach
- Review at least twice monthly
- Plan for overachievement of pipeline targets
- ***Think you have enough pipeline… you don't!***

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Pipeline Revenue Factoring

Opportunity Stages	Probability	Activity	Revenue Projection
Opportunity ID'd	10%	Potential opportunity identified	
Idea Discussed	20%	Client confirms issues, challenges, need…	
Concept Delivered	30%	Written concept submitted to prospect	
Solution Meeting Complete	40%	Concept discussed; including how and when to begin	
Full Solution Delivered	50%	Solution submitted, including outcomes, timeline & pricing	10%
Solution Validated	60%	Proposal modified if necessary / Resubmitted	30%
Verbal Approval	75%	Client decision maker accepts proposal	50%
Terms Negotiation	90%	Contract and SOW in review / negotiation	70%
Formal Award	100%	Contract and SOW signed	100%
Opportunity Lost	0%		
Dead or Delayed	0%		

3forward Opportunity Stage Definitions©

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