



On-Site Sales Discovery



Prepared by:
Test Advisor Name
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Prepared for:
Thirty Five

Product Of:



Summary

Thirty Five has realized some amazing growth since its inception in 2005, having been recognized by Inc. Magazine multiple times for its rapid growth. This rapid growth has led Thirty Five to becoming a "victim of its own success." In an effort to build the necessary infrastructure, senior leadership made the decision to slow down its growth in 2011. While significant progress has been made, there are still many opportunities to create a more stable foundation, especially within the sales department.

Sales Xceleration was engaged because the client described their current environment as "reactive, chaotic, with a lack of process." Other behavioral issues were discussed regarding some employees having "attitudes" and others working within "silos."

This On-Site Sales Discovery assessment is designed to identify the specific areas within the sales infrastructure that will help Thirty Five build a foundation for future growth. There is a real opportunity for Thirty Five to grow to a \$10-20M company in the next few years if the key components of a sales infrastructure are put in place.

We believe the 5 key areas identified in the Top Areas of Focus on pages 19 and 20 are the most important areas to address first. Without addressing these foundational elements, future growth will be difficult and the overall company brand will likely suffer.

Sales Strategy

Overall Score: 13

Industry Positioning	1	2	3	4	5	6
Competitive Landscape	1	2	3	4	5	6
Value Proposition & Points of Differentiation	1	2	3	4	5	6

Level	Score	Indicator	Valuation
High	6	Excellent	Demonstrates the ability to perform with excellence showing no deficiencies
	5	Great	Fundamentally sound with minimal deficiencies
Medium	4	Good	Has multiple strengths needs moderate adjustments
	3	Average	Proficient with few adjustments
Low	2	Fair	Minimal strengths with multiple deficiencies
	1	Poor	Vulnerable with many deficiencies

Sales Strategy:

Industry Positioning



Level	Score	Indicator	Valuation
High	6	Excellent	Demonstrates the ability to perform with excellence showing no deficiencies

Current Status: The relationships your company has with Citrix, Dell and Microsoft are your best source for positioning company brand and strength of service. Although your deliverables are considered best in practice it heavily relies on your relationships with your three key partnerships. There are gaps in the system by relying strictly on your partnerships and referrals.

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Proposed Action: Contact key relationships with Citrix, Dell and Microsoft and explore other streams of service you can provide to their customers. Use the power of their brand and marketing to work for you. We believe you should identify and target market end users through aggressive sales tactics.

Purpose: Setting these actions into place will help you leverage your position to customers you currently don't have access to. By taking these few steps you will also strengthen relationships with the top three partners who will be marketing for you cutting cost and keeping cash flow streaming in.

Lastly, we urge you to target specific customers you have identified and market to them with targeted sales tactics. This will allow you to drive and control your brand, strengths and the message you hope is received. This not only widens your customer base but it also builds your database and referral system.

Sales Strategy:

Competitive Landscape



Level	Score	Indicator	Valuation
Medium	3	Average	Proficient with few adjustments

Current Status: The 3-5 products/services your company provides are exceptional. The closest competitor is JAX, when it comes to the scope of work in Pittsburg. Secondly, you compete with internet companies selling products.

Proposed Action: We believe that other companies need to be identified as competitors not only within Pittsburg, but regionally as well. Consider companies like Bet Tech, FDW and Hopan.

Purpose: Companies that start out small also grow into larger companies because they do great things and have great relationships. We never want to underestimate a small local company or regional company that can impose their strength and service on your customers. By identifying similar type companies you will be able to keep a pulse on who is growing, why they are growing, in addition to learning their strengths and limitations.

Sales Strategy:

Value Proposition & Points of Differentiation



Level	Score	Indicator	Valuation
Medium	4	Good	Has multiple strengths needs moderate adjustments

Current Status: What makes Thirty Five unique? Expertise, strategic relationships and comprehensive offerings are the company's strengths. The real question is how do new clients (that aren't referred to you) find out what your USP is? This became a concern when we asked the sales team what they felt made the company unique and we received generic responses that were not consistent. This lack of unified focus is a concern. Additionally, when you begin to prospect for new business you will need to clearly communicate the company's value proposition.

Proposed Action: Find one to two things that your clients, as well as your prospective clients, view as making your company unique. This one or two sentence should be a statement separating you from all other like companies. In other words, you are creating a solid value proposition.

Purpose: This will create a repeatable and consistent message that separates you from your competition. This message should be consistent throughout sales, marketing and every other department that comes in contact with current and future customers.

Sales Methodology

Overall Score: 9

Sales Coverage	1	2	3	4	5	6
Sales Process	1	2	3	4	5	6
Customer Relationship Management	1	2	3	4	5	6

Level	Score	Indicator	Valuation
High	6	Excellent	Demonstrates the ability to perform with excellence showing no deficiencies
	5	Great	Fundamentally sound with minimal deficiencies
Medium	4	Good	Has multiple strengths needs moderate adjustments
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Low	2	Fair	Minimal strengths with multiple deficiencies
	1	Poor	Vulnerable with many deficiencies

Sales Methodology:

Sales Coverage



Level	Score	Indicator	Valuation
Low	2	Fair	Minimal strengths with multiple deficiencies

Current Status: There are 5 dedicated outside sales professionals and 1 inside sales professionals. A territorial map has been identified locally broken down into regions for the sales team. It has not been utilized yet, except for dispersing leads.

Proposed Action: We propose a regional territory breakdown and in the near future a nationwide break down. Secondly, we feel you should track the responsibilities of the inside salesperson. With a company growing so rapidly a second inside sales person may be needed in the near future.

Purpose: We recommend a regional territory breakdown because of two distinct advantages. First, it will help to expand into new markets since you already dominate the market in Pittsburg. Secondly, it will allow each sales person to focus on more companies. Right now each sales person could easily overlap with another salesperson's potential customer and it is more difficult to track. This actually produces a larger customer pool and it harnesses activity.

We also suggest that the inside sales person have their responsibilities broken down. This will allow you to see how customer service/upselling contacts that this person can handle before efforts are diminishing and clients see service as problematic.

Sales Methodology:

Sales Process



Level	Score	Indicator	Valuation
Medium	3	Average	Proficient with few adjustments

Current Status: We found no standard detailed sales process. What we did find was a basic process that is still in conception. It involves a salesperson and engineer working together with a potential customer. After having an understanding of customer needs an estimate/proposal is sent to an engineer who signs off. The practice manager then sends a statement of work that potential client signs. A scope of work is created and goes back to the salesperson. We found bottlenecks in the sales process that involved engineers and sales.

Proposed Action: We advise a formal process be created and documented. Each step in the sales process needs to have key deliverables assigned to it that needs to be accomplished before moving on to the next step.

Since there are so many moving parts going back and forth between sales/customers/engineers/ and practice managers we recommend that a flow chart be created to identify who is in charge of what, where the next process is, how long a person has to turn around a specific task, etc.

Purpose: The purpose for each flow chart sets up boundaries and keeps all components moving forward in a seamless way. It also tracks and identifies where there is backup or where the ball has been dropped and in what stage. Overall, it identifies each component in the sales cycle from first introduction to signed deal much faster. Additionally, sales training will help the sales team get commitments on their closing dates and what to do when a potential customer causes a delay.

Sales Methodology:

Customer Relationship Management



Level	Score	Indicator	Valuation
Medium	4	Good	Has multiple strengths needs moderate adjustments

Current Status: Microsoft CRM is the current software being used. It has been modified to fit current requirements, but it still falls short of other CRM's offered. Basic data is currently tracked, but vital information is missing like tracking calls, meetings and other key client activity. The data being collected is often not factual and may not represent current activities. We were also made aware that there are limitations from the links on Price Works to CRM. There also appears to be reoccurring instances of reps avoiding the use of Price Works, forcing the manual use of vital information.

Proposed Action: There should be some consideration for changing your current CRM system to one that is more suited for opportunity tracking and pipeline development. We strongly suggest that each sales person be held accountable to update their data daily.

Purpose: Having a CRM collects information that stores not only client information, but reports activity on sales professionals. CRM's are not all the same and the ability to report key segments tailored around your company is a must. Despite all measurements being documented the software is deemed useless unless it has accurate information being stored daily.

Sales Analysis

Overall Score: 12

Sales Goals & Quotas	1	2	3	4	5	6
Metrics, Reporting, Dashboards	1	2	3	4	5	6
Compensation & Incentive Plans	1	2	3	4	5	6

Level	Score	Indicator	Valuation
High	6	Excellent	Demonstrates the ability to perform with excellence showing no deficiencies
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Sales Analysis:
Sales Goals & Quotas



Level	Score	Indicator	Valuation
High	5	Great	Fundamentally sound with minimal deficiencies

Current Action: There are no sales goals or sales quotas assigned. When asked if the company has a 1 or 5 years sales goal there were none. The current goal is for a salesperson to pay for themselves by producing at least \$10,000 a month. There is no clear method of determining the success of a salesperson's efforts. Not having goals in place is one of the most critical issues right now.

Proposed Action: Create a 1 and 5 year's sales goal. Secondly, set up monthly quotas for each sales person and hold them accountable.

Purpose: The purpose of a 1 and 5 years sales is to provide actionable steps that are tied to the company's vision. Working backwards from a 1 or 5 year plan can set up quotas for each salesperson that will reach the respective goals.

When it comes to sales quotas it gives a sales person something to accomplish. A sales person will then be able to set up daily activities and monitor a plan to achieve their quota. Quotas will motivate, challenge and incentivize sales people in multiple ways. A sales manager will be able to develop and manage their sales force, since they will be able to recognize early in the process where intervention is needed.

Sales Analysis:

Metrics, Reporting & Dashboards



Level	Score	Indicator	Valuation
Medium	4	Good	Has multiple strengths needs moderate adjustments

Current Status: The Thirty Five is using a basic metric and reporting system. However, the metrics and reporting system can't capture a clear picture of where the company is headed due to limited information being captured and the sales team not using the system. The sales metrics and dashboards are not clearly understood by the sales team.

Proposed Action: We recommend that you update the metrics and dashboards currently being used. Secondly, we advise that the system be shown to the sales team on how to use and fill out the proper information. Once everyone understands how to operate the system properly hold them accountable for filling out daily.

Purpose: The dashboard and metrics create the reporting system for executives to get a pulse on what is happening. Any executive will be able to read reports in multiple key areas and know customer info, sales info, industry segments etc... This is a must on being used properly.

Sales Analysis:

Compensation & Incentive Plans



Level	Score	Indicator	Valuation
Medium	3	Average	Proficient with few adjustments

Current Status: After reviewing your current compensation plan we feel that it needs modifications. Only one sales rep understood the compensation plan and how he was paid. Without a complete understanding of one's compensation plan, desired behavior cannot be achieved. We feel adjustments should be made to eliminate the current motivation to hold back sales to a later month where greater sales will be realized.

Proposed Action: We suggest that the compensation plan be restructured for each salesperson to create a specific result. We advise that the compensation plan for experienced sales members be adjusted to create urgency in finding new sales. The plan should be modified to eliminate the incentive to delay billing.

Purpose: The purpose of these changes is to make sure the sales team does not get in a complacent state from making a certain amount of money. Additionally, the changes will align individual performance with corporate objectives.

Sales Organization

Overall Score: 12

Defined Roles & Responsibilities	1	2	3	4	5	6
Staffing & Hiring Plans	1	2	3	4	5	6
Sales Training	1	2	3	4	5	6

Level	Score	Indicator	Valuation
High	6	Excellent	Demonstrates the ability to perform with excellence showing no deficiencies
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Sales Organization:

Defined Roles & Responsibilities



Level	Score	Indicator	Valuation
High	6	Excellent	Demonstrates the ability to perform with excellence showing no deficiencies

Current Status: There are no clearly defined written roles and responsibilities for sales representatives. There is an outline referencing roles and responsibilities on the career center and offer letter. We did not uncover any documents outlining consequences by not adhering to responsibilities.

Proposed Action: Defined Roles and Responsibilities should be a separate document and stand on its own. At the time of hire, we recommend that these documents be signed and dated by the sales manager, HR representative and new sales person, verifying that they read and understand expectations.

Purpose: These documents clearly state what is required of them and the consequences for not fulfilling their duties. This paper work will help resolve questions/issues down the road if any arise.

Sales Organization:
Staffing & Hiring Plans



Level	Score	Indicator	Valuation
Medium	4	Good	Has multiple strengths needs moderate adjustments

Current Status: There are 6 sales professionals now with no plans to hire additional people this year. When asked what happens when a new sales person is hired the response was for them to obtain 3 key certifications. There is no detailed onboarding system to help ensure the success of a new hire. New hires have come through referrals.

Proposed Action: We suggest a completion date be given to obtain the 3 certifications required. Secondly, we strongly advise that an onboarding process be created with a specific step-by-step approach with precise tasks to be accomplished on a timed base. Lastly, future employees should be identified to make sure that you always have a “bench” of new employees to access.

Purpose: Establishing a time frame to complete the 3 certifications will help make the person more productive, more quickly. An onboarding process will equip a new salesperson to establish, follow and complete tasks in a step-by-step process in all facets for which the job requires. Creating a “bench” of future employees will reduce the transition time, which will result in better execution and quicker pipeline development.

Sales Organization:
Sales Training



Level	Score	Indicator	Valuation
Low	2	Fair	Minimal strengths with multiple deficiencies

Current Status: There is no ongoing sales training or development. There is a sales meeting held every other week based on product development. We did not find any evidence to indicate that sales development is a typical agenda item. The owner traditionally reviews the CRM reports and much of the sales meeting is spent reviewing the sales pipeline, although we believe the CRM data is often filled with errors and duplications.

Proposed Action: We suggest the sales meeting have a specific purpose where value is received by all attendees. We also suggest that each salesperson should have a weekly one-on-one meeting. Reps should also run a CRM report before going into the sales meeting and be prepared to address/defend their pipeline and forecast.

Purpose: The reason for sharing specific content at the sales meeting is for the development of the sales team and to provide them with the needed sales collateral. Having one-on-one meetings would allow sales management to gather more detailed information regarding each rep’s sales performance.

General Sales Feedback

When asked why the “sales team” stays loyal to Thirty Five when they could work anywhere else; they responded “trust” and “family.”

Employees do show concern that the company lacks leadership and there is little structure in place. While most see the culture as a very reactive environment they “trust” in the service and deliverables offered to potential clients.

Secondly, the employees do see this company as a family, not just a place to work. Having a family dynamic creates a bond to help one another and not compete against one another. We believe that you have two main ingredients that most companies lack.

From the employees’ perspective there is a lack of confidence in a couple of processes from engineers and managed services that affect them: 1) Engineers and managed services will add items to be done on a proposal and they don’t know why or understand it occurred. They are embarrassed that they can’t explain why these items were added and they feel foolish, 2) Depending on what engineer they speak to they typically receive different answers on how to proceed, and 3) When they ask for an explanation people often get defensive.

The sales reps do not want to cold call. We feel these needs to be addressed, as it is a large part of future growth. We were glad to hear about the networking events to take place, but we feel that additional direction and expectations need to be given.

There are times where most sales reps said once a client signs off on a scope of work it can be delayed in an engineer’s box for months. This is affecting their commission and the revenue of the company.

Top Areas of Focus:

1. Sales Goals & Quotas

It is important that short and long-term goals be set to establish a foundation for all sales, marketing and operational activities. Corporate objectives must be established before allocating the appropriate sales revenue needed from each department and individual. Sales goals and quotas will focus salespeople on desired behavior and sales leadership will be able to recognize early in the process where intervention is needed.

2. Sales Process

The lack of a formalized sales process is a vital concern because of its impact on customer service, client execution and employee satisfaction. A formal process must be created, documented and communicated to the entire organization. This process should be integrated into the CRM and tied to the forecasting process. Each step in the sales process needs to have key deliverables assigned to it that needs to be accomplished before moving on to the next step.

3. Pipeline Management & Forecasting

There needs to be a formalized process tied to pipeline development, forecasting and the management of those processes. A formal process tracking each opportunity, along with their respective probability of closure is key to accurate forecasting of future revenue. A process to track the sales performance of each sales rep against their forecast and management’s expectations is important to gauge the effectiveness of each member of the sales organization. Ultimately, future decisions can be made confidently, because they are based on an accurate picture of future revenue.

4. Metrics, Reporting & Dashboards

Key metrics must be created that are closely tied to company objectives. The development of dashboards would also be a useful tool to monitor the agreed upon objectives. Tools and processes must be put in place to provide management with the proper insights into the performance of the company and all personnel.

5. Compensation & Incentive Plan

Modest changes need to be made to the current compensation plan to reflect the desired behavior by management. Adjustments need to be made to eliminate the current motivation to hold back sales to a later month where greater sales will be realized. Serious consideration should also be given to compensate new business at a higher rate than existing revenue. Most importantly, compensation should be attached to individual quotas. Quota-driven incentive plans align individual performance with corporate objectives.