



Sales Assessment Overview

The Sales Assessment is appropriate for companies that have been selling their product or service offering and there is a desire to do better. A Sales Assessment can be valuable whenever top level management needs an objective view on gauging and improving sales productivity. The Sales Assessment will help you improve your sales execution by analyzing the potential changes that can make your sales strategy and execution more efficient and productive. Symptoms may be flat or declining sales, poor performance to plan, increasing sales cycle length and decreasing close ratios. Performance may have declined due to leadership issues. Sales process implementation may be spotty, or it may not reflect changes in the products, services, & markets. Compelling events can be the departure of a key sales executive, a missed quarterly plan or the surprise loss of major deals.

To achieve significant improvement in sales, you need an objective assessment of your current sales and sales management processes as well as the support activities from the other departments that impact sales. We interview all executives plus designated sales personnel and selected customers. We then apply our proven process templates to determine the gaps that need attention.

All major areas affecting sales are examined, including sales process, value propositions, sales organization structure, positioning, pipeline quality and adequacy, sales resource quality, marketing programs effectiveness, new product introduction process, market focus, team chemistry, customer support, infrastructure, etc.

The deliverables include an analysis of key sales execution issues, Gap Analysis, and specific Action Items to close each gap plus an executive summary suitable for board presentation. GPG will also offer a proposal for the execution of the Action Items. Although meaningful work will occur on the various elements, Sales Assessments do not include the completion of the Action Items identified. Growth Process Group is available in a subsequent phase to augment existing resources, take action and drive the desired change.

When is a Sales Assessment needed?

- More aggressive revenue growth is desired
- Cost of Selling is not meeting goals
- A management change has occurred and new expectations must be set
- Sales do not meet plan
- New competitive pressures have emerged
- To understand the impact of changing market conditions
- There is a desire to move up or down the value pyramid
- Prior to entering new markets

What types of conditions does GPG find?

The Sales Assessment often reveals some mix of the following conditions:

- long sell cycles
- corporate goals are not clear
- focus on features vs. solution value
- high selling costs
- poor pipeline visibility
- failure to use best sales practices
- inadequate sales tools
- poor understanding of segment payback requirements
- inconsistent sales process
- weak pipeline development
- high sales force turnover
- difficulty transitioning the sales function to non-founders
- the Sales dept. is not data-driven
- lost business information is non-existent or ignored
- new product/service introduction process is not developed
- lack of focus on specific markets
- sales behavior is not linked to corporate goals
- a majority of the orders are booked at the end of the quarter (“hockey stick”)
- inaccurate forecasting
- low close rates
- patterns in customer purchase reasons are ignored
- Marketing & Sales are not aligned
- lack of standards for judging deal position in the funnel
- poor focus on customer pain
- pricing does not reflect value
- long new sales rep ramp time
- excessive discounting

What qualifies GPG to do Sales Assessments?

Each Partner at GPG has between 20 to more than 30 years of experience as salespeople, sales managers, Sales VP, Sales & Marketing VP and COO. We have lived your role with responsibilities for sales management and execution, and understand what to look at from every point of view. We know how to ask the right questions and we have the experience to determine the right actions. Through our relationships with other firms that benchmark performance of hundreds of similar companies, we are able to position your performance on specific metrics against industry best practices. Often, GPG is asked to take an interim executive role to effect the changes.

What should we anticipate for our involvement in the assessment?

The executive staff should be prepared to attend three to five meetings (each lasting up to three hours) with a GPG Partner over the course of three to four weeks plus a final meeting to receive the Sales Assessment report. In addition, selected individual interviews will be conducted with Senior Management, Sales Management, selected sales reps and selected customers. GPG will provide a detailed set of findings, identifying the Gaps, and prioritized Action Item recommendations for closing those gaps. GPG is available to work either as interim executives (in which role we have direct execution responsibility) or as consultants and coaches to help your team implement the Action Items.

Benefits for your executives

Board

The Sales Assessment provides a reality check on the ability to perform against your goals. When performance is not up to expectations, our expert third party view provides clarity on the alternatives that should be considered plus our recommendations on the preferred course of actions. It gives board members an ability to sort out conflicting information about performance.

The Executive Team

The Sales Assessment can get everyone on the same page. It can eliminate cross functional friction by clarifying goals and requirements to achieve them. We also experience that, through our facilitation, executive team members improve cooperation.

CEO

Before budgeting or approving budget for new initiatives, check to understand your sales capability for achieving the numbers, and promoting sustained growth. When you want to accelerate growth, the Sales Assessment provides a clear path to success.

VP Sales

A Sales Assessment is an objective analysis and builds your case to get the resources that you will need to meet your commitments and quotas. As an example, it can improve understanding with your Marketing VP on what is needed from Marketing to help you meet quotas and objectives.

VP Marketing

A Sales Assessment can validate the efforts of your department in addressing Sales' needs for selling product or services. It can help build your case for additional or more effective resources. Our involvement often eases the typical tension between Marketing and Sales.

VP Business Development

We have deep experience implementing various channel strategies and we bring fresh ideas to the table. You benefit from accessing our "forest view" while you are hugging your trees.

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