



Sales Readiness Assessment Overview

The Sales Readiness Assessment is appropriate for companies that are preparing to enter a market with a new service or product offering. A Sales Readiness Assessment can be valuable in providing an objective review of all of the elements that should be in place to enter a market. The Sales Readiness Assessment will: a) identify the missing elements, b) increase the probability of success, and c) get you to initial reference-ability faster.

Context

While this document specifically addresses the Sales Readiness Assessment, Growth Process Group understands that the goal is Customer Acquisition. We are available to manage and drive execution through to Customer Acquisition. We view the process of Acquiring Reference (Development Partner) Customers in three phases.

The phases are:

Phase 1: Sales Readiness Assessment-

We perform initial discovery including assessment of requirements for follow-on phases, identification of and agreement on GAPs and development of an Action Plan and Proposal for proceeding. In Phase 1, GPG facilitates and manages the process. Details are described below.

Phase 2: Analysis and Selection of Target Market candidates-

Top candidate markets will be identified and analyzed. Value Propositions will be refined for those markets. Ideal Customer Characteristics will be developed. Target Titles will be identified. Pain is mapped to Title Type by specific Problems Solved.

Phase 3: Acquisition of Development Partner Customers in selected Target Markets-

In this execution phase, we move to separating facts from assumptions by actively engaging Prospects. The Target Titles in the Candidate Target Markets are contacted to understand their Pain level about the Problem the Client Solves. In addition, Ownership, Political Power and Budget Capability are assessed. Initial Sales Tools are developed, a Sales Process is defined and refined, Lead Generation is launched and managed. A pipeline is developed. Qualified Prospects are visited, qualified and closed. Sales Contracts are negotiated. In Phase 3, GPG is typically responsible for execution as your out-sourced sales and sales management team.

A typical time line chart for Phases 1, 2 and 3 would be as shown below.

		Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Phase	Description																										
	1 Sales Readiness Assessment		█	█	█																						
	2 Select Target Markets, Ideal Customers and Target Titles				█	█	█																				
	3 Acquisition of Development Partner Customers in selected Target Markets																										
	Develop Sales Tools & Process Definition					█	█	█	█	█																	
	Lead Generation Activities									█	█	█	█	█	█												
	Qualified Prospect Visits																					█	█	█	█	█	
	Hot Prospect Evaluation																										
	Negotiate Contracts																										
	Reporting																										

The Sales Readiness Assessment stands on its own and can provide the roadmap for your market entry with or without GPG involvement, as you desire. Should you choose to use GPG for Phases 2 and/or 3, the specific activities, time line and fees proposed for your situation will depend on the information we learn in the Sales Readiness Assessment. For example, the time to acquire a first customer is highly dependent on the state of your current pipeline.

Interim Executive roles: GPG Partners are available as interim executives to actively lead the client through the transitions in Phases 2 and 3.

Sales Readiness Assessment

The purpose of the Sales Readiness Assessment is to assess the essential business elements, to identify the gaps and to prepare a prioritized Action Plan and Proposal for Phases 2 and 3. These must be within reasonable cost parameters and provide an increased chance of success. The Sales Readiness Assessment also provides the key information needed by GPG to decide how much compensation risk we are willing to assume in Phases 2 and 3.

All major areas affecting sales are examined, including proposed target market, prospect pain level, planned sales process, value propositions (sometimes called value hallucination at this stage), sales organization structure, current & desired positioning, sales resource quality, proposed marketing program effectiveness, market focus, executive team chemistry, etc.

What types of conditions does GPG find?

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

- assumptions for sales & marketing expense that do not match well to benchmarks
- corporate goals are not clear
- lack of focus on the prospect's problem or pain
- focus on features instead of solution benefits and payback
- inadequate lead generation planning
- a "sales anywhere" strategy
- lack of focus on target markets
- planned pricing does not reflect value
- confusion between assumptions and facts
- previous data on customers' purchase reasons are ignored
- founders plan to do it like their last company
- inadequate financial planning
- lack of sales experience

The Process

The Sales Readiness Assessment will be performed by a GPG Partner. There will be three to four meetings with the founders/executives facilitated by the GPG team. Ideally, these meetings will not be on consecutive days. The GPG partner will be present at each meeting. We require that all of the founders/executives be present for each meeting. The output from each meeting will be reviewed and further refined at the beginning of the next. We assess agenda progress and modify the following meeting's agenda as appropriate to meet the goals. In addition, we will tap various other resources to assess the critical issues. In the initial interaction, GPG will be learning. Then, we will challenge approaches, as appropriate. The entire process can conclude within three to four weeks after commencement, depending on the availability of the client participants.

What do we expect for your involvement in the Sales Readiness Assessment?

The executive staff should be prepared to attend three to four meetings (each lasting up to three hours) with the GPG Partner over the course of three to four weeks plus a final meeting to receive the Sales Readiness Assessment report. GPG will provide you with a detailed set of findings by sales element, with the resulting Gaps, and prioritized Action Item recommendations for closing those gaps.

Preparation

We will work with you to select which members of your team should attend and participate in these meetings. To the extent that the following documents exist, we request that you supply them prior to our first meeting:

- Investor presentations & business plan
- Strategy documents
- Financial plan
- Market analysis and research reports
- Organization chart with duties and responsibilities
- All current company and product collateral including the product roadmap
- End Customer Sales Contracts
- Marketing & sales collateral
- List of brokered contacts
- Pipeline Reports

Sales Readiness Assessment Objectives

Objectives of the Sales Readiness Assessment are:

- Understand Corporate Vision
- Goals Clarification
- Evaluate Positioning & Value Propositions
- Understand Technology & Products
- Understand Current Pricing Model
- Identify Candidate Target Markets
- Identify Preliminary Target Prospect List
- Map Competition (high level)
- Evaluate Proposed Lead Generation & Marketing Processes
- Become Familiar with Client Team
- Develop GAP analysis
- Develop an Action Plan to:
 - Refine the positioning, focus and value propositions
 - Select the best target markets
 - Fill the Gaps
 - Acquire Development Partner Customers
- Prepare and present the Sales Readiness Assessment Findings
- Prepare & present a Proposal for execution of the Action Plan

The Deliverables

Deliverables include a GAP Analysis, PowerPoint slides on all work completed, the Sales Readiness Assessment Findings including a prioritized Action Plan to fill the Gaps, a comprehensive proposal for proceeding plus an executive summary suitable for board presentation. We will present the Assessment Findings to the client team within one week from the completion of the assessment meetings. Sales Readiness Assessments do not include the completion of the Action Items identified. Growth Process Group is available in a subsequent phase to take action and drive the desired change.

What qualifies GPG to do Sales Readiness Assessments?

Each of us at GPG has between 20 to 30 years of experience as salespeople, sales managers, Sales VPs, COO, General Managers and CEO. We have built successful companies and lived in your shoes. With responsibilities for sales management and execution, we look at the issues more from the customer's need point of view than from your product features view. We know how to ask the right questions and we have the experience to determine the right actions.

Benefits

Board & Investors

The Sales Readiness Assessment provides a reality check on the ability to perform against goals. Our expert and objective view provides clarity on the alternatives that should be considered plus our recommendations on the preferred course of action.

The Executive Team

The Sales Readiness 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, the CEO can check to understand the assumptions for growth versus reality. The Sales Readiness Assessment provides a clear view of the best course before allocating time and money.

VP Sales

A Sales Readiness 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 Readiness 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. We are also effective in clarifying roles when there is confusion with Sales and Marketing.

Contact us at

408-252-5518

info@growthprocess.com

www.growthprocess.com