

INSERT LOGO

Select Training Vendor

Training Specialist

<presenter name>

<Email>

<Date>

We are winning but it has not been easy or repeatable

Situation

- Top 3 Executives are involved in winning every deal
- Today we are “winning ugly” by chasing any and all opportunities and muscling the win through
- How our people sell and interact with clients is no better or worse than our competitors
- Significant percentage of opportunities are RFP-driven
- Hear same finite number of objections over and over

Complication

- Top 21 accounts are at risk
- Cost of sales is too high
- Too many sales professionals recently received low competency rankings
- RFP strategy is stretching current resources

Key Question

- How can we “teach or client facing team to fish” while maintaining the recent winning momentum?

Contents

Current State

Envisioned State

Vendor Selection

Timeline

Top 21 accounts are at risk

EVIDENCE:

- Relationships are at the user buyer level instead of at higher levels where strategy is set.
 - Sales people interviewed point to lower-level relationships and delivering on the implementation tactics as their success factors.
- A very small percentage of Top Accounts see us as a strategic partner (i.e. inviting to internal planning meetings, no RFPs for big shows, etc)
- No consistent, deliberate process for managing and penetrating these accounts.

IMPACT:

- 70% of revenue comes from 21 accounts. Very risky.
- RFPs on large shows cause discounting.
- Accounts are open for competitors who may establish relationships at higher levels in client organizations.
- We not getting invited higher up. Clients see our sales professionals as great at executing at the implementation level and not someone they see as a strategic partner or “trusted business advisor”.
- Solid base allows for company to invest resources into future growth.

Cost of sales is too high

EVIDENCE:

- Cost of pitched deals, not won bucket is significant.
 - Need to have a better plan and understanding before investing resources to win a deal
- rely on more than luck.
- Today, we go after all opportunities. No selection process for which deals to pursue and, therefore, invest resources.
- Can cost up to \$50K to pursue a deal.

IMPACT:

- If we pursue 250 deals per year, the grand total of pursuing these deals could be a substantial number.
- If there were a better selection process and skill upgrade, we would pursue fewer deals and win a bigger percentage therefore reducing the cost of pitched deals, not won.

Too many sales professionals recently received low competency rankings

EVIDENCE:

- Productivity per rep is too low.
- Sales reps are stuck at low level in client organizations.
- Competency rating system puts large portion of sales team at C level.
- Tactical approach today.

IMPACT:

- Moving a percentage of C and B level sales reps up could create dramatic results in sales performance.
- More strategic relationships in more of the Top 21 accounts would reduce some exposure and risk in a large percentage of our sales revenue.
- Sales reps are spending a lot of time servicing accounts and little time selling. More strategic approach would help them organize their client interactions in a more productive way that would benefit us and their clients.
- Create a valuable experience for buyers which could teach them a better way to buy and package our solutions for real business outcomes. Be seen as the experts or consultants.

RFP Strategy is stretching current resources

EVIDENCE:

- “Any business is good business”, “opportunistic”, “reactive” approach.
- Significant percentage of opportunities are RFP-driven (160 for 2008)
- When we are able to influence an RFP, win rate is close to 100%.
- When we are not able to influence, win rate is 1 in 20 or 5%.
- Can cost up to \$50K to answer an RFP.
- No access to decision makers once RFP is out. Causes guessing.

IMPACT:

- Influence more RFPs = more wins.
- Better selection process could save huge sums allow us to focus people and money to pursue deals where you have a better chance.
- Choosing the RIGHT, most “winable” 160 RFPs to invest resources into winning is a critical success factor for 2008.

Contents

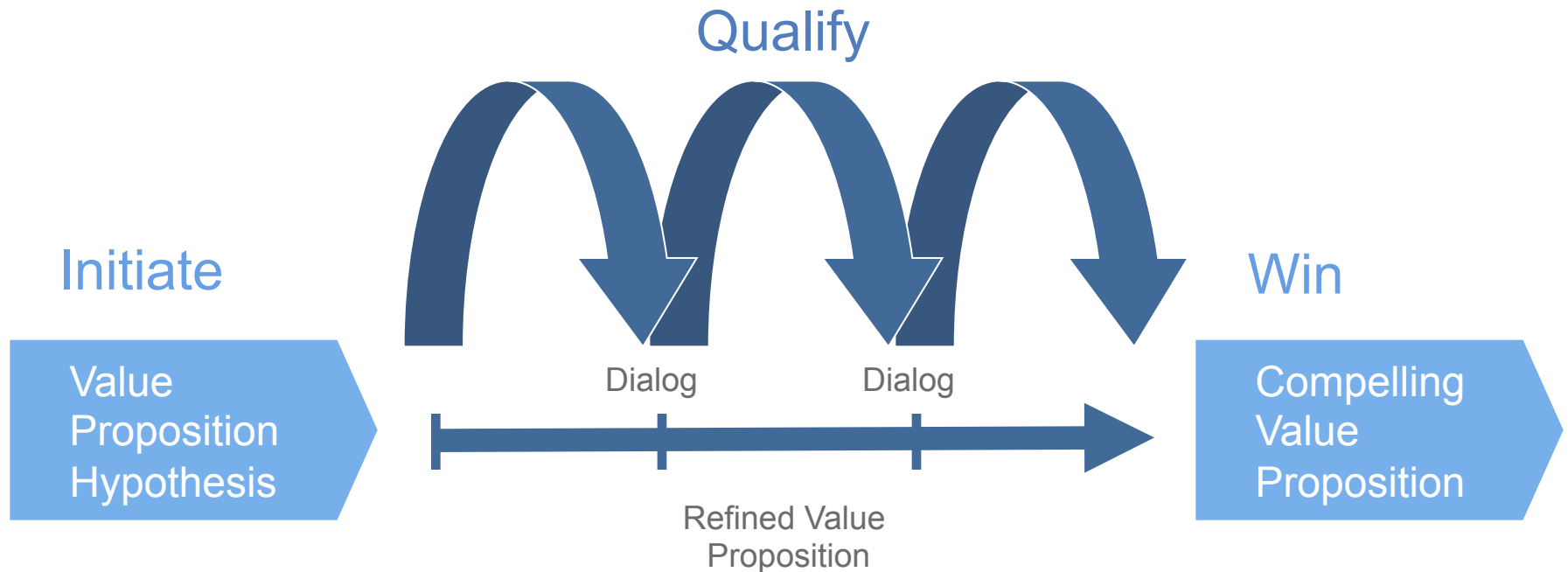
Current State

Envisioned State

Vendor Selection

Timeline

Envisioned State: We explore, develop, and transfer a compelling value proposition that can win business!



Value is in the **client's mind** and is based on the degree to which they believe we can help them succeed.

We have seven distinct needs that comprise the envisioned state of our sales force

| Needs | Vision |
|------------------------------|--|
| 1. Retain and Grow Clients | Solidify, sustain and grow top 21 accounts. |
| 2. Acquire New Clients | Be more selective and laser-focused on client to provide most competitive solution to most qualified buyers. |
| 3. Differentiate Sales Force | Buying experience needs to differentiate our sales professionals from the competition. There is little difference in solutions; difference needs to be in buying experience. Need strategic sales team that creates value for our clients. |
| 4. Increase RFP Win Rate | Continue the work around a solid selection process and winning strategy for RFP-driven business. |
| 5. Improve Productivity | Use resources (time, people, money) more strategically in pursuit of new opportunities. |
| 6. Manage Opportunities | Need to equip sales professionals and leadership to own opportunities and move them successfully to a close. |
| 7. Negotiate Professionally | Have an objection handling methodology creates open dialogue with a customer to mutually explore business needs and address real concerns towards a positive outcome. |

Training and development is required for us to reach our envisioned state

| Needs | Training and Development Requirement |
|------------------------------|---|
| 1. Retain and Grow Clients | Provide the “what to do” and “how to do” for moving from sales vendor to trusted advisor who has access to the appropriate decision makers and is seen as a strategic partner |
| 2. Acquire New Clients | Teach communication skills to move client off the solution (ex: we need to make a single product purchase by the end of the quarter) to a business conversation that will allow them to meet that need AND identify other opportunities proactively creating value for the client and us. |
| 3. Differentiate Sales Force | Focus on compressing the sales cycle through effective execution of skills to move a sale to a decision. This creates value for the client by helping them think through their business case and create an environment of efficiency toward solving their problems or gaining their desired results. |
| 4. Increase RFP Win Rate | Address RFP business specifically and teach languaging skills and techniques for creating a better playing field where clients can be better served by allowing us to share a solution that exactly meets their needs instead of being forced to guess; we also need provide insights into what deals are good deals to pursue and some strategies for making those very important decisions. |

Training and development requirements cont.

| Needs | Training and Development Requirement |
|-----------------------------|---|
| 5. Improve Productivity | <p>Give our sales professionals the answers to the following questions: Should the client do anything? (Is there a business case to buy anything from us or anyone else?) Can they do it? (resource question) Will they do it? (Decision Grid). Armed with this information, sales professionals will be able to make much better decisions about resources to invest in pursuit of a deal.</p> |
| 6. Manage Opportunities | <p>Offer a flexible, easy-to-use method for organizing an opportunity and moving it through a sales cycle in the client's best interest.</p> |
| 7. Negotiate Professionally | <p>Present techniques that allow a sales professional to open dialogue when they would otherwise have felt shut down by an objection. Teach them to explore the objection with the client in a way that puts the client at ease. Teach them how to understand equivalencies in the face of objections.</p> |

Contents

Current State

Envisioned State

Vendor Selection

Timeline

Most of the sales training firms make similar claims regarding results, practical application and relevance...

ES Research, author of the annual “Sales Training Vendor Guide”, says in their 2008 report that:



Our research shows that 90% of all sales training programs result in a 90-120 day increase in sales productivity. This is apparently little more than a temporary productivity blip, and fewer than 20% of all companies show a sustainable productivity gain that lasts a year or more. Our research further shows that the most important factor in sustainable sales improvement is a sales training program carefully matched to and directly supporting the use of your sales methodology and sales force profile.



... And they are all right. We need the best partners but we will only be successful if we integrate the learning into everything we do.

We have evaluated three potential training partners with distinct differences

Vendor 1

- Offers “off the shelf” solutions in our price range
- Very academic but time tested approach
- Thousands of clients big to small
- Low cost solution
- Organized as independent consultants

Vendor 2

- Offers “off the shelf” solutions in our price range
- Well organized and documented approach with WBT support
- Thousands of clients big to small
- Low cost solution
- Corporate structure with dedicated sales, support, and training

Vendor 3

- Only offers customized training
- Intuitive, easy, replicatable approach
- Boutique firm with under 100 clients
- Higher cost solution
- Corporate structure with dedicated sales, support, and training

While vendor 3 is slightly higher in cost, we suggest this choice as the highest value partner

| Needs | Vendor 1 | Vendor 2 | Vendor 3 |
|------------------------------|---------------|---------------|---------------|
| 1. Retain and Grow Clients | 44 | 38 | 42 |
| 2.Acquire New Clients | 36 | 40 | 48 |
| 3. Differentiate Sales Force | 32 | 26 | 50 |
| 4. Increase RFP Win Rate | 29 | 36 | 40 |
| 5.Improve Productivity | 18 | 27 | 38 |
| 6. Manage Opportunities | 41 | 32 | 47 |
| 7. Negotiate Professionally | 40 | 36 | 44 |
| TOTAL RATING | 240 | 235 | 309 |
| TOTAL COST | \$145K | \$160K | \$189K |

Contents

Current State

Envisioned State

Vendor Selection

Timeline

The sales force and all supporting roles can all be trained before the end of the year

