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Service Provider Summit
Sales Best Practices

Old School... New Tools

April 23, 2009, New York City

- Markets changing at hyper-speed – “Gaining Speed and Loosing Altitude”
- Strategic decisions too often based on obsolete data, anecdotal impressions, headlines or group impressions
- Fresh, actionable data missing from most marketing and sales plans
- Brand differentiation typically based on “table stakes”
- Sales stinks at collecting prospect, competitive and market data (and it’s a high cost model)
- Sales resources abandon prospecting when pipeline *feels* full
- Difficult to find sales people that truly have the right competencies for selling outsourcing

Sales Best Practices

Hire Exceptional People

Build an Achievable Sales Plan

Acquire and Develop Prospects

Manage your Clients and
Pipeline for Success

Old School

- Recruiters
- Employment Boards
- Referrals
- Trade pubs
- Former Employees

New Tools

- Social Networking
 - LinkedIn
 - » Individuals and companies
 - Blog's
 - » Look for innovators and forward thinkers
 - Facebook
- Sales Outsourcing



Old School

“Kentucky Windage”

- Guessing at a revenue target
- Basing future growth on prior accomplishments
- Assigning sales quota based on desire rather than reality
- Cost of sales based on revenue

New Tools

Revenue Planning Tools based on reality

- Average deal size
- Average close rate
- Sold revenue versus realized revenue
- Revenue erosion
- Risks and opportunities

Sales Force Cost Estimator

- Size sales force based on revenue goals
- Sales costs based on revenue generation needs

Revenue Projection Plan 2009-2011								
Year	Objective	Base Revenue	Unplanned Erosion	Unclosed CYR	Estimated CYR	Forecasted CY Variance	ABR Carry Forward	
2009	\$ 22.00	\$ 7.70	\$ 0.39	\$ 15.66	\$ 22.98	\$ 0.98	\$ 40.52	
2010	\$ 76.00	\$ 38.49	\$ 2.03	\$ 71.45	\$ 107.91	\$ 31.91	\$ 117.35	
2011	\$ 120.00	\$ 111.48	\$ 5.87	\$ 163.47	\$ 269.08	\$ 149.08	\$ 236.78	
Assumptions								
Objective based on 2008 Business Plan								
Base equals existing revenues plus ABR carry forward								
Erosion assumes 5% decrease in base revenue from prior plan year								
Unclosed CYR equals CYR Forecast from Revenue Projection Model								
ABR Carry Forward equals annualized value of contracts sold during prior year, plus existing base								

Know Your Numbers

- Average Contract Value
- Sales Cycle
- Close Rate
- Revenue Conversion Factor
- Erosion

Old School

- Rolodex
- Random cold calling
- Local business journals
- Trade associations
- List Brokers
- Mailing brochures and collateral pieces

New Tools

Targeted account focus based on capabilities and competencies

- Prospect and market analytics
- Determine criteria and trigger points

Sales messaging based on your competencies

- Exposure to analysts and advisors
- TPI, Equaterra, Alsbridge, etc...

Old School

- Revenue forecasting based on gut feel
- Managing opportunities via spreadsheets and notes
- Client data and information held at the rep level

New Tools

CRM systems that work for you

- Prospect and opportunity management
- Critical client data in a central repository
- Revenue factoring based on sales phases
- Integrated with 2.0 tools and media
 - RSS feeds, Dynamic Content

Sales Phases & Revenue Factors

Prospect Stages

- Identified – intend to pursue
- Contacting – attempting to engage
- Qualifying – introductory dialogue occurring
- Engaged – discussing opportunities
- Cold – lost traction, attempting to re-engage
- Idle – lost traction, not currently pursuing

			Revenue Projection
Stage	Probability	Activity	
1	10%	Potential opportunity identified	
2	20%	Client confirms issues, challenges, need...	
3	30%	Written concept submitted to prospect	
4	40%	Concept discussed; including how and when to begin	
5	50%	Solution submitted, including outcomes, timeline & pricing	10%
6	60%	Proposal modified if necessary / Resubmitted	30%
7	75%	Client decision maker accepts proposal	50%
8	90%	Contract and SOW in review / negotiation	70%
9	100%	Contract and SOW signed	100%
10	0%		
11	0%		

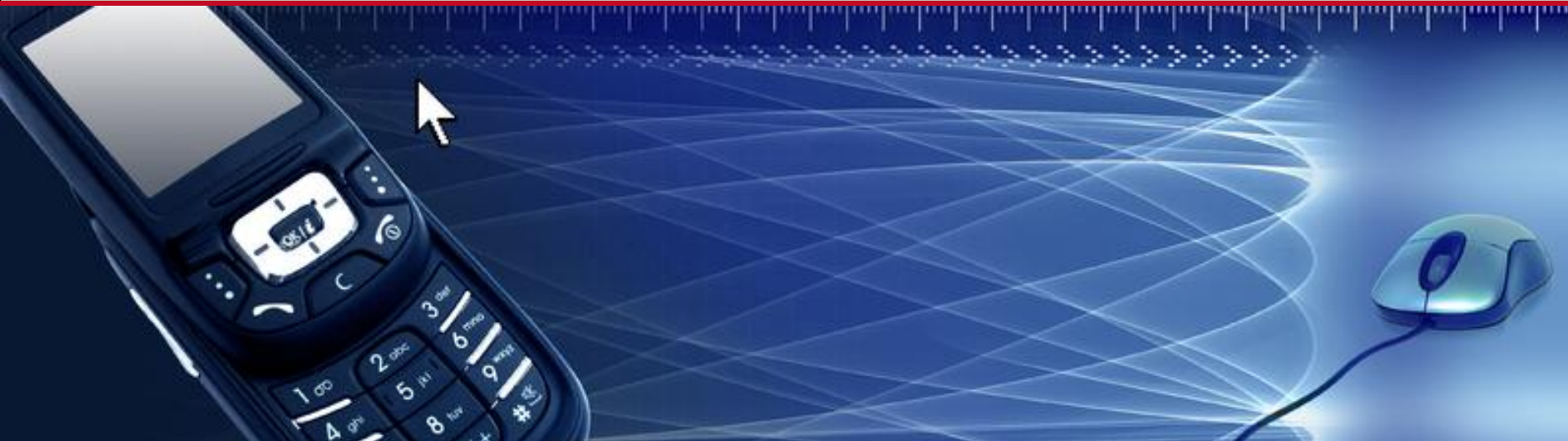
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