A Sales Organization's Transformation

RESULTS IN 10 QUARTERS

◤ Net revenue up 90%
◤ Stock price up over 300%
◤ "Cecond Opinion's tools were instrumental in our success"

Overview: The CEO of a public, market leading payment processing and technology company faced a crisis following the close of its fiscal year in June of 2015. The company's stock price was flat due to inconsistent sales quarter to quarter. The CEO's frustration with a disorganized and undisciplined 18-person sales team, expressed his feelings succinctly saying, "I don't want to live like this anymore."

Assessment: *Cecond Opinion's* assessment revealed that sales were inconsistent because the sales organization was in disarray-- trust, transparency and accountability were missing. Despite using CRM Salesforce.com for years, reps lacked focus as to which activities would garner the best results. Annual and quarterly sales planning and quota setting were cumbersome and ineffective.

Cecond Opinion's **Solution**, which helped generate a significant increase in the company's stock price in 10 quarters, involved deploying three tools designed specifically to build trust, accountability, and transparency within sales organizations. Here's how deploying these three tools helped this company transform its sales culture and achieve its results:

Sales Roadmap: focused sales reps on specific activities that would garner the best results, using the 80/20 rule as the guiding principle. Simple to implement, easy to use, and highly effective in tracking most of each rep's revenue each quarter, this tool requires reps to "put a stake in the ground" and tell sales leaders when and where their biggest accounts are closing, and what the amounts will be.

Sales Tracker: ensured easy monitoring of rep level sales, commissions, and trends. Updated and distributed every few days, the "snapshot view" of the tracker shows actual sales by rep, compared to monthly and quarterly targets, dramatically increasing transparency and accountability throughout the organization. Regularly sharing sales results by rep has created friendly competition and dramatically reduced the likelihood that popular but unproductive reps were given a pass by sales leadership, a common problem in prior years.

Annual Sales Plan: enabled executives to improve annual sales planning and quota setting by easily modeling "best", "likely" and "worst" case scenarios. This tool is used before each fiscal year to model expected annual sales based on: 1. sales by rep type (Small Business, Regional, National), 2. number of reps per team, and 3. market conditions. During the fiscal year, the CEO revisits the tool periodically to ensure sales to date, current staffing levels, and pipeline are tracking to the company's annual sales target. If the tool indicates misalignment between expected sales and staffing levels, the CEO and leadership team adjust its average sales by rep assumption, hires additional sales reps, or both. The tool's modeling capability has helped the organization achieve its quarterly and annual sales targets since July of 2015.

**For a free assessment of your Sales Organization, contact
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