

Customer Acquisition, Sales Leadership and Revenue Growth

Situation: I was promoted to National Sales Director. The entire sales force had been fired (disseminated) at the end of the fiscal year with the exception of one sales person and five pre-sales consultants. There were three quarters left in the current fiscal year to reach a quota of \$22M while rebuilding the entire sales organization. Morale was low, there was no sense of teamwork, no overall direction for what was left of the group, and products/sales training programs were virtually nonexistent.

Questions to answer and actions to take:

- **Market Analysis** – *"Whom do we serve; who constitutes our ideal customer, partner, geography, company size, industry..."*
- **Customer Acquisition Analysis** – *"Why do our customers do business with us, how to put our Business Intelligence and Insights into action, what is the best use of our customers' references for up selling and cross selling..."*
- **Win / Loss Analysis** – *"Why do we win, what represent our ideal customer, why do we loose, and do we loose against the same competitor every time... which are the sales scenarios we should avoid getting involved with in the future..."*
- **Understanding our competitive landscape** – *"Who are they and what are their strengths and weaknesses..."*
- **Strategic partnerships** – *"Whom could we partner with and why..."*
- **Human Capital Optimization** – *"Do I have the right individuals, are they equipped with the right tools to perform their jobs and are they properly trained..."*

I designed a practical go-to-market plan for both internal and external operations. I examined the use of technology and available tools to support best practices and automate processes to retain, share, and analyze information for more predictable revenue results. Sales methodology, forecasting tools, compensation plans and training programs were put in place.

Results:

- Rebuilt sales team in less than eighteen months.
- Achieved 190% of quota in nine months while rebuilding team.
- By continuing to apply a systematic, yet creative approach to sales and partnering, the team dramatically increased the following year's revenue by \$30M to \$77.4M (258% increase over previous year).

I worked personally on closing accounts while recruiting seasoned sales individuals from inside and outside the company (including the competition). Efforts were expanded to attract individuals from inside to cut down on training time and hiring costs. Individuals were recruited in areas considered to be strategic locations for new accounts, to better service existing accounts, and to work closely with both new and established partners.

While the Direct Sales Force focused on developing new strategic accounts, the Pre-Sales Consultants concentrated on increasing the footprint in the existing customer base. I worked personally to target, establish, or expand consulting practices with the Big 5 (Bearing Point, Price Waterhouse, Deloitte, DMR, and Accenture) to create an indirect sales channel at no cost to the company while yielding exponential results.