

[company]

**201x STRATEGIC PLAN
BUSINESS DEVELOPMENT – DRAFT**

CONFIDENTIAL & COMPANY PRIVATE

OVERARCHING COMPANY OBJECTIVES – 201X

To achieve *sustainable revenue, cash flow, profit, and balance sheet performance* capable of providing the financial resources to support and grow the business, while providing security and value to all stakeholders; owners, customers and employees.

OBJECTIVE #1 Profitable Revenue Growth	OBJECTIVE #2 Internal Efficiency	OBJECTIVE #3 Organizational Development
<p>GOALS</p> <ul style="list-style-type: none"> - xx+% (xx% stretch) revenue growth - xx+% gross profit - x+% return on sales (ROS) - Manageable debt level - Continuously increase existing customer margins 	<p>GOALS</p> <ul style="list-style-type: none"> - Implement operational improvements - Improve critical systems & processes & document: x per year, x per function - Improve recruiting & retention process - Identify & build organizational competencies 	<p>GOALS</p> <ul style="list-style-type: none"> - Retain dedicated, quality employees - Cultivate competencies & expertise - Increase employee engagement, commitment & accountability
<p>INITIATIVES</p> <ul style="list-style-type: none"> - Identify & leverage 'differentiator' - Robust customer acquisition process - Vigorous account management – keep desirable customers - Develop company 'value enhancers' - Clearly defined product portfolio, go-to-market & customer strategies 	<p>INITIATIVES</p> <ul style="list-style-type: none"> - Identify, prioritize & document key processes - Apply modern improvement (lean/Six Sigma) techniques & methods - Upgrade hiring & retention process - Resource product/service strategies 	<p>INITIATIVES</p> <ul style="list-style-type: none"> - Standardize/normalize work design - Clarify performance expectations - Institute performance appraisals - Implement succession plan (MRR) with robust development criteria
<p>KEY CHALLENGES</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Change Management</p> </div> <div style="text-align: center;">  <p>Cultural Transformation</p> </div> </div>		

"Excellence with Integrity"

CREATION OF THE [company] SALES STRATEGY

Good salespeople know how products and services can solve a customer's problem. Without outlining how to sell with a common strategy and a plan for converting customers, success is a struggle.

What is a Sales Strategy?

- *A plan to achieve the sales goal of our business*
- *Describes how we will win, retain, and develop customers*
- *A blueprint for success*

[company] needs a sales strategy that is communicated and followed.

- *Without a sales strategy, the company's "customer-facing" team is not armed with the focus and message needed for successful selling.*
- *A sales strategy aligns the overall objectives to achieve the goals.*

What does a Sales Strategy do?

- *It defines the selling activities and allocates resources to deliver the sales goal of our business*

Key Elements of a Sales Strategy

1. Goals & Objectives
 - a. What is the goal of our business?
 - b. What are the objectives that when achieved will deliver the goal?
2. Target Market (Customer)
 - a. Who is our target customer group? What/how/why ... do they buy?
 - b. Who is the person we are selling to? What are their needs?
3. Products/Services
 - a. What are we selling to the target market? Why would the customer buy?
 - b. What is our sales value proposition (differentiator)?
4. Competitive Advantages
 - a. Who are our competitors? What are their strengths and weaknesses?
 - b. What are our competitive advantages? How are we better, cheaper, faster?
5. Route to Market
 - a. How will we reach the customer, i.e., direct, channel partners, internet, etc.?
 - b. What direct route will we use, i.e., sales team, tele-sales, trade shows, etc.?
6. Selling Process
 - a. What are our selling activities, i.e., prospecting, approaching & presenting?
 - b. How will we maximize success during the 'critical hour' in front of customers?
7. Resources, Skills and Capabilities
 - a. What resources (i.e., sales time, money), skills and capabilities (i.e., sales planning, key account management, etc.) are required to sell?
 - b. How will we develop and improve our skills? Training, or?
8. Sales Management
 - a. How is the sales target set, sales performance reviewed, coaching provided?
 - b. What performance incentives are provided (i.e., bonus, incentive, etc.)?

**Key Strategies:
Revenue Path**

2016 Actual Revenues		\$ xx.x million
<i>2016 Revenue Changes:</i>		
<i>Shrinkage from Existing Customers</i>	<i>\$(x.x) million</i>	
<i>Growth with Existing Customers</i>	<i>\$ x.x million</i>	
<i>New Customer Revenues</i>	<u><i>\$x.x million</i></u>	
<i>Total Changes (Existing & New Customers)</i>	<u><i>\$xx.x million</i></u>	
201x Budget/Plan Revenues		<u>\$xx.x million</u>

**201x Goals:
Revenue Growth (Existing & New Customers)**

	<i>(\$millions)</i>				
Revenue \$	'16 Actual	'17 Existing Customers	'17 New Customers	Y-O-Y Increase	'17 Total
Customer A					
Customer B					
Customer C					
Customer D					
Customer E					
Customer F					
Customer G					
Customer H					
Etc, etc					
TOTAL					

SELLING – It's a process, and it's a 'numbers game'

What is Selling about?

- ◆ *Selling is helping the customer to buy*
- ◆ *Helping the customer to make up his/her mind based upon the satisfaction of his/her need*
- ◆ *Selling is about going for a 'win-win' for ourselves and the customer*
- ◆ ***Successful selling is about asking questions and listening to the answers***
- ◆ *Selling is NOT so much about shifting product as making customers*

Understanding the Selling Process

- ◆ *A communication and learning experience*
- ◆ *Sales person learns the needs of the customer and the customer learns whether the product/service will meet their needs*
- ◆ *Characterized by activities that are directed at winning customers*
- ◆ *Successful management of the selling process requires good analytical, communication, decision-making and organizational skills*

Engaging the Selling Process

1. *Prospecting – generating leads*
2. *Classifying leads – identifying leads with largest revenue potential*
3. *Developing a sales plan – setting a formal objective and defining how to achieve*
4. *Making the approach – reaching out and establishing contact*
 - a. *What is our script?*
5. *Presenting ('critical hour') – pitching our sales value proposition*
 - a. *What is our pitch?*
6. *Trial closing – early attempt to close sale*
7. *Overcoming objections – removing barriers to making a sale*
8. *Closing – asking for the order*
9. *Following up – delivering product/service and supporting customer*

Key Strategies: Customer Centric Culture

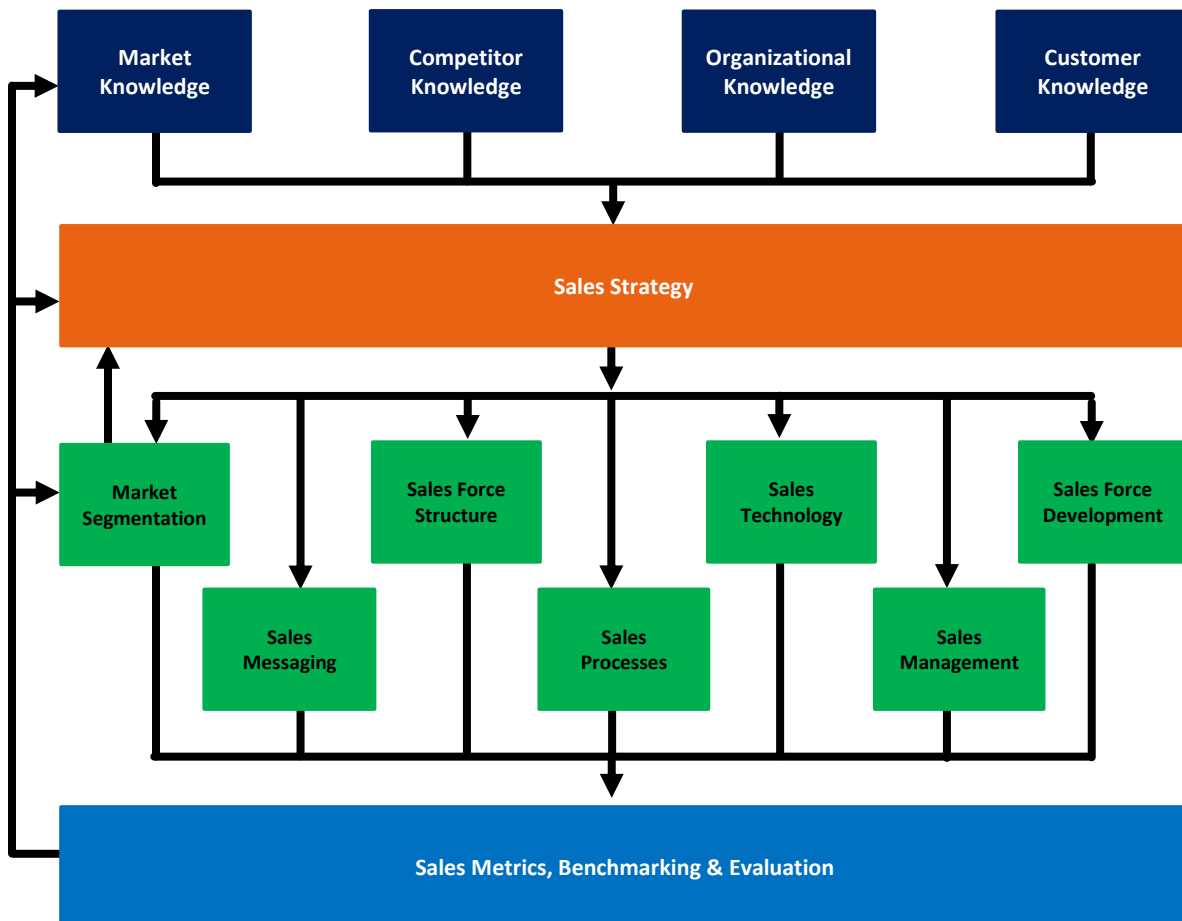
WHAT CUSTOMER CENTRIC IS:

- ◆ *Customer centric means creating maximum value for customers at a profit*
- ◆ *Customer centric means understanding our ideal customer better than anyone else*
- ◆ *Customer centric requires everyone in the company to understand our role in serving customers*

WHAT CUSTOMER CENTRIC IS NOT:

- ◆ *Customer centric is NOT about being everything to every customer*
- ◆ *Customer centric is NOT about serving every customer equally*
- ◆ *Customer centric does NOT mean the customer is always right*

Key Strategies: Sales Strategy Model



Key Strategies: Market Strategy

STRATEGIC REASONS FOR USING [company]

Companies can use [company] to help improve their capabilities, reduce costs, and achieve business objectives.

Advantages companies/customers can gain by using [company]:

- ◆ **Improve capabilities:**
- ◆ **Reduce costs:** *Reduce excess costs and waste.*
- ◆ **Achieve objectives:** *The expertise to optimize capital outlays and labor costs.*
- ◆
- ◆
- ◆
- ◆

Key Strategies: Market Strategy

MARKET STRATEGY DEFINES:

- ◆ *The customers [company] will & will not serve*
- ◆ *The value customers need – service/product & business needs*
- ◆ *[company] basis for differentiation in the market*
- ◆ *The specific (existing) customer strategies – strategic account management*

The needs of [company] ideal target customers (or, what a value-adding supply chain partner provides):

- ◆ *Supplier performance in alignment with customer business model and how they compete for business – cost, quality, delivery.*
- ◆ *[company]'s full service capability that allows them to*
- ◆
- ◆

Global foot print should not be important – we will not focus on off-shore customers (at this time). We want to serve US operations of US based companies and off-shore companies with US operations. Targeting companies with revenues from \$xx million to \$xx billion. And to the degree possible, we will work through the decision makers who include; CEO's, COO's, CFO's, VP's of Supply Chain, etc.

Tenure is not the issue. What we want is a chief decision maker who wants to make a significant improvement in his/her business operations.

Key Strategies: Market Strategy

NEXT STEPS:

- ◆ *Define customers [company] will & will not serve*
- ◆ *Define value customers need – product & business needs*
- ◆ *Define differentiated role in the market*
- ◆ *Define specific (existing) customer strategies – strategic account management*

Product / Service Strategy:

- ◆ *Define tangible products & services that meet or exceed customer value needs*
- ◆ *Create product innovation through development or acquisition*

Key Strategies: Customer Retention Strategy

RETENTION STRATEGY DEFINES:

- ◆ *Developing customer relations*
 - *Empowering customers – giving customers the tools they need to succeed*
 - *Engaging customers – understanding our customer's needs through continuous dialogue*
 - *Exceeding customer expectations – get things done easily, quickly and right the first time*
- ◆ *Building customer loyalty*
 - *Build employee loyalty – when given all of the necessary tools to succeed, employees who are motivated and empowered with goals aligned with that of the organization will go above and beyond to build customer loyalty*
 - *Develop remarkable products/services – in order to do this, we must identify our customers' needs*
 - *Identify our customers' needs – Identifying "white spaces" – unmet and unarticulated needs in their industry that create innovative opportunities*
 - *Leverage customer relationships*
 - ◇ *Create processes to provide customers with more products and/or services*
 - ◇ *Create new business opportunities within existing customers*
 - ◇ *Develop goals and plans to create customer partnerships*

Key Strategies: Revenue Path Strategy

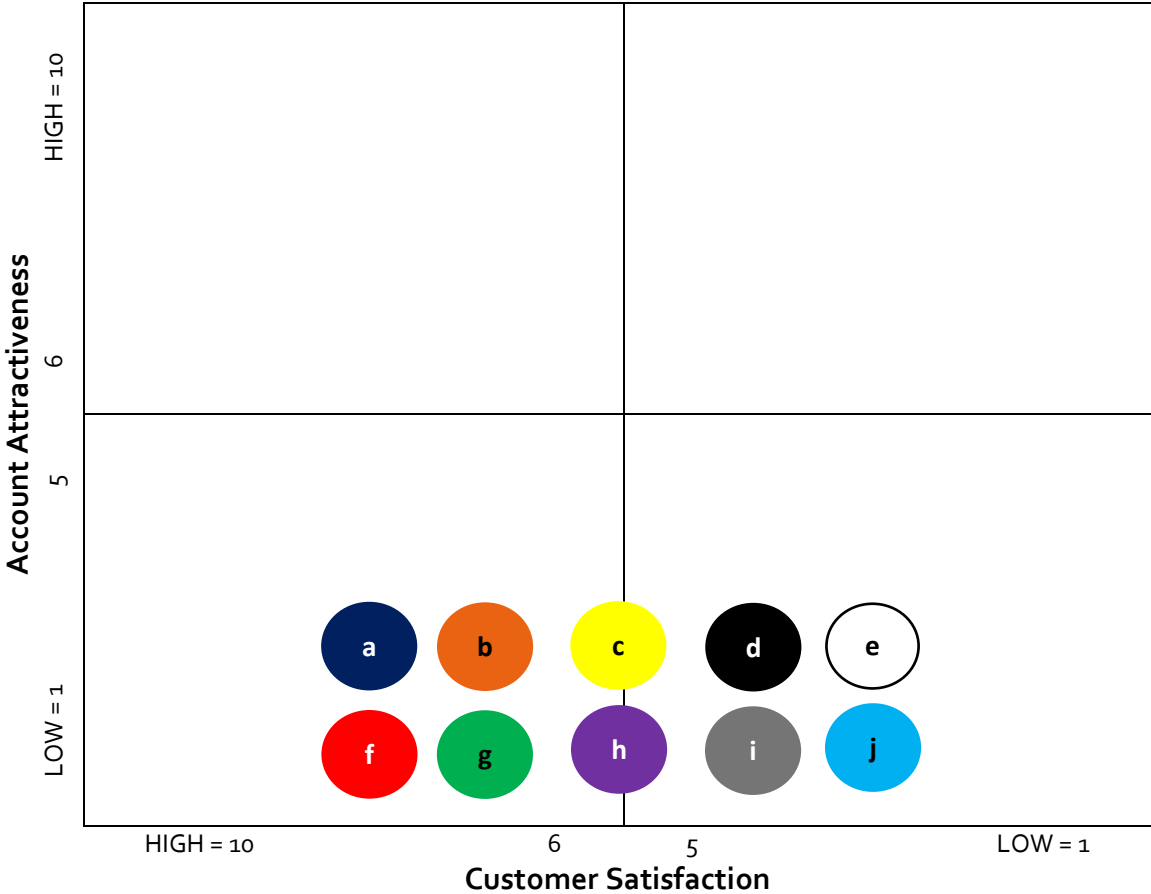
EXISTING CUSTOMERS – PREVENT SHRINKAGE & ACCELERATE GROWTH:

- ◆ *Top accounts (in 201x) – Strategic Account Management/Development led by respective sales team member*
 - *[company] Sales lead ease of doing business with – building relationship*
 - *Monitor & drive improved quality, total cost & on-time delivery performance*
 - *Proactively monitoring revenue trends*
 - *Proactively sell to customer counterpart*
- ◆ *Remaining accounts – Account management/development led by sales (operations & CEO) account representative & managed by management*
 - *[company] & the respective Account representative ease of doing business with – building relationship*
 - *Monitor & drive improved quality, total cost & delivery performance*
 - *Proactively monitoring revenue trends & address accordingly*
 - *Proactively sell to customer counterpart*

NEW CUSTOMERS – NEW BUSINESS DEVELOPMENT:

- ◆ *Define "value proposition"*
 - *Create value proposition messaging for sales team*
- ◆ *Lead generation*
 - *[[company] employee] research & Salesforce.com*
 - *[company] Website – enhanced for new business development*
- ◆ *Pipeline management*
- ◆ *CRM management*
- ◆ *Relationship management*
- ◆ *Implementation (on-boarding) management*

**201x Goals:
Key Account Selection Matrix:**



Top Customers by Annual Revenue

- a-
- b-
- c-
- d-
- e-
- f-
- g-
- h-
- i-
- j-

KEY ACCOUNT MANAGEMENT PLAN

Customer:	
Customer Address:	
Customer Contact:	
Contact Phone #:	
Website:	

Date Prepared:	
Plan Period:	
Prepared by:	
Account Leader:	

Account Overview / Summary:

Customer Management Team: <ul style="list-style-type: none"> • President • VP, • VP, 	Name: <ul style="list-style-type: none"> • • •
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Account Facilities & Locations:	Product Lines & Markets Served:
1.	1.
2.	2.
3.	3.
4.	4.

Key Contacts:	Date of Visit:	Purpose / Outcome:

KEY ACCOUNT DEVELOPMENT PLAN

Goal #1:	Customer retention / satisfaction	
Actions:	Owner:	Goal/Actual Date:
1. Improve xxxxxxxxxxxx by xx% 2. 3. 4. 5. Quarterly management reviews		15 days after EOQ

Goal #2:	Customer revenue growth from \$xxx,xxx to \$xxx,xxx	
Actions:	Owner:	Goal/Actual Date:
1. 2. 3. 4. 5. Quarterly management reviews		15 days after EOQ

Goal #3:	Margin % growth from xx.x% to xx.x%	
Actions:	Owner:	Goal/Actual Date:
1. 2. 3. 4. 5. Quarterly management reviews	Sales	15 days after EOQ

201X Goals: Balanced Scorecard – Customer “A”

G&O's	Actions	Metrics	Owner	2015	2016	201X	2018
Customer retention / relations / satisfaction	1. 2. 3. 4. Qrtly mgmt reviews		ALL				
Customer revenue growth from \$xxx.x to \$xxx.x	1. 2. 3. 4. 5. Qrtly mgmt reviews		Sales & Ops				
Customer margin % growth from xx.x% to xx.x%	1. 2. 3. 4. Qrtly mgmt reviews		Sales & Ops				
Performance to customer requirements	1. 2. 3. 4. Qrtly mgmt reviews		Ops				