

Strategy | Process | Execution

The Situation

Company Overview

- \$5.5 million privately-held company in the metal fabrication industry
- Stagnant sales for the past 5 years
- Perilously close to a \$5 million profit break-point level each year

Major Issues

- Largest client (\$1.2M) would not generate revenue the following year
- Sales team consisted of one independent rep, who wasn't bringing in new clients
- All revenue came through referrals and the timing of those referrals was unpredictable
- The owner was a reluctant salesperson, yet he was responsible for over 50% of annual revenue
- Leads were placed into a notebook and were never followed up on
- Owner wanted to transition out of the business in 5 years

The Actions

Type of Engagement

- Built sales infrastructure and hired sales personnel through a Genesis Sales Plan, later engaged as Outsourced VP of Sales

Personnel

- Hired business development representative from outside the industry (despite the Owner's insistence that industry knowledge was necessary)
- Reassigned independent rep's accounts to reduce labor costs

CRM

- Installed a CRM (Customer Relationship Management), customized to fit client's unique needs, built owner dashboards to monitor key metrics, pipeline and sales forecasts

Sales Focus

- Redefined new client focus to selling through architecture and engineering firms
- Developed "lunch and learn" program that led to significant pipeline growth

The Results

Sales Results

- Generated \$10 million in pipeline revenue in 6 months
- Closed \$1.2 million in new business in the first year (previous year was \$0)

Reduced Sales Cost

- Saved \$25,000 in independent rep commissions (without any loss of performance)
- Cut lead generation company's cost by 50%

Owner's New Outlook

- He now sees how retirement is possible in the next 5 years
- He feels more in control of his future because they are now generating new revenue, rather than waiting for revenue to come to them
- He now focuses on leading the company, rather than working "in the company"
- He admits that finding the best salesperson is better than looking for industry experience