

Revenue Performance **Diagnostics**

What's holding you back from generating **more revenue**?

What if:

- You could find out exactly what you needed to do to grow your sales? And by how much you could grow it? And how long it would take you?
- You could get a clear picture of precisely where your marketing and sales are at and what you need to start doing and stop doing to get maximum traction?
- You could get crystal clear on your strategy, the problems that your business is solving for your customers and which buyers have those problems most?
- You could establish a systematic, repeatable process to follow to take the interested, turn them into prospects and then ultimately into customers?
- Every day you and your managers could see metrics that really mattered, metrics that would tell you what was going to happen 6 – 12 – 18 months in the future? Not next week or next month! Imagine the decisions you could make with that kind of insight!

So that:

- Your business could achieve the consistent, predictable, repeatable revenue growth that you know it is capable of.

RPMG has worked with more than 150 organisations and helped them achieve exactly those things – and in the process consistent, predictable, repeatable revenue growth. An average of 24% year-on-year in fact!

What follows is a short overview of the first step in that journey - our Revenue Performance Diagnostic, the foundation for this growth and because the first step in any journey is understanding where you are, what you're capable of and what you are not.



Partner
RPMG

Since 2005 more than 150 organisations have benefited from the RPMG Group's Revenue Performance Model.



Average Annual Improvement

since 2005.....**24%**

How **fast** could you go??

Our team has more than 210,000 hours of marketing, sales and management experience working with some of the world's best known organisations – including Google, IBM, Microsoft, Optus NTT, Westpac, Telstra, NEC, Symantec and McDonalds.

Our research and work with clients around the world suggests there are **five core factors driving revenue stress** in organisations.



Revenue Performance Diagnostic - Inputs

The Revenue Performance Diagnostic provides the foundation for growth. It has five key input elements:

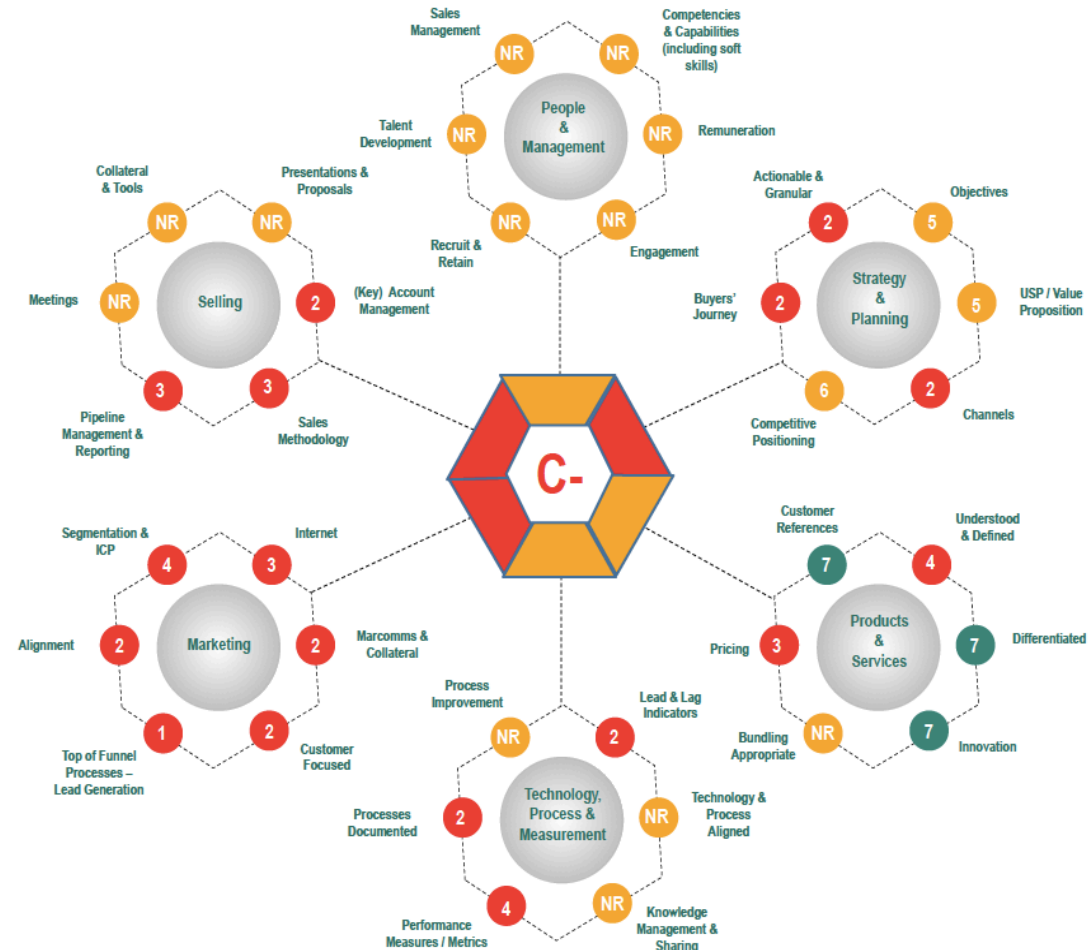
- Structured interviews with you, your management and staff, key stakeholders and customers
- Online Diagnostic Survey examining your performance across 36 core drivers of revenue
- Data interrogation, extraction and review (as available)
- A half-day workshop involving you and your key stakeholders and people
- Predictive capability profiling of your sales managers and people.

These enable us to compile a highly accurate, comprehensive and insightful end-to-end assessment of what's working and what is not working across your six core driver groups – Sales, Marketing, People & Management, Technology, Process & Measurement, Strategy & Planning, and Products & Services. Or if your needs are more specific we can concentrate more deeply only on areas you choose.

RPMG's Diagnostics provide unprecedented insights into the challenges currently facing the business while identifying specific immediate opportunities for improvement. Also our patented Telemetry Revenue Analytics software allows you to scenario model the future revenue, margin and profit impacts of any changes you might consider making.

Nearly every client has told us that the insights from their Diagnostics delivered enormous value in their own right, but the findings from the Diagnostics also form important building blocks for the creation of your Revenue Performance Blueprint should you decide to progress to that next step in the journey.

Revenue Performance Heat Map



Revenue Performance Diagnostic - Optional Inputs

A lot of valuable insight and data flows out of the baseline Diagnostic. Depending on the organisation and its circumstances however, there are often specific areas that warrant deeper focus during the Diagnostic phase.

The following are areas that clients often ask us to do more detailed diagnostics on:

Sales Team Behavioural & Psychometric Profiling

Profile the behavioural styles, psychometric drivers, skills, strengths, weaknesses and personalities of people in sales, marketing and your key revenue leaders. Map specific sales skills (and weaknesses) to each step of the pipeline process. Clients have used our unique profiling process for recruitment, training design as well as simply making sure the right people are in the right seats on the bus.

Buyer Journey / Customer Insights

How much time have you spent getting a deep insight into your customers and their problems that you could solve? Do you know their internal buying processes and preferences and challenges?

Competitive Analysis

Understand who your competition really is. What competitive advantages do they have over you? What do they actually think of you, and how do they position themselves against you in the market place?

Sales Activity / Process

Detailed analysis of existing sales process, meeting techniques, tools and execution. This is done through spending time on the road with sales, attending meetings and reviewing current materials and process

Digital Strategy

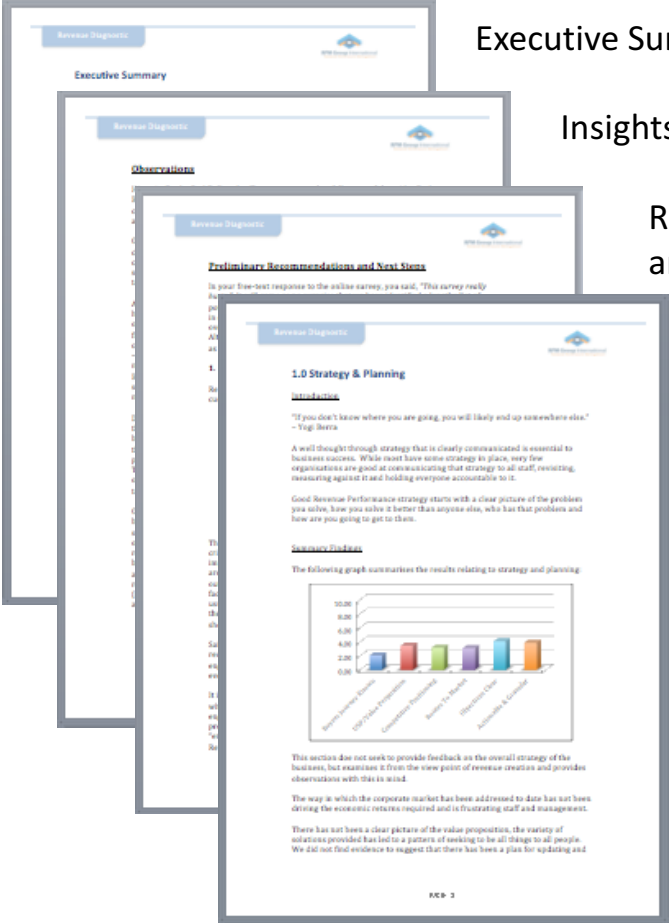
Understanding what is currently being done. How does it align with the wider strategy? How effective is it? How is it being measured? How much money are you wasting – and where?

Other areas include: Pricing, Remuneration, Sales Structure, Marketing Alignment



Revenue Performance Diagnostic - Outputs

This report is designed to drive change in your business and will contain both high level strategic recommendations and specific next steps for each of the revenue drivers in your business.



Executive Summary

Insights & Observations

Recommendations and Next Steps

For each of the 36 Revenue Drivers relevant to your business

Heat Map

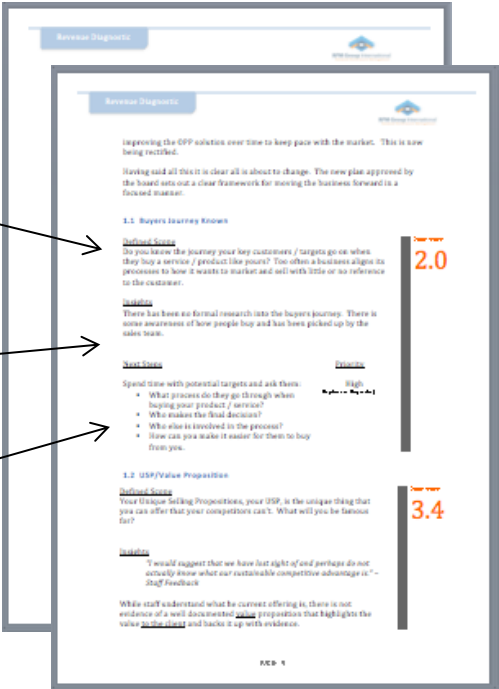


36 Revenue Drivers showing your score.

Scope

Insights

Next Steps



Revenue Performance **Diagnostic - Process**

Here's what happens as soon as you agree to move forward with your Diagnostic:

1. Diagnostic Survey

First we need to identify the people in your organisation who need to be involved, and you will need to advise all identified participants by email about the project and their involvement, and that we (i.e. RPMG) will be in touch with them directly to engage in the Diagnostic. We will provide all communication templates for which you can then tailor to suit.

Previous experience has shown us the value of involving as wide a group of interested people across Marketing, Sales as well as other potentially affected or interested parts of the business as is practical. Wider involvement invariably leads to broader, more valuable insights for the Diagnostic. We have found often that valuable observations and insights into Marketing and Sales come from people outside those parts of the business. If it will help in this regard, we can share similar communications other clients have used in the past.

We will then contact those same participants directly ourselves to inform them more fully about the process and provide them with a link to the online Revenue Performance Diagnostic Survey.

The online survey consists of between 70 and 120 questions and takes between 45 and 90 minutes to complete depending on each person's role and responsibilities. Typically (and subject to time constraints) we give everyone 7-10 days to complete it.

Evaluation of the Survey commences immediately everyone has completed it.

2. Direct Interviews

We conduct structured one-on-one interviews with a selection of the key stakeholders. Typically these involve your senior leadership team and exec's directly responsible for or involved in the Sales and Marketing functions. The interviews rarely take longer than 60-90 minutes each.

We will be in a position to specifically identify who these people will be once the project is under way.

To be clear, interviewees also complete the Diagnostic Survey.

Diagnostic Process (Cont.)

3. Information / Data Collection

Immediately after you sign off to proceed, we will forward you or the person you nominate to coordinate the project from your side, a list of documents and other data points we would like you to share with us for the purposes of the Diagnostic. These will include such things as pipeline extracts, individual sales performance results and reviews, budgets and forecasts, business plans, recent management accounts, sales and marketing plans etc.

4. Customer Feedback

In addition to internal participants, we will also ask you to select a small sample of customers with whom we would like to engage in short face-to-face or telephone interviews.

These customer interviews are specifically designed to uncover insights about the customer's buying journeys and their impressions of your sales processes and behaviours as they have traversed those journeys with you – and with your competitors.

5. Revenue Performance Analytics & Modelling

Using RPM-Telemetry, we will build a baseline revenue model based on current pipeline telemetry including volume, velocity, progression, cost and other relevant dimensions – for comparison against the business's revenue expectations.

The modelling involves a combination of data you will provide to us, or if you don't have the requisite data, we can simulate it. Even if you have no data at all, it's no problem. The data extraction process involves a very small time commitment from your side.

6. Diagnostic Workshop

Before compiling and delivering your Diagnostic Report, we will bring key stakeholders together for a ½ day workshop during which we will collect feedback on our initial findings and observations and bind together threads identified in our desktop research and field work.

Revenue Performance Diagnostic – Effort, Duration & Cost

Although the Diagnostic process is a rigorous and structured one, the depth and scope and therefore also the cost, can be very flexible. There is however a minimum amount of examination required, below which the exercise really becomes pointless. For most of your people involved in the exercise, 45 minutes or so to complete the online survey will be all that is required of them. A number of those with customer facing roles will need a further hour with us in face to face interviews. Your senior exec's will also spend a half day with us in a workshop at the end of the Diagnostic.

We have completed Diagnostics for small to medium sized businesses with simple or even non-existent marketing and sales processes in a few days for less than \$10,000. At the other end of the spectrum large, complex organisations with many more moving pieces in their marketing and sales mixes have taken several months and cost much more. It ultimately depends on what you want us to look at and how deeply.

The key questions to consider to get a feel for likely scope are:

1. Do you sell from multiple geographical locations (including multiple countries) and are they widely disbursed?
2. Do the markets you sell into – or segments within those markets, differ in terms of the channels you employ, the tactics you use and their effectiveness and / or the demographics or behaviours of the end customers or consumers? In other words, are the markets you sell into different between each other?
3. Does the way you market and sell in those different locations and your effectiveness differ markedly?
4. Do you sell a large number of products and / or services?
5. Do you employ a distributed / channel / indirect sales model i.e. do you sell through partners / resellers / distributors?
6. Is your average sale value i.e. price, relatively low?
7. Would you describe what you sell as commoditised or becoming so?
8. Does the sales cycle for your products and / or services tend to be particularly long and / or complex – or is it trending that way?
9. Do you rely on field sales representatives and / or account managers to sell your products and / or services?
10. Would you describe your marketing and sales processes as relatively well-developed, even sophisticated? Do you employ CRM and / or Marketing Automation technology?
11. Is your sales compensation / remuneration model relatively complex and / or complicated?
12. Do you have major concerns with the viability or validity of your current marketing and / or sales strategies, plans or execution?

The more of these questions you answer “Yes” to, the longer your Diagnostic will typically tend to take and the more it is likely to cost. Subject to any limitations on scope you might choose to apply yourself. For example, it may not make sense to examine all the revenue drivers highlighted in the Heat Map on page 4.

Revenue Performance **Diagnostics**

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