Sales management

Industrial staffing company

Built and deployed the Sales Funnel and BDM performance tracking mechanism while integrating data across multiple sources

Industrial staffing company needs sales management

Picture this…

You're looking for a comprehensive reporting suite that facilitates real-time tracking of sales funnel activity, BDM performance, and the performance of key high-value customer accounts. You are looking to boost the sales performance by increasing new account generation and extracting greater value from existing customers.

You turn to Accordion.

We partner with your team to build and deploy the sales funnel and BDM performance tracking mechanism while integrating data across multiple sources, including:

1) Developing operational and strategic/executive level KPIs to offer insight into both daily sales operations and the overall performance of customer accounts across various geographies, product offerings and customer segments

2) Integrating multiple source systems such as UltiPro (HRMS tool), Microsoft Dynamics 365 (CRM), Salesforce and transactional database (hosted on Snowflake) to enable comprehensive reporting and analyses for BDMs and account coverage

3) Developing a data-driven lead prioritization model to enable the field team to prioritize high value leads based on profitability, ability to fill the order, and collectability indicators

Your value is enhanced.

You have improved decision making via access to real time data and performance metrics to identify bottlenecks and inefficiencies in the sales processes allowing effective allocation of resource and strategic planning. You have also enabled real-time performance tracking of BDMs and provided visibility into book of business and impact on incentives, achieving a revenue savings of $40M. You have scored in-coming job orders with high accuracy and piloted its effectiveness across 8 states and eventually rolled out throughout the organization, resulting in 66% new revenue gain in first six months of launch of the initiative.

KEY RESULT

- Revenue savings of $40M
- ~66% new revenue gain in first six months

VALUE LEVERS PULLED

- Sales Funnel Analysis
- BDM performance analysis
- Incentive planning

Sales performance analyses for PE-owned staffing company

Situation

- Client wanted to boost the sales performance by increasing new account generation and extracting greater value from existing customers aiming to reverse the revenue decline, with particular emphasis on improving the productivity of Business Development Managers (BDMs) and maximizing customer lifetime value.

- Partnered with the client create a comprehensive reporting suite that facilitates real-time tracking of sales funnel activity, BDM performance, and the performance of key high-value customer accounts.

Accordion Value Add

- Developed operational and strategic/executive level KPIs to offer insight into both daily sales operations and the overall performance of customer accounts across various geographies, product offerings and customer segments

- Integrated multiple source systems such as UltiPro (HRMS tool), Microsoft Dynamics 365 (CRM), Salesforce and transactional database (hosted on Snowflake) to enable comprehensive reporting and analyses for BDMs and account coverage

- Developed a data-driven lead prioritization model to enable the field team to prioritize high value leads based on profitability, ability to fill the order, and collectability indicators

Impact

- Enabled improved decision making via access to real time data and performance metrics to identify bottlenecks and inefficiencies in the sales processes allowing for more effective allocation of resource and strategic planning

- Enabled real-time performance tracking of BDMs and provided visibility into book of business and impact on incentives

- Curtailed revenue churn and account downsizing by ~$40 M in TTM period, with continued BDM performance and account health tracking

- Scored in-coming job orders with high accuracy and piloted its effectiveness across 8 states and eventually rolled out throughout the organization, resulting in 66% higher revenue generation from new customer accounts, compared to the same period from previous year

Methodology/ approach

Before

- 150+ BDMs across 10 regions with a cumulative book of business of $1Bn+
- Lack of mechanism to centrally track of the sales funnel and BDM performance

Phase 1

- **Centralize collection of Sales data** – set up Forms via Power Apps to track BDM generated leads
- **Develop first version of Sales Funnel dashboard** – automated BI reporting set up to track conversion metrics by BDM, region
- **Prospect tracking initiated** – collated 50K+ Prospects generated via market databases and assigned to BDMs based on proximity

Phase 2

- **New Client Reporting** – Setup process to accurately identify true new (vs. reactivated/expansion) opportunities brought in each week
- **Integrated various sources to streamline reporting** – setup process to map BDM data from HRMS against account information available in CRM
- **Developed comprehensive BDM Performance reporting** – with ability to track prospect to lead and lead to sales conversion, book of business per BDM and corresponding growth
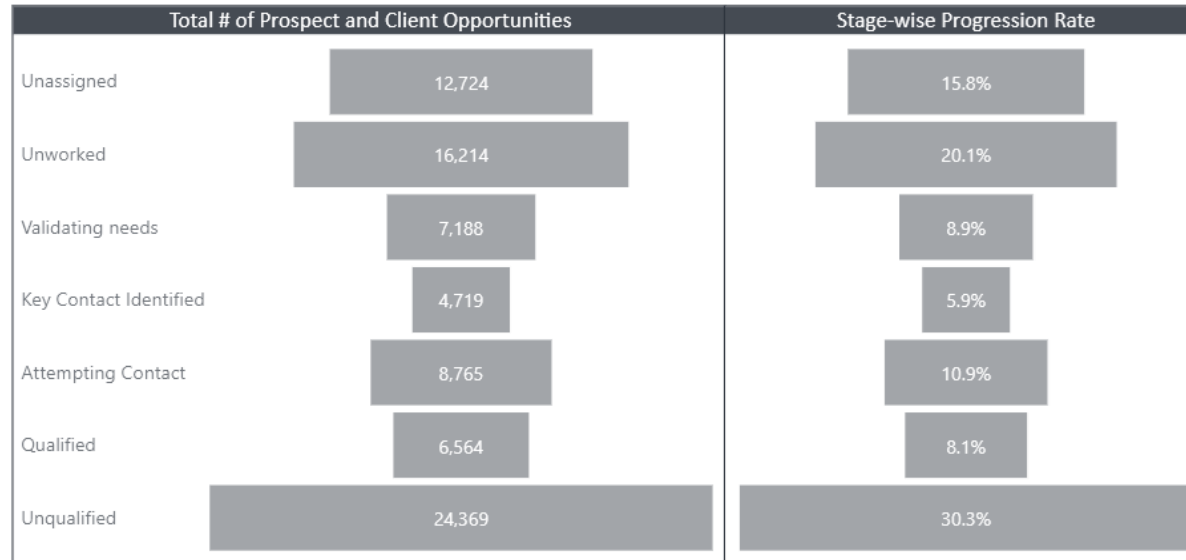
Phase 3

- **Job order prioritization** – Set up model to score in-coming job orders based on profitability, fillability and collectability. This would help the field team to track the quality of orders and accordingly prioritize fulfillment.

New State

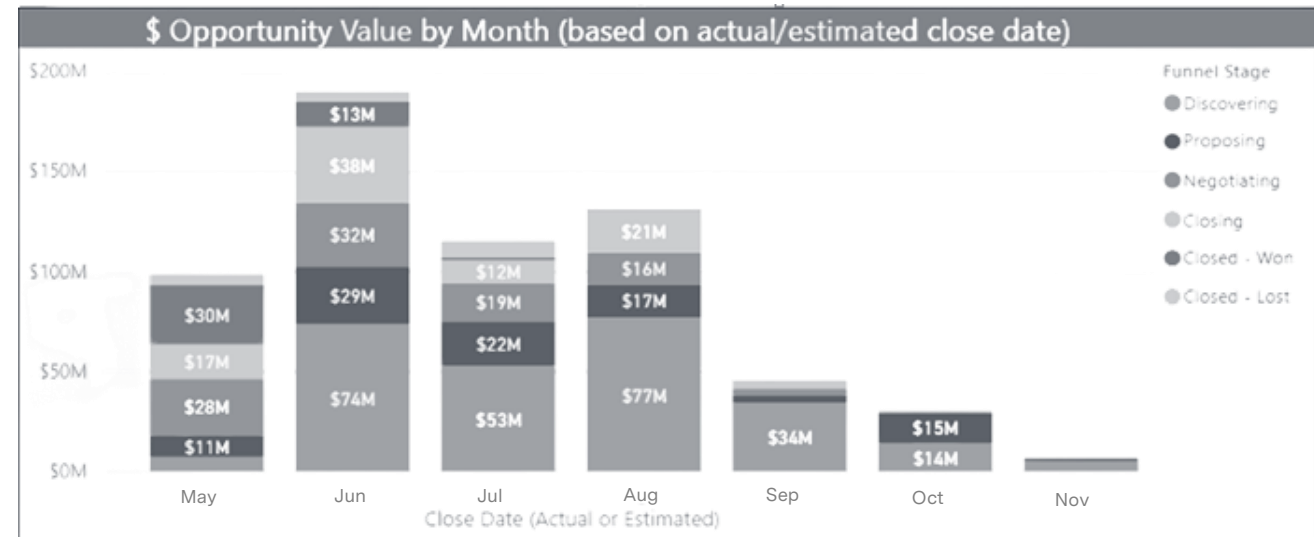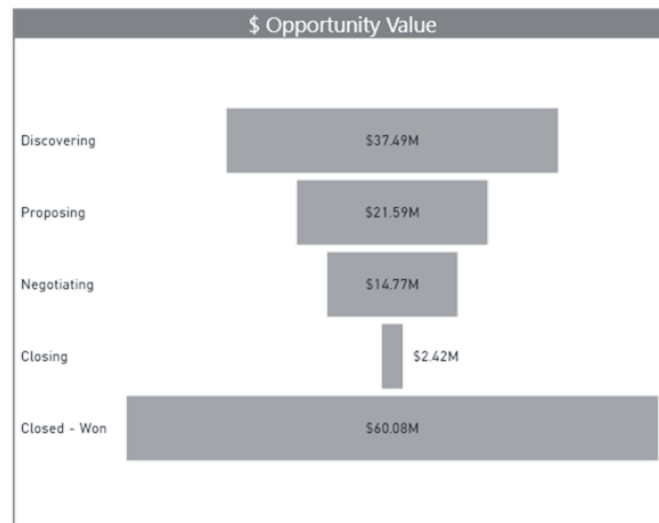- **Live visibility into performance** - Enabled weekly performance tracking by Management
- **Improved BDM efficiency** – due to improved visibility into factors impacting quality of order and prioritization resulting in a step up in incoming order quality
- **Improved BDM incentivization** – ensued from improved accuracy in tracking the BDM book of business and clear distinction between New vs. expansion business

Basic sales funnel reporting

Phase I

Total # of Prospect and Client Opportunities	Stage-wise Progression Rate
Unassigned — 12,724	15.8%
Unworked — 16,214	20.1%
Validating needs — 7,188	8.9%
Key Contact Identified — 4,719	5.9%
Attempting Contact — 8,765	10.9%
Qualified — 6,564	8.1%
Unqualified — 24,369	30.3%

- **Every manager has live visibility into their respective silo's funnel status**
- **Provides a granular level view of the various prospects in the funnel**

$ Opportunity Value

Stage	Value
Discovering	$37.49M
Proposing	$21.59M
Negotiating	$14.77M
Closing	$2.42M
Closed - Won	$60.08M

$ Opportunity Value by Month (based on actual/estimated close date)

Funnel Stage:
- Discovering
- Proposing
- Negotiating
- Closing
- Closed - Won
- Closed - Lost

May: $11M, $28M, $17M, $30M
Jun: $74M, $29M, $32M, $38M, $13M
Jul: $53M, $22M, $19M, $12M
Aug: $77M, $17M, $16M, $21M
Sep: $34M
Oct: $14M, $15M
Nov: —

Close Date (Actual or Estimated)

ACCORDION

BDM performance tracking

Phase II

BDM	Base Business			New Business		
	Total Sales	Gross Profit	Gross Profit %	Total Sales	Gross Profit	Gross Profit %
Sales Representative 1	$ 30,709,021	$ 5,497,845	17.9%	$ 9,204,336	$ 1,780,624	19.3%
Sales Representative 2	$ 42,244,400	$ 6,693,605	15.8%	$ 8,453,783	$ 1,434,704	17.0%
Sales Representative 3	$ 36,157,940	$ 5,751,602	15.9%	$ 8,101,781	$ 1,443,129	17.8%
Sales Representative 4	$ 35,125,251	$ 6,201,605	17.7%	$ 3,010,839	$ 540,944	18.0%
Sales Representative 5	$ 20,164,068	$ 3,921,283	19.4%	$ 6,415,241	$ 1,244,047	19.4%
Sales Representative 6	$ 32,572,358	$ 4,915,176	15.1%	$ 16,295,425	$ 2,432,820	14.9%
Sales Representative 7	$ 22,174,033	$ 3,815,023	17.2%	$ 8,892,504	$ 1,562,401	17.6%
Sales Representative 8	$ 35,054,209	$ 5,132,468	14.6%	$ 6,739,988	$ 1,022,611	15.2%
Sales Representative 9	$ 20,711,213	$ 3,663,479	17.7%	$ 7,806,694	$ 1,576,825	20.2%
Sales Representative 10	$ 22,791,811	$ 4,048,699	17.8%	$ 9,582,033	$ 1,838,249	19.2%

Metric	Year 1	Year 2	Year 3	Year 4
BDM Count	150	160	170	175
New Accounts	1,288	1,288	1,371	1,116
GP$ from New Accounts	$3,044,239	$3,184,442	$3,495,763	$4,195,564
GP % from New Accounts	21.81%	24.16%	22.27%	25.13%
Existing Accounts	5,218	5,846	5,528	5,704
GP$ from Existing	$49,611,316	$49,012,376	$59,471,922	$69,022,025
Existing GP %	18.42%	18.15%	17.90%	18.62%
Customer Count	6,506	7,134	6,899	6,820
GP$	$52,655,555	$52,196,817	$62,967,685	$73,217,589
GP$/ Customer Count	$8,093	$7,317	$9,127	$10,736
GP%	18.59%	18.43%	18.10%	18.90%
Revenue$	$283,268,460	$283,273,686	$347,936,612	$387,374,937

- **Provided the flexibility to track and analyze the impact of BDM coverage on accounts**
- **Additionally, also provided the flexibility to monitor the BDM book of business and contribution to the same by new business**

Book of business tracking

Phase II

Account Generation per BDR/M
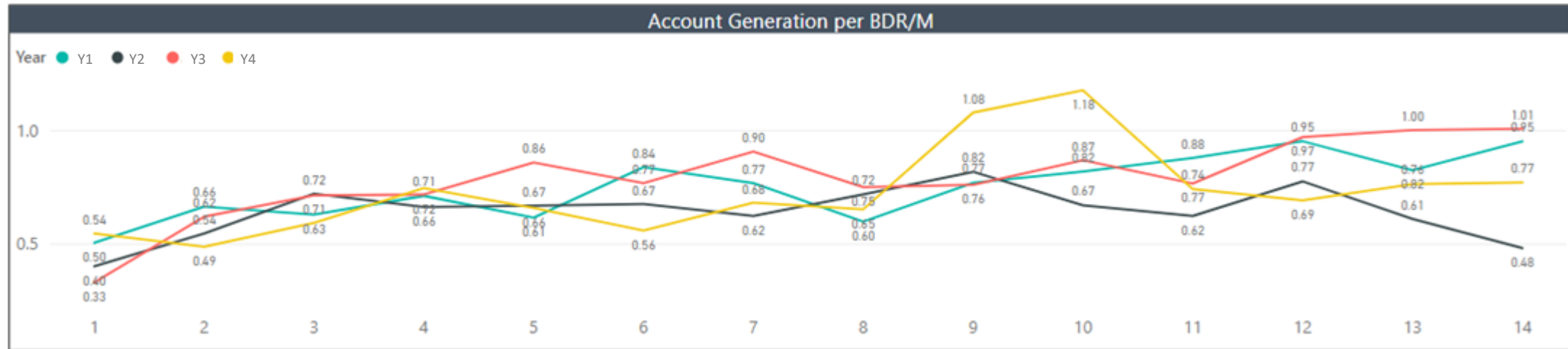
#New Accounts added in last 4 weeks - CY	$GP for New Accounts added in last 4 weeks - CY	Avg BDR/M Count (per week) in last 4 weeks - CY	Avg New Accounts per BDR/M (per week) in last 4 weeks - CY	$GP for all 2022 New Accounts in last 4 weeks - CY
503	$362.87K	170	0.53	$3.79M
#New Accounts added in last 4 weeks - PY	$GP for New Accounts added in last 4 weeks - PY	Avg BDR/M Count (per week) in last 4 weeks - PY	Avg New Accounts per BDR/M (per week) in last 4 weeks - PY	$GP for all 2021 New Accounts in last 4 weeks - PY
612	$358.95K	164	0.71	$2.40M
#New Accounts added in YTD - CY	$GP for New Accounts added in YTD - CY	Avg BDR/M Count (per week) YTD - CY	Avg New Accounts per BDR/M (per week) YTD - CY	$GP for all 2022 New Accounts YTD - CY
1,739	$1.05M	172	0.46	$7.59M
#New Accounts added in YTD - PY	$GP for New Accounts added in YTD - PY	Avg BDR/M Count (per week) YTD - PY	Avg New Accounts per BDR/M (per week) YTD - PY	$GP for all 2021 New Accounts YTD - PY
1,825	$1.13M	166	0.59	$5.11M

Enabled weekly tracking of the BDM performance and new account generation

Order qualification model

Phase III

Job Order	Weighted Score (ranging 0-3)	Order Grade	Profitability rating	Fillability rating	Collectability rating
		Weightage >>	41%	54%	5%
Order ID 1	1.7	B	Average	Average	Good
Order ID 2	1.9	B	Good	Average	Good
Order ID 3	1.5	C	Average	Average	Average
Order ID 4	1.7	B	Good	Average	Average
Order ID 5	1.7	B	Average	Good	Good
Order ID 6	1.4	C	Poor	Average	Average
Order ID 7	1.5	C	Poor	Good	Average
Order ID 8	2.0	A	Good	Good	Good
Order ID 9	1.6	B	Average	Average	Good
Order ID 10	2.2	A	Good	Good	Average
Order ID 11	1.5	C	Poor	Good	Average
Order ID 12	1.9	B	Average	Good	Average
Order ID 13	2.2	A	Average	Good	Average
Order ID 14	1.6	B	Average	Average	Average
Order ID 15	1.7	B	Average	Good	Good

- **Developed a robust model to quantify the quality of in-coming job orders based on a complex logic to consider 10+ KPIs across profitability, fillability and collectability.**

- **The thresholds for each metric was setup by taking into consideration demographic similarity as well as business requirements**