

The Executive's Go-To-Market Strategy Diagnostic

Your Pre-Flight Check List

The following Go-To-Market Checklist is a scientific diagnostic evaluation, designed to provide you with real information about your current Go-To-Market Strategy. To be effective, make sure to survey a minimum of ten people within your organization - preferably from various disciplines, departments and levels.

If you would like a consultative evaluation and recommendation, call 770-662-5700.

Please include your name _____ phone number _____.

Select (circle if hardcopy) the most appropriate answer to the statements on the pages that follow.

1= Strongly Disagree / 2= Do Agree / 3= Somewhat Agree / 4= Agree / 5= Strongly Agree

Market Segmentation

1. The market is clearly defined and segmented.

1	2	3	4	5
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2. We segmented by industry, technology, revenue size and profit potential.

1	2	3	4	5
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3. We are a recognized player in these defined markets.

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4. Our solutions (products and/or services) are tailored (use the jargon, processes, experience, credentials) to these markets.

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5. We know how the clients in these market segments make their buying decisions.

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6. We know the four or five biggest issues for these clients in each market segment.

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7. Our solutions, our people and our selling approach to the market address these issues.

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8. We have defined the competitors in each market and know their strengths and weaknesses.

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9. We know who the economic buyers are, what their buying criteria are and our solutions address these in measurable business results.

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10. We are viewed as a recognizable force in these segments in terms of having what clients need and want.

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11. We have defined the key market trade shows, industry publications, the journalists, industry analysts and industry influencers and have relationships with them.

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12. We can gain access to the economic buyers in each segment fairly easily.

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13. We know what percent of sales come from new account growth.

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14. Our sales people, our support staff and internal organization knows why we are different and better and can articulate this quickly, easily and in concise language.

1	2	3	4	5
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15. Our differentiators (USP) are spelled out clearly and consistently in every piece of literature, website material, client invoice, client report and proposal.

1	2	3	4	5
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16. We are seen as thought leaders; we publish findings regularly and send these out to clients, prospective clients, analysts, industry planners etc. on a regular basis.

1	2	3	4	5
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17. We know our current revenue for each market segment.

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18. We know our current profit for each segment.

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19. We know the potential revenue for each segment.

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Sales Strategy and Approach

1. We know the revenue flow of each client account year-to-year.

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2. We know the growth percent from cross selling in existing client accounts.

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3. We know what percent of our total sales comes from selling additional services, solutions and/or products to our existing client accounts.

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4. We have sub-segmented our current client accounts based upon some critical criteria and/or client profile information that we use to penetrate new prospective clients.

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5. Our sales people/account managers know the our clients organization and the roles of each of the key people in the accounts.

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6. Our sales people/account managers know how our solutions deliver value to the client and they can articulate how.

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7. Our sales people/account managers can articulate how our solutions delivered results for our past and current clients and can relate these to the prospective client.

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8. Our sales people/account managers are excellent at asking questions about the client's issues that demonstrate our company's ability and expertise.

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9. Our sales people/account managers are viewed as more consultative than sales generalist by ours clients in that they demonstrate our company's ability to provide value and address the client's specific issues based upon relevant knowledge and know how.

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10. Our sales people/account managers ask and get our clients and prospective clients to perform "reverse presentations".

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11. Our sales management (managing directors, partners, etc) are excellent at behavioral coaching, helping with deal strategy and relate relevant information up and down the organization quickly and easily.

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12. Our company and the executive team has a "we will do anything for the client" and "we will do anything to help win the client's business" philosophy and approach.

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13. Our sales people/account managers bring together various cross-functional team members on a regular basis to build account plans and deal strategies.

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14. We have a defined method for developing account plans and deal strategies that is actionable and is used.

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15. We have one face, one person who is responsible for each client account for sales, delivery of solutions, profitability and satisfaction and all the business units, practices and solution representatives work through him or her.

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16. We have no barriers and issues to bringing in other business units, practices or solutions to our current clients and prospective clients.

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Channel Definition, Design and Selection

1. The sales channels that provide the best access to our target market segments have been identified.

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2. We review on a regular basis each sales channel's ROIs and associated channel marketing strategy and approach.

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3. We have developed the proper metrics and tools and they are in place to measure ongoing channel performance on a regular basis.

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4. We have defined Rules of Engagement (ROE) for channel members, the ROE is clear, and conflict is minimal.

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5. There is a strong correlation that exists between compensation to channel partners and their value-add to the market segment.

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Organization and Job Design

1. Our sales and service organizations are aligned to match our business and marketing strategy.

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2. We align the most appropriate direct sales resource with the appropriate client accounts and target segments.

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3. Sales, service, support and marketing jobs are clearly defined and understood.

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4. Sales, service, support and marketing jobs have specific, measurable performance criteria that everyone is aware of and everyone agrees with.

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5. Sales, service, support and marketing jobs are aligned to win more business, provide a valuable contribution to the client and keep the client(s) satisfied.

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6. There is one leader (person or role) responsible when it comes to account strategy and deal development and everyone knows who that leader is.

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7. We have simple and effective means in which we communicate between the various job functions as to how it relates to projecting buying trends and which solutions are working or are not working and providing value or are not providing value.

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8. Our processes and technologies add value, are not bureaucratic and support the roles defined.

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9. Our reporting structure makes sense for the business, our people and our clients.

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Resource Deployment and Allocation

1. We have our resources in the right growth segments that we have viable solutions in order to cover market potential.

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2. Sales management has tools to determine headcount based on existing and prospect accounts.

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3. Management has the right information in order to budget for hiring as a market reaches growth maturity.

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4. When we hire, we know exactly what that resource will do and why and measures of accountability in place for the resource and their management.

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5. We generally have the right resource working on the right opportunity.

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Sales Performance Metrics and Tools

1. We have metrics to track performance to sales targets.

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2. Our performance metrics provide accurate and useful information to management.

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3. We have metrics that tracks the maturing of deals and forecasts.

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4. Our people view forecasts as a professional and personal commitment.

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5. We can distinguish our growth components between existing business and new business.

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6. Our sales organization does not waste its time on bureaucratic paperwork.

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7. Sales management reviews forecasts, pipelines and deal closings weekly with sales and relevant support staff.

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8. The metrics we have in place are necessary and relevant and is used by management to forecast and project on a weekly and/or monthly basis.

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9. We all know and have clearly defined the top five to 10 metrics that are key to our business and the reports we have support these metrics.

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10. We eliminate reports and metrics that no longer provide value to the business or no longer as relevant as they once were.

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11. Reports are easily accessible by management

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12. Reports can be tailored easily by management.

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13. Management spends less than 30 minutes assembling the reports necessary for analysis and review.

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14. Sales can access their deals quickly and adjust forecasting information very easily and quickly.

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15. Sales can access the forecasting information easily from while traveling.

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16. We measure the non-sales activities and time of sales.

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Goals and Compensation

1. Our sales growth and goals are established at the top and driven down. Based on top-down business goals and bottoms-up client revenue projections.

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2. Our top down goals were established with bottoms-up sales and revenue forecasting, industry projections, client surveys, competitors growth and our sales history.

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3. Our sales growth goals are based on fact (history and industry projections) and not on hope and wishful thinking.

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4. Sales managers do a good job in setting sales targets for their sales organization.

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5. On average 70% of the sales force exceeds their annual quota.

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6. Our sales compensation plans direct the sales force to achieve the corporate strategy.

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7. Our sales compensation plans drive the desired behaviors we need from our sales force.

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8. Our sales compensation programs are easily understood to the point the sales person can calculate in their head how much money they stand to make on each deal.

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9. Our sales compensation plans attract our competitor's best sales people.

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10. We use financial incentives and non-financial incentives to motivate our sales force.

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People, Leadership and Development Programs

1. We consistently attract the top sales talent in our industry.

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2. Our sales recruiting capability is compensated to attract and keep only the top talent, not just to fill sales slot vacancies.

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3. Sales management is has a high degree of satisfaction from recruiting efforts.

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4. Sales management takes an active role in recruiting and has the final say in all sales hiring decisions.

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5. Sales management influences how sales recruiting is performed and expresses their satisfaction/dissatisfaction often and corrections are easily and readily accepted.

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6. Our organization provides a clear and an attractive career path for top performers.

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7. Our organization offers multiple career paths for sales performers (not just the sales management path).

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8. We identify challenges and strengths early in a person's sales career.

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9. We have a clear and multiple phase "on-boarding" process for our sales hires and they are never left to their own "devices" or guessing.

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10. Our sales training programs provide the appropriate mix of standardization and customization based on the needs of individuals.

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11. Our sales training is not a “one-time-fix-all” approach. We have multiple on-going training programs and sessions.

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12. We leverage the web as well as conference calls and formal training classes.

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13. We train our sales and support people on account planning, deal strategy, industry trends and issues, client problems and the solutions we provide and we do these more than twice a year.

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14. Sales management takes an active role in coaching and sales training.

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15. Management values the process of training and development and takes an active role in the process.

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16. We provide leadership training to all sales and support staff.

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Solution Development

1. Our solutions are viewed by our clients as some of the best in the industry.

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2. Our solutions are high value and are clients are willing to pay for them in order to achieve the results they need.

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3. Our solutions development staff review regularly how the solutions are performing in terms of capturing the client's attention and if they are unique enough and clearly delineating the value clients want and need.

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4. Our solutions development staff actually "cold call" and go out on calls to see how to better formulate the solution and articulate the advantages, benefits and current client results that are being achieved in order to capture new business.

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5. Our current services/products are often cannibalized by new services/products we develop in order to stay ahead of the market.

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6. If a solution we develop is not selling, the solution development team investigates and puts in place an actionable strategy to remediate the issue. If the solution continues not to gain market acceptance it is killed quickly and used as a learning experience.

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7. Our solutions may be general as we roll them out across the different market segments, but they are tailored to each segment quickly to leverage the relevant industry/technology/client terminology, results and application needed for that segment.

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8. Our larger more complex solutions have an "entry offering" that allow us to get into the client organization quickly and fairly easily.

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9. When we develop a solution, we have multiple meetings with sales and support staff to educate them on the value and the critical points needed to sell them.

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10. Our solutions have the necessary collateral and marketing campaign strategy behind them in order to make them an early success.

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