

## Stop the Turnover Please

A security alarm and systems integrator client desired growth but just hiring more salespeople wasn't producing an adequate ROI on those hires.

### Opportunity

A successful regional security alarm and systems integrator desired to grow organically and had been on a hiring trend, but they were not seeing the required sales growth to justify the cost of hires. They were experiencing significant turnover and wanted to find a better way.

### Approach

Braveheart was engaged to determine what, if anything could be done to improve their hiring efforts, and more importantly grow profitable sales with organic growth. We evaluated their sales management team first to determine if they were potentially part of the problem. Then we analyzed the specifics regarding what made an effective salesperson for their particular roles. The client also desired to institute a repeatable hiring process to make it easier for their managers to bring on new salespeople so we endeavored to create such a process.

### Recommendation

After evaluating their sales leadership team, we did determine that there were some gaps in sales leadership skills and sales leadership DNA. We embarked on a sales leadership coaching program to make it easy and efficient for their sales managers to coach and hold veteran salespeople accountable, as well as more easily onboard newly hired salespeople.

We instituted a program to improve their sales hiring effectiveness by carefully crafting the job ads placed, more precisely defining who they were seeking based on analyzing some of their current top performers, and sub-par performers. We were then able to fully customize the profile of the successful salesperson specifically for this company. We taught a repeatable systematic program to all involved in hiring and then utilized the #1 rated sales assessment tool early in their sales talent screening process.

### Results

1. Average installation revenue per new rep in the first month increased by 122% and average RMR revenue per new rep in the first month increased by 339%.
2. By the fifth month, when we assumed stabilization, the average installation revenue per new rep was 219% greater and the average RMR per new rep was 48% greater.
3. At the current rate, a new sales rep will add \$69,352 more in added company value than hires made prior to Braveheart's system adopted, based on a conservative 45x RMR valuation multiple.
4. The company was able to reduce its hiring efforts by continuing to hire more efficiently, thus reducing cost and wasted energy with unproductive reps.