



S

security industry

SALES

HIGH POWERED RESULTS
for the security industry

GRETCHEN GORDON



about

GRETCHEN GORDON

Gretchen is the founder of Braveheart Sales Performance, a consulting firm specializing in sales team transformation.

A self-proclaimed “Sales Nerd” with over 30 years of sales, sales leadership and sales team transformation experience, she has a passion for both the art and science of selling. Gordon and her team utilize a unique data-intensive diagnostic process to uncover the real underlying reasons why sales teams are not performing, and can then make very precise recommendations for improvement, with an eye toward maximizing the ROI.

Gretchen has been a featured writer on Sellingpower.com and her blog is a “Top 50 Sales Management Blog,” according to Docurated.com.

Braveheart’s Security Industry Ties

Gretchen Gordon and Braveheart Sales Performance have a special familiarity with and track record in the security alarm and security systems integration industry.

Gretchen has presented at security industry events such as:

- Barnes Buchanan Conference
- ESA Leadership Summit
- ESX
- ISC East and West
- Honeywell Connect
- Sonitrol National Dealers Association
- SedonaOffice Users Conference
- Medical Alert Monitoring Association
- AvantGuard PERS Summit

Gretchen has also been featured in security industry publications including SDM, Security InfoWatch.com, Security Nation and Security Systems News, for which she led a 3-part webinar series on Winning Sales Strategies and conducted a series of workshops entitled “Boost Your Own Business”.

We've compiled some of our best-case studies from security industry clients and bundled them into a single resource, for your convenience.

Contents

About Braveheart	4
The Right Sales Manager Coupled with Sales Team Skill Building: A Winning Combination	5
A Mixed Bag of Results	8
To Promote the Best Salesperson to Manager or Not...That is the Question	11
Stop the Turnover Please	14
Resources	17

about

BRAVEHEART

SALES PERFORMANCE

Specializing in transforming underperforming sales teams to overachievers, Braveheart will equip your salespeople to bring in more sales at higher profit. We excel at growing sales, changing sales behavior, creating a repeatable sales process, and upgrading your sales team. The result – you can grow your business to its full potential.

Braveheart Sales Performance is a sales effectiveness consulting firm providing resources, tools, training and coaching. Braveheart's professionals bring knowledge, discipline, coaching and an infectious competitiveness to your sales team, creating passionate winners in the process.

With Braveheart On Your Sales Team, You Can Expect to:

- Eliminate bad hires, identify your leaders, and recruit salespeople that have the characteristics necessary to succeed at sales.
- Hold salespeople accountable for a full pipeline and a high closing ratio.
- Get the tools, training and coaching to manage your sales team to achieve its full sales potential.

Braveheart guarantees improvement in profitable sales by using an ROI mentality. Data-driven analytics are used to benchmark individual and team sales results. Your team gets exactly what it needs to improve, which may include:

- **Leadership Development**
- **Training and Coaching**
- **Sales Talent Acquisition**
- **Sales Process and Protocol Creation**
- **Infrastructure and Metrics Consulting**
- **Onboarding Program Creation**

Braveheart has the tools to help your sales force excel. Are you ready?



The Right Sales Manager Coupled with Sales Team Skill Building: A Winning Combination

Issue

Braveheart Sales Performance was engaged by a client to help the sales team execute at a higher level in a newly created division. The owner of this newly created security alarm company was frustrated with languishing sales and believed outside help was needed.

Approach

Braveheart began by evaluating the existing sales team using data-driven sales-specific tools to evaluate the people, processes and systems within the sales team, while calculating the upside potential of the team. Once the opportunities on the team were identified Braveheart could construct customized recommendations that would maximize the potential of the entire team.

Recommendation

Based on the analysis completed, Braveheart determined that the sales manager would likely struggle to lead the team to execute at their highest level and also determined that the team lacked necessary sales skills, which would further prevent them from executing at the highest level.

Braveheart began providing sales skill training to the entire team and sales leadership coaching to the sales manager with a close eye on the progress of all individuals on the team. Ultimately, it became evident that, as predicted, the sales manager was not well-suited to lead the team and would not be able to easily overcome his weaknesses.

Therefore, Braveheart was engaged to assist in establishing a process to more effectively and efficiently select a new sales manager as replacement. Primarily, Braveheart helped the owner avoid making another hiring mistake.

We Solve Sales Problems.

Results

There were four major results from these efforts.

1. Braveheart helped select an experienced sales manager to replace the current manager. He was able to reinforce the skill-building training that Braveheart had embarked upon with them.
2. The former sales manager elected to stay as a salesperson, which was a position he was well-suited for, and was soon executing at a higher level than any salesperson had previously executed.
3. The team's sales increased dramatically each month to the point that a year after the inception of the program, the monthly sales were 375% higher than the same month in the prior year.
4. The owner rested easy with no worries, confident that revenue would continue to expand and support new endeavors.
5. Update: In 2017 the company sold for a health multiple to a large regional security company.



A Mixed Bag of Results

Issue

Braveheart Sales Performance was engaged by a client who had some productive salespeople, some not so productive salespeople, and one over-worked sales manager. This client company had a dilemma. The sales group had struggled for years under the guidance of the current manager. The executive team had recently promoted a newly hired salesperson to manager to split the territory, and the company sought help to ensure sales success across the whole organization.

Approach

Braveheart was engaged to provide sales leadership and management coaching, sales team development, and assist in helping the company identify, attract, hire and onboard better sales talent. Braveheart began by completing a deep-dive analysis of the sales organization including the people, processes and systems.

Recommendation

Based on the analysis completed, Braveheart provided targeted coaching to the rookie manager and the veteran manager, as well as taught the hiring managers a specific, analytically-based and objective hiring process to assist in their recruiting and hiring efforts to upgrade the sales team.

Additionally, Braveheart provided sales development and coaching to the entire team, and helped refine the reporting package, enabling management to focus on leading indicators and hold the salespeople accountable for the right behaviors. Ultimately, the rookie manager was determined to be ineffective in his role as manager, despite focused coaching and development efforts.

***Sales effectiveness is
predictable (not a crapshoot).***

Results

There were five major results from these efforts:

1. The company experienced significant sales growth over the previous year by 139% on equipment and 26% on recurring contractual services, with fewer salespeople than at the end of the year prior.
2. The rookie manager was terminated after several months of unsatisfactory leadership. The company lost a good salesperson, but it was impossible to demote him without significant negative impact to the company.
3. The veteran manager improved his leadership efforts with Braveheart Sales Performance tools to more efficiently and effectively manage the sales group.
4. A number of new salespeople were hired, providing a more independent and self-sufficient sales team for the veteran manager to lead, which eased his management burden.
5. The CEO has a great success story to share with the board and investors, and he no longer stresses about the sales team.



To Promote the Best Salesperson to Manager or Not.... That is the Question

Issue

A Braveheart Sales client company had recently terminated their sales manager and was contemplating what to do. They had a dilemma because their sales group had struggled for years under the guidance of an ill-equipped manager.

They had a superstar salesperson in another group who was interested in the position, but company management was concerned about losing his sales production. This employee was their top salesperson for several years running, and he had not previously managed salespeople. Additionally, what if he didn't work out as a manager for the company? They would have to eliminate him.

Approach

Braveheart shared with the company's management team that being a great salesperson does not necessarily indicate the individual will be successful as a manager. In fact, it is unusual that a superstar salesperson would possess the skill sets required of an effective sales manager, though it does occur periodically.

Braveheart began the engagement with a thorough, objective and data-driven process to evaluate the potential of the individual, not as a salesperson but as a sales manager. The intention was to determine if he could actually become a leader and coach, and help stimulate this floundering unit. We evaluated his strengths that support sales management, his weaknesses that might neutralize those strengths, and his specific management skill sets of: coaching, holding salespeople accountable, motivating, and recruiting.

Recommendation

Based on the analysis, Braveheart recommended the promotion, under the condition that the individual was fully committed to this new role and would not expect to return to his sales role if it didn't work out. Additionally, Braveheart provided coaching support to the rookie manager, as well as a recommendation to follow a specific, analytically-based and objective hiring process to assist him in his recruiting and hiring efforts to improve the sales talent in the unit.

A data-driven approach to sales operations management.

Results

There were four major results from these efforts.

1. In the first 3 months as a fully functioning sales manager, the unit was tracking significantly above the prior year's sales. They sold 522% more in his second 90 days in charge than the same period in the previous year and he had 50% fewer sales representatives.
2. Initially, the manager played a significant role in those closed sales, helping salespeople close business and actually closing the business for them. After the initial 3 months the salespeople were able to close on their own.
3. Sales are now tracking higher than both the collective group's production and the manager's sales results prior to his move.
4. With a performing team of salespeople, the manager was able to turn his sights to expanding the sales team by adding talent, and he hired a new salesperson who broke the record for the quickest sale in the company within three months of hire.



Stop the Turnover Please

Issue

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.

*Quicker ramp up and ROI
on new sales hires*

Results

The resulting effects have been outstanding.

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.

Resources



Rated a “Top 50 Sales Management Blog” by Docurated.com, recent posts include:

- [Hunting and Account Management: Mutually Exclusive?](#)
- [Do Not Be Confused: Sales Activities Do Not Replace Sales Results](#)
- [Hiring Hunters: Don't Rely on Luck to Hire the Next Great Salesperson](#)
- [What Works for Sales Contests? How to Build a Sales Contest That Wins](#)

Download our other useful sales resources:

- [Top 5 Essentials of Effective Sales Management eBook](#)
- [Sales Hiring: Get it Right from the Start](#)
- [The Modern Science of Salesperson Selection](#)
- [Sales Force Grader](#)
- [Sales Hiring Mistake Calculator](#)



www.braveheartsales.com
Braveheartsales.com/blog

Braveheart \ˈbräv-härt\ noun

1. A courageous warrior
2. One who steadfastly fights for a noble cause



©Copyright 2014, Braveheart Sales Performance. All rights reserved. No part of this document may be copied or distributed without author's permission.