



The YPS Group, Inc.

Sales Excellence Council

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Executive Summary

A fundamental objective of Your company is to leverage existing resources to profitably grow sales. This objective can be achieved with a Sales Process Engineering (SPE) initiative executed by a Sales Excellence Council. SPE, when properly implemented, can consistently produce an 8 to 12% annual, incremental increase in effective sales capacity.

The effectiveness of The YPS Group's SPE methodology implemented by a Sales Excellence Council (SEC) is based on three core principles:

- Continuous improvement of the sales process is a fundamental necessity
- Objective metrics are required to determine the amount and rate of improvement
- A well defined sales process is a pre-requisite for determining meaningful sales metrics.

The SEC's fundamental tasks are therefore to:

- Identify the sales best practices that are most closely correlated to producing results and organize them into a logical, repeatable process that is thoroughly documented in a "Sales Knowledge Mine."
- Define appropriate metrics and map them and the sales process into a "CRM" system to enable tracking of performance and improvement trends across the entire sales force.
- Lead the implementation of the sales process, metrics and tracking system
- Develop and deliver (or coordinate delivery of) training and education regarding all of the above

It is the responsibility of The YPS Group to facilitate the activities of the SEC and ensure its efficient and effective operation. The SEC's responsibility is to methodically and relentlessly drive continuous improvement of the your company sales process.

Given the expertise required to effectively execute an SEC, it should be staffed by a total of three to five of the best your company sales personnel and at least one executive manager. To ensure the group's productivity, the SEC will also follow a proven methodology and be facilitated by a seasoned professional thoroughly familiar with that methodology and its supporting tools.

The first phase of an SEC consists of a two-day kickoff session followed by six two to four hour meetings/web conferences, each followed by a series of ongoing assignments and follow-ups. If required, one or more training seminars can be conducted to supplement SEC activity. Typically this initiation/implementation phase is completed within a four to six month period and is followed by ongoing execution and continuous improvement.

As noted above, investment in a Sales Excellence Council can yield a sales performance increase exceeding 8% within the first year as well as an ongoing 8-12% incremental, annual improvement. Benchmarks will be established during the initial phase, and the long term success of the SEC will be judged against this standard.

Value Proposition & Illustration

Given a highly focused, consistent application of Sales Process Engineering principles, your company can expect to generate an 8 to 12% annual, incremental increase in effective sales capacity. *your company can also expect a similar recurring increase in total sales* after correcting for general economic conditions, competitive factors and other unanticipated external/uncontrollable events.

For purposes of this example, we will assume that the current \$20 million in your company sales flows through a six-step funnel as follows:

	Cycle Time (Days)	% To Next Stage	Funnel (\$000)
Identify Opportunity	N/A		118,000
Gain Prospect's Attention	90	50%	59,000
Establish Prospect's Interest	44	50%	29,500
Conduct Discovery	17	60%	17,700
Present/Propose	14	70%	12,390
Close	15	80%	9,912
Total Cycle Time	180		
Annual Revenue			20,099
		Margin %	27%
		Profit	5,427

While the actual number of cycle-time days and percent of opportunities that advance to the next stage may be different, the *net change* in these factors is the relevant source of value. This example will assume a relatively conservative 2% improvement in cycle time, conversion rate and gross margin for each stage.

	Cycle Time (Days)	% To Next Stage	Funnel (\$000)
Identify Opportunity	N/A		120,360
Gain Prospect's Attention	88.2	51.0%	61,384
Establish Prospect's Interest	43.1	51.0%	31,306
Conduct Discovery	16.7	61.2%	19,159
Present/Propose	13.7	71.4%	13,680
Close	14.7	81.6%	11,163
Total Cycle Time	176.4		
Annual Revenue			23,097
		Margin %	27.5%
		Profit	6,361

In this example, your company realizes a 14.9% increase in sales and 17.2% increase in gross margin dollars per year due solely to Sales Process Engineering. Note that managing the sales process at an incremental, detailed level enables improvement at a micro level which in turn can produce dramatic results at the macro level. In other words SPE drives many small improvements that when combined, produce a major cumulative effect.

The resulting projected cash flow impact including only the investment in YPS is as follows:

	Year 1	Year 2	Year 3	Year 4
Investment	70,000	150,000	150,000	150,000
Return	0	934,109	1,094,776	1,283,077
Net Cash	-70,000	784,109	944,776	1,133,077
Cumulative	-70,000	714,109	1,658,885	2,791,962
Annual ROI	-100%	523%	630%	755%
NPV @ 5%	4,311,012			

Achievement of these results is dependent upon aggressive, successful implementation of Sales Process Engineering principles and does not include expenses related to the required CRM system or the your company time investment. ***(Note: Typical CRM expense is approximately \$1,500 per user per year.)***

Activities, Resources, Schedules and Deliverables

Sales Excellence Council

YPS will assign a Managing Partner to work with your company to implement Sales Process Engineering via the Sales Excellence Council. (See Appendix F for sample biographies) This partner will facilitate and support operations of the company SEC.

Phase I - Process Initiation

❖ Activities

- Conduct required initial planning (YPS)
- Review currently available sales practice/process documentation, reports and metrics (YPS)
- Conduct two-day Kickoff Meeting: (face-to-face) (YPS & Syn-Tech)
 - Provide training in Sales Process Engineering, The YPS Group's Methodical Sales Process and SPE tools
 - Begin mapping the initial set of Sales Best Practices into a customized "Sales Knowledge Mine".
 - Establish the initial set of sales funnel metrics
- Develop and deliver the initial version of the Sales Knowledge Mine (web-based documentation) (YPS & Syn-Tech)
- Develop and deliver (or coordinate delivery of) required sales training and education (***NOTE:*** YPS involvement in the *delivery* of training and education is beyond the scope of this proposal and will be priced separately.)
- Conduct six (6) two to four hour Sales Excellence Council meetings/web conferences (YPS & Syn-Tech)
 - Continue to develop, review and update Best Practices/Best Process
 - Continue to develop Metrics
 - Identify and develop sales tools to support execution of best practices
 - Develop follow-up plans
 - Develop requirements for customization of the CRM system
 - Assist with implementation of the CRM system
 - Develop a "Your company Selling System" implementation plan, including a "CRM" system and lead the implementation
 - Update the Sales Knowledge Mine documentation
- Conduct telephone checkpoint and follow-up calls with SEC members as needed (YPS)

❖ Deliverables

- Electronic copy of basic SPE materials
- Customized “Sales Knowledge Mine” including updates (in web-based format, hosted by YPS or Syn-Tech)
- Implemented CRM system
- Recommended follow-up and implementation plans

Phase II – Implementation

NOTE: Phase II information is included for information purposes only. The YPS Group will submit a follow-on proposal to address its involvement in Phase II. Also note that there is considerable overlap among phases. For example, implementation activity will occur during the initiation phase.

❖ Activities

- Continue Phase 1 activities via ongoing SEC meetings/web conferences
- Complete the implementation of the “Your company Selling System”
- Ensure widespread, effective use of the “Your company Selling System”
- Develop, implement and execute a comprehensive reporting process and system to support achievement of an 8 to 12% annual, incremental increase in effective sales capacity (**Note:** This item requires significant knowledge, time, effort, leadership and resource.)

❖ Deliverables

- Continuously updated Sales Knowledge Mine
- Other - To be determined

Phase III - Continuous Improvement

NOTE: Phase III information is included for information purposes only. The YPS Group will submit a follow-on proposal to address its involvement in Phase III. Also note that there is considerable overlap among phases. For example, improvement activity will occur during the implementation phase.

❖ Activities

- Conduct ongoing Sales Excellence Council meetings/web conferences
- Determine required SEC actions, develop action plan and execute
- Maintain and update the Sales Knowledge Mine

❖ Deliverables

- Continuously updated Sales Knowledge Mine
- Other - To be determined

Additional SPE, Training & Special Projects

❖ Activities – to be determined – Potential activities could include:

- Sales Compensation Plan development
- One-On-One Mentoring/Coaching
- Making an Effective Sales Call Seminar
- Targeted Sales Training and Education
- Account & Territory Planning (Seminar and/or Facilitation)
- Customer Focus Enhancement projects

❖ Deliverables – To be determined

Typical Timeline

Note: The objective of The YPS Group is to drive implementation of SEC plans and programs as rapidly as possible while maintaining effectiveness and ensuring “buy-in” by the entire your company sales team. The rate of learning, buy-in and integration into day-to-day activities varies widely among different organizations. (The timeline indicates typical accomplishments as of the end of Month X.)

❖ Month 1

- The SEC is successfully launched with participation and commitment to achieve success by the top executive champion
- SEC members are fully committed to the group’s success
- All sales personnel are aware of the SEC’s objectives and overall strategy to lead continuous improvement of the sales process
- CRM requirements evaluation begun and “Long List” of CRM vendors is identified
- Relationship and “Sales Flaws” baselines established
- Development of the overall architecture of the “Funnel” portion of the sales process is complete (i.e. Completion Criteria and base Metrics)

❖ Month 2

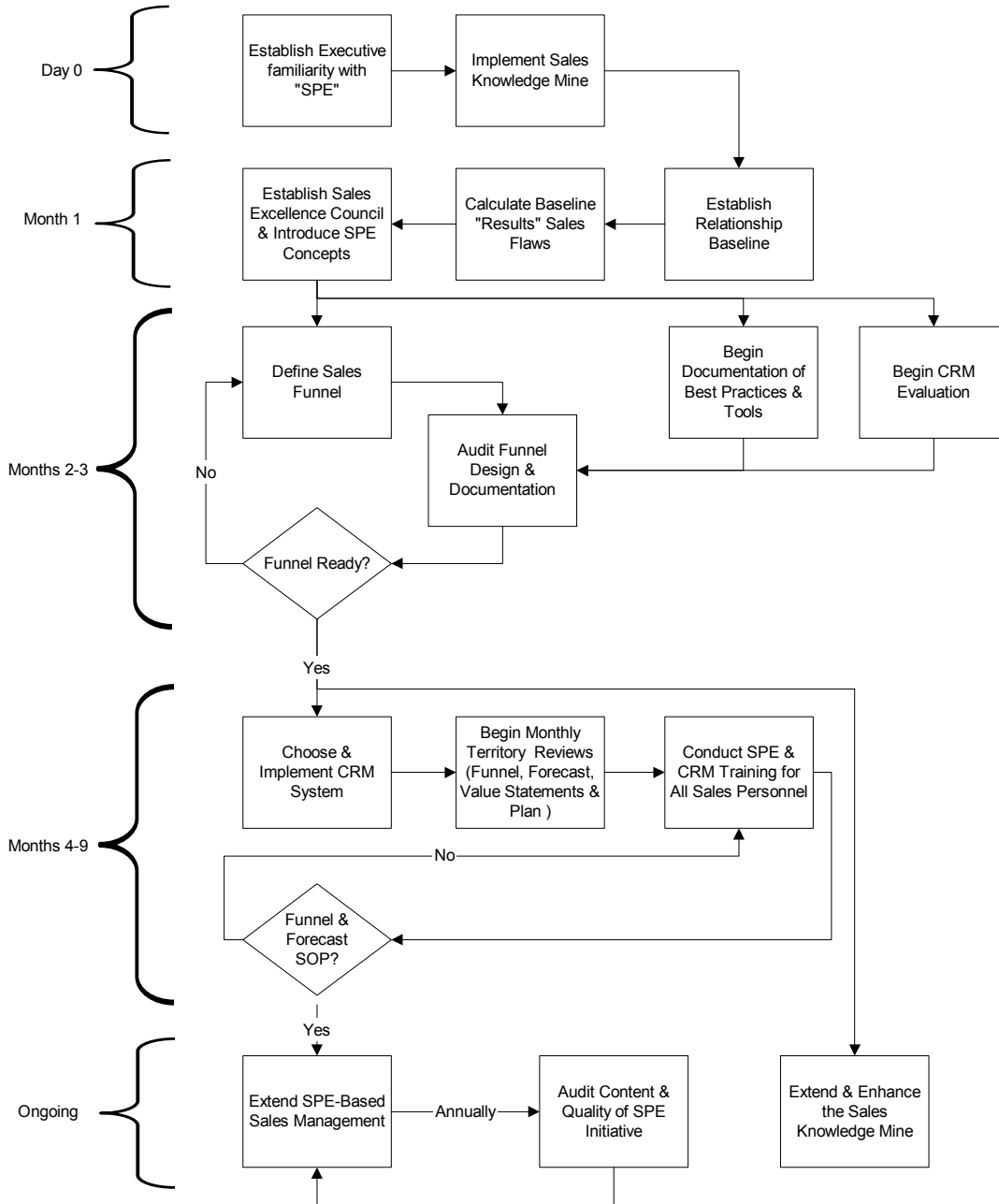
- A substantial number of best practices and several sales tools are documented
- CRM requirements clarified, “short list” of vendors is established and demos are scheduled

- ❖ Month 3
 - The “work-in-process” Sales Knowledge Mine is made available to all sales personnel
 - A formal presentation is made by the SEC to all sales personnel to communicate objectives, strategies and progress to date
 - CRM system is chosen and implementation is underway
 - Development of the initial version of a working sales process, including a robust set of best practices and a significant number of sales tools is complete
 - CRM system is implemented and all sales personnel are trained in its use
 - Monthly Territory Reviews and funnel reporting & ranking begins

- ❖ Months 4 to 9
 - Initial version of the Sales Knowledge Mine is complete
 - Monthly, detailed metrics reporting begins
 - All sales personnel are trained/educated of all key aspects of the “Your company Selling System”
 - Consistent use of the the “Your company Selling System” becomes “Standard Operating Procedure.”

- ❖ Months 9+
 - “Selling System” is fully implemented and sales personnel are educated in its use
 - Baseline performance benchmarks established
 - SPE-based sales management extended
 - Quarterly/annual audits of SPE initiative begin
 - Sales Knowledge Mine is extended and enhanced
 - Your company makes “go/no-go” decision on moving to the next level

Implementing Sales Process Engineering-Based Sales Management Overview



Investment

- ❖ For **Phase I - Process Initiation**: To be determined
- ❖ For **Phase II - Implementation**: To be determined
- ❖ For **Phase III - Continuous Improvement**: To be determined
- ❖ **Additional Training and Special Projects**: To be determined

Additional Value

By implementing this proposal your company can accrue substantial and sustainable value. The major areas impacted are:

- ❖ **Grow Revenue and Profit Margin** – First and foremost, a well-executed Sales Excellence Council can generate an 8-12% annual, incremental increase in effective sales capacity.
- ❖ **Reinforce Accountability** – Sales Process Engineering means implementation of formal sales process metrics *that are highly correlated to sales growth*. This enables targeted, quantitative assessment - at an individual level - of the quality of execution of each key stage of the sales process.
- ❖ **Leverage Basic & Professional Sales Skills** – Since your own sales personnel are intimately involved in designing and implementing the process, “buy-in” will be high. The continuous cycling of sales ideas and innovations among your sales reps and sales managers will result in quick and pervasive implementation of sales best practices and a sales best process.
- ❖ **Increase Retention** – Many clients experience increased retention of sales personnel because the process enables higher levels of performance at lower levels of stress and creates an environment of continuous learning and improvement.

Appendix A - Overview of Sales Process Engineering

The Three Core Principles

Principle 1: Continuous improvement of the sales process is a fundamental necessity.

This is a basic management tenet. It can only be ignored if the sales performance of your competitors is steadily degrading. If, on the other hand, their sales practices are improving, and yours remain stable, you will be falling behind on a relative scale.

Principle 2: Objective metrics are required to determine the amount and rate of improvement.

Simply stated, one literally cannot know either the amount or the rate of improvement *without* quantitative measurements.

A more subtle implication of this second principle relates to the number of metrics needed for effective sales management. The more metrics used to analyze alternatives, the greater the quality of the decision. The best rule of thumb is to “use a few more than are currently being used.”

(NOTE: The power of the above rule may not be immediately obvious. As an example, assume you must decide what type of sales training to provide for the bottom half of revenue producers in your company. The key question is, “What topics should be covered?” If the only available metric is revenue, the quality of your answer will be based primarily on luck and intuition.

Now assume that data regarding call-making skill is available. The quality of your answer will improve. If a metric regarding financial justification skills were also available, your answer would be better still. What if you also had data regarding the number of calls made? Product knowledge? Proposal-writing skill? Negotiating skill? Ability to establish and develop professional relationships? etc., etc., etc. Each metric considered will improve the quality of the training content decision.)

Finally, it is essential to analyze the correlation of performance for each metric to improvement in results. Metrics with a high correlation deserve intense focus. Those with a low correlation should be eliminated or ignored.

Principle 3: A well defined sales process is a pre-requisite for determining meaningful sales metrics.

By definition, a company has a sales process only if it is documented, thoroughly understood by the entire sales force and is consistently executed by them. If any of these three components is missing, then for all practical purposes, a sales process does not exist and truly meaningful metrics cannot be defined.

(NOTE: The power of principle 3 is most easily understood by considering an unfamiliar process. For example, if you are not knowledgeable about the sport of cricket, try naming a few metrics to judge the performance of a wicket-keeper. Without knowledge regarding the wicket keeping process, wicket-keeping metrics cannot be defined. If you are not familiar with music, try naming a few metrics to judge the performance of a bassoon player. Without knowledge regarding the bassoon playing process, bassoon-playing metrics cannot be defined.)

Implications of the Three Core Principles of SPE

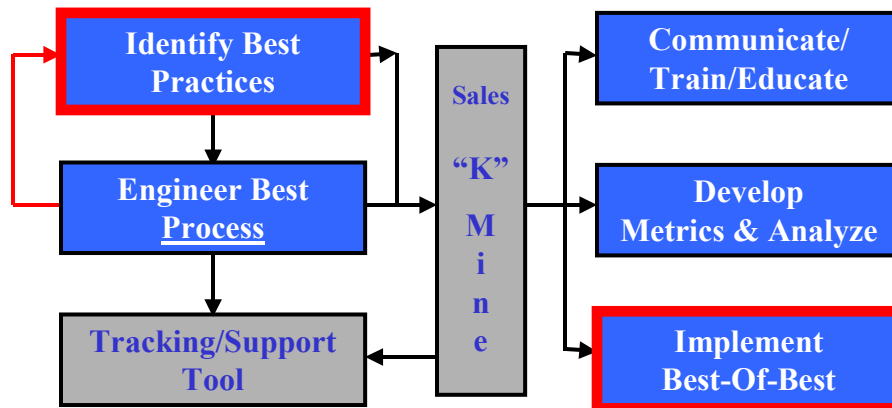
Accepting the first principle, the fundamental need for continuous improvement and pursuit of excellence in sales, *requires* acceptance of the other two principles. Without principle two, metrics, the amount and rate of performance improvement cannot be determined. You could not even know if your team is getting better or worse. Without principle three, a well-defined process, appropriate metrics cannot be deployed. Again, the amount and rate of performance improvement cannot be determined.

Unless your sales process is well-defined and documented, you cannot claim to be dedicated to continuous improvement. Likewise, if you do not have at least a dozen or more relevant sales performance metrics, you cannot claim to be dedicated to continuous improvement.

The Process of Sales Process Engineering

The process of Sales Process Engineering has seven key components and is designed to elevate a sales force to a higher maturity level. (See Appendix C, How Mature is Your Sales Process?) Each of these components is comprised of a set of techniques and service offerings and is supported by specific tools.

The Process of Sales Process Engineering



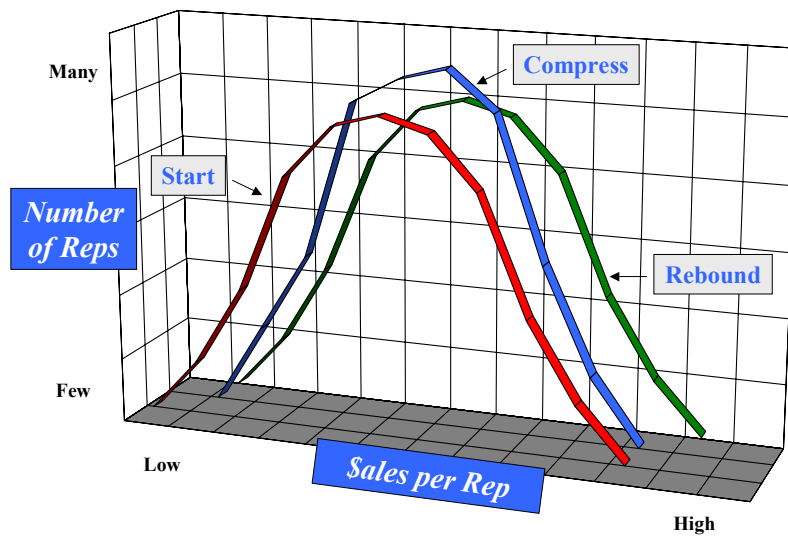
- ❖ **Identify Best Practices** - This consists of a series of discussions that "mines" for and documents the knowledge of top sales producers and managers. The facilitator adds a perspective of what works for others both inside and outside of your industry. The fundamental objective here is to identify the things that are and can be done to consistently produce outstanding results.
- ❖ **Engineer Best Process** – Using the *Methodical Sales Process* (see Appendix D) as a baseline, a genuine transformation in the effectiveness of a sales team can occur. An engineering approach is applied to integrate sales best practices into a comprehensive process customized to your unique environment and requirements. There is a profound difference between a collection of Best Practices and “Best Process.”
- ❖ **Document – Sales Knowledge Mine** – “Write it down!” is the mantra of an SEC. Documentation bridges the gap between the strategic efforts described so far, and the more tactical, practical tasks shown on the right side of the diagram. It is the key enabler and energizer of the whole process. The tools we use range from simple lists of ideas to process decomposition diagrams and cross-functional flow charts. (See Appendix E)

- ❖ **Communicate/Educate/Train** – The value of the process documentation is exploited with frequent, repetitive, continuous communication via discussion, e-mail, telephone conference calls and inter- or intra-net based knowledge mines and discussion forums. Active participation by all sales reps and managers in process development helps ensure their buy-in and sense of ownership. More formal education/training sessions augment overall learning and understanding.
- ❖ **Develop Metrics & Analyze** – “If it’s not measured, it’s not managed”. Metrics are a critical, integral part of the Sales Process Engineering process. Completion criteria and metrics are clearly defined for each major step in the sales process. When sufficient data has been collected, comprehensive statistical process analysis and control can be implemented.
- ❖ **Implement Best-Of-Best** - Unless the processes, tools and techniques that result from your sales process engineering are actually used by all members of your sales team – the effort is wasted. We provide both “carrot” and “stick” tools as well as an objective perspective to ensure that what is built is effectively applied.
- ❖ **Tracking/Support Tools** – Information Technology tools are essential for effective management of a sales process. The “SPE” effort will help define your requirements regarding sales force automation, tracking and analysis tools. Optionally, we can also assist in selection, customization, installation and operation of these tools.

Appendix B - The “SPE” Effect

A well-executed Sales Process Engineering effort inevitably creates a powerful cycle of improvement in sales productivity. Typically an 8-12% annual increase in sales per rep results. We call this phenomenon the “SPE Effect”.

In any sales force, the productivity of individual sales reps varies. A classic “bell curve” results by graphing the number of reps against sales dollars produced per rep. Typically, the sales volume of the best few reps will be about twice that of the lowest performers. The bulk of the sales team falls into a mid-range. This is represented by the red “Start” curve below.



The impact of a YPS Sales Process Engineering effort initially emerges as enhanced performance at the low end. This is due to disciplined “capturing”, documentation, communication and implementation of the sales practices of the “eagles” by the low-end reps. The blue “Compress” curve above illustrates the two things that occur. First, the total range of productivity narrows. Second, as shown by the higher peak, a greater number of reps begin to perform at a new, **higher** average productivity rate.

Most managers have had the pleasure of watching a star performer instinctively react to a challenge of his or her superior skills. This caliber individual simply will not stand for a ranking that is drifting toward the middle of the pack. He or she is self-compelled to maintain an edge. The result is shown mathematically by the green “Rebound” curve. The natural range of productivity and normal shape of the curve is relentlessly restored by your eagles - - - **at a higher level of total production for the entire sales team.**

YPS Sales Process Engineering is the catalyst that drives this “SPE Effect”.

Appendix C - How Mature Is Your Sales Process?

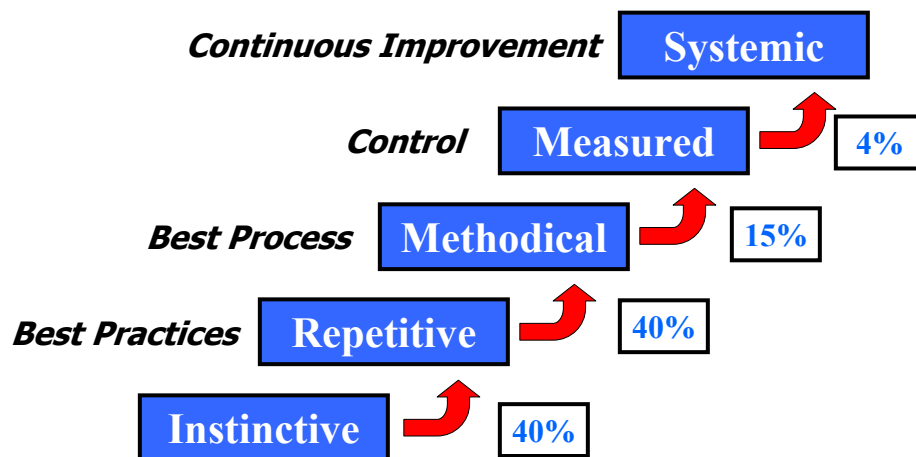
The personal sales process of top sales executives is, in fact, quite sophisticated and mature. It is the reason their rise to the top occurred. Three variants of this question, however, are the critical ones to consider. How mature is your *organization's* sales process? How mature is the sales process of each of your *sales managers*? How mature is the sales process of each of your *individual reps*?

Assessing your answer to these questions is an important step in determining the overall value of a Sales Process Engineering effort. The following tool for measuring the quality – or maturity – of a sales process will help in doing so.

Every business process and every individual executing it grows and matures over time. We all start out with nothing but **instinct** – applying the knowledge, experience and habits we brought with us. Initial success comes from a combination of two things & two things only – hard work and luck.

Stage two is the **repetitive** or best practices phase. If it works, do it again. If it works for someone else, copy it. The theme for a rep or organization at this level is, “Try it!” Becoming a student of sales and acquiring a collection of sales best practices are key activities.

Sales Process Maturity



Research shows that only about 15% of sales reps and sales forces ever get to the third or **methodical** level, the stage where the entire sales process is written down. This, by the way, sounds easy only to those who haven't tried to do it. The 15% who have, appreciate

the truly profound difference between a collection of best practices and the well-defined best *process* of the methodical level.

The fourth stage is based on the management principle that “If it’s not measured, it’s not managed”. This stage implies being well beyond tracking the basics like revenue, sales calls made and expenses. An authentic **measured**-level sales force keeps tabs on as many as 50 – preferably 100 or more - distinct process steps by rep *and* performs continuous statistical analysis on that data *and* tunes the sales process based on that analysis. This level of detail provides a tremendous amount of insight and can truly super-charge a sales process and sales team. Less than 5% ever make it this far.

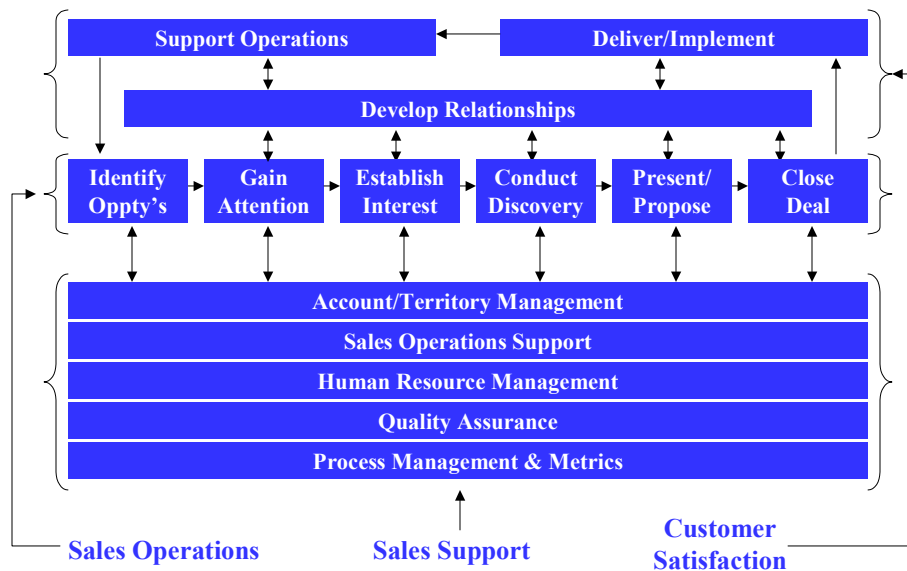
Still fewer, only a handful really, can claim attainment of the fifth or **systemic** level. This is where the sales management system literally monitors itself; not only responding to, but also anticipating the marketplace through automatic feedback mechanisms, making corrections to the sales process and tuning components and people as appropriate.

Where do your sales reps, managers and overall organization fit on this one to five scale of sales process maturity?

Appendix D - The Methodical Sales Process

The YPS Methodical Sales Process (MSP) is a well-organized, intuitive, logical framework that will serve as a “stake-in-the-ground-starting-point” for the Sales Process Engineering (SPE) project. This architecture includes fourteen sales sub-processes that are grouped into three main categories... *Sales Operations*, the starting point and “guts” of the whole selling process; *Customer Satisfaction*, concerned with maintaining/enhancing the satisfaction of your current customer base and building credibility with prospects; and *Sales Support*, the activities performed by field reps, staff and management to make the sales operation as productive as possible.

Methodical Sales Process



As your sales Best Practices are identified, they will be classified into one of the above categories. Over time, as practices are refined into process, the *YPS* MSP will evolve into *your own customized* MSP. Sub-processes will be added, deleted and modified to reflect the changing requirements of your marketplace. Instead of starting your continuous sales process improvement journey from scratch, we will jump-start it by building from this existing infrastructure.

Further insight into of each of the sub-processes follows:

❖ Sales Operations

- **Identify Opportunities** - To whom might I sell my products/services? How do I determine which are best prospects?
- **Gain Attention** - How do I get the decision-maker to recognize that my firm might have useful products/services?
- **Establish Interest** - How do I get the prospect engaged in a decision process regarding my products/services?
- **Conduct Discovery** - How do I work with the prospect to clearly define requirements and issues, customize and justify use of my products/services and begin to get his/her buy-in?
- **Present/Propose** - How do I package my complete value proposition for delivery to the prospect?
- **Close** - How do I reach final commitment?

❖ Customer Satisfaction

- **Deliver/Implement** - How do I assure that my products/services are properly delivered and/or installed by the customer?
- **Support Operations** - How do I ensure continued customer satisfaction?
- **Develop Relationships** - How do I continuously establish and enhance the trust and confidence my prospects and customers have in my company and me?

❖ Sales Support

- **Account & Territory Management** - What are all the things I must do to assure that my company's time and resources are productively and optimally used?
- **Field Operations Support** - What must the sales support staff do to help the sales reps and what tools are needed?
- **Human Resources** - How do I recruit, hire, train, motivate and retain sales personnel?
- **Quality Assurance** - What are the standards for performance of each sales activity and how do I assure that these standards are met?
- **Process Management & Metrics** - How do I measure all the activities in the sales process so I know if I'm doing well or poorly and how do I ensure continuous improvement?

Appendix E - Sample Sales Knowledge Mine Outline

Sample Sales Knowledge Mine Contents:

- ❖ Sales Issues & Inhibitors
 - Market Segmentation
 - Competitive Information
- ❖ Field Sales Operations
 - Identify Opportunities
 - Completion Criteria
 - Metrics (Performance Standards)
 - Best Practices
 - Sales Tools
 - Gain Prospect Attention
 - Establish Prospect's Interest
 - Conduct Discovery
 - Present/Propose
 - Close
- ❖ Customer Satisfaction
 - Deliver/Implement
 - Support Customer Operations
 - Develop Relationships
- ❖ Sales Support
 - Account & Territory Management
 - Support Field Operations
 - Human Resources Management
 - Quality Assurance
 - Process Management & Metrics
- ❖ Sales Tools
 - Value Statements
 - Differentiators
 - References
 - Call Scripts
 - Common Customer Issues
 - Common Objections & Responses
 - Proposal Boilerplate
 - PowerPoint Presentations
- ❖ Product Information
- ❖ Action Plan

NOTE: These four items are repeated for each sub-section under Field Operations, Customer Satisfaction and Sales Support



Appendix F - Sample Consultant Biographies

Todd Youngblood
Managing Partner & CEO
The YPS Group, Inc.

Todd Youngblood is obsessed with sales productivity. His 26-year career in Executive Management, Sales, Marketing and Consulting has focused on selling more, better, cheaper and faster. He spent his first fifteen years rising through the sales ranks at IBM. This included assignments as an instructor in IBM's renowned Sales School, as a Sales Manager in both the "big iron" and Networking Services divisions, as a Branch Manager and as a Regional Manager for Computer Integrated Manufacturing. He exceeded his quota in each of those years, earned a Manager of the Year designation and was twice invited to the prestigious IBM Golden Circle.

In 1991, Todd took the entrepreneurial plunge and successfully established and operated an Information Technology Outsourcing firm. In retrospect, he believes that the challenge of moving to a start-up from a firm with over 400,000 employees was his greatest learning experience. Meeting the payroll, mastering the art of recruiting, hiring, training and retaining a cadre of technical professionals and dealing with the fact that "the buck *really does* stop here" are lessons learned that have continuing value for him and more importantly his clients.

After four years of entrepreneurial profitability, Todd was lured back to a bigger business. He joined an electronic commerce firm serving the insurance and healthcare industries as Vice President of Sales & Marketing. In addition to fulfilling the traditional role of sales leader, he also managed a vendor partnership that generated over \$300 million of annual telecommunications revenue and negotiated a new five-year, \$260 million technology outsourcing partnership.

Todd founded The YPS Group in 1999 and currently leads this federation of experts in sales process engineering, interpersonal communications and business planning. His broad background in working with small and medium-sized companies as well as Fortune 500 firms across the Information Technology, Distribution, Manufacturing, Telecommunications and Insurance industries gives Todd a unique perspective in enhancing his clients' productivity, performance and profits.

Todd earned a Bachelor of Science degree in Biology from Brown University where he played four years of varsity football. He volunteers with both the Arthritis Foundation and the Hoya Boosters. Todd is married, has two daughters, enjoys cycling and is a second degree Black Belt in Choi Kwang Do.



**Henly Shelton
Managing Partner
The YPS Group**

Henly Shelton is obsessed with customer care tied to sales productivity. His 30-year career in Executive Management, Sales, Marketing and Consulting has focused on selling value not hype. He began his career with US Filter where his sales work gained him the attention of a Finnish company looking to establish an office in the US. He started as area manager and he exceeded his quota in each of those years. He was rapidly promoted to Vice President of sales then to the position of President for North American operations. Henly's focus on solution selling and customer care was the key to his success. Henly is profit-driven and detail-oriented.

In 1989, Henly successfully established and operated an intelligent sensor company that developed technology for the pulp and paper market. Henly met the challenges of a start up, such as cash flow management for the little guy, keeping the boat on course and learning how to stay on top when the bottom is falling out. He grew the business to 3 million plus and sold it for a profit to ABB. After the success of his first start up, Henly launched another, this time in the software industry. He learned many new lessons such as when to hire and when to fire, don't chase technology for technology's sake. He was able to repeat his success and sold to Americo holdings.

Henly is profit-driven and detail-oriented, he has streamlined operations and restructured teams that were effective in producing major improvements in service/product quality. In addition, he has developed and implemented training programs focused on customer care that resulted in major improvements in customer satisfaction and company recognition.

Henly earned a Bachelor of Science degree from the University of West Florida where he was active in intramural sports and a member of SAE. He earned his MBA from Georgia State and completed the AMP program at Harvard Business School. Henly is married, has two sons and one daughter, enjoys racquet ball and golf and is an active member of the Church of the Apostles.

Henly served his country in the United States Marine Corps and is a Viet Nam veteran.

Appendix G - Sample SEC Member Invitation Letter

Dear XXX,

Congratulations on your selection as a charter member of the XXX Sales Excellence Council. It reflects the quality of your past efforts and your continuing value to our sales team. Perhaps most importantly, we have specifically designed the program to provide you, one of our key sales leaders, with a personal development experience that will be of continuing value throughout your career.

The core objective of the "SEC" is to generate an 8 to 12 % annual increase in XXX's effective sales capacity. The overall strategy will be to identify our sales best practices, ensure the widespread, high quality execution of those practices and to measure the results produced.

To assist us in this effort, we have retained XXX of The YPS Group. He will facilitate the effort starting with a two-day Sales Excellence Council kickoff meeting at 8:30 AM on XXXXX, XX, XXXX in our ??? location. Subsequent monthly meetings will be held at one of our other offices or via web conference.

Again, congratulations on your selection. I look forward to celebrating the sales growth that this program will produce in your sales territory and those of other XXX sales pros.

Sincerely,

Vice President of Sales