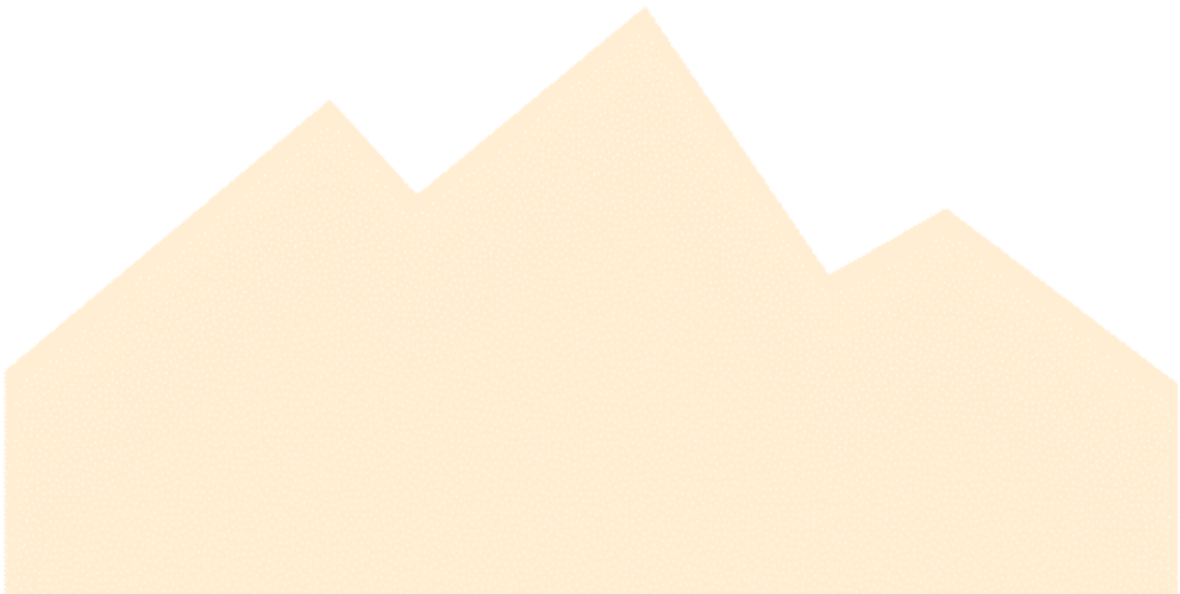


# CUSTOMER RETENTION

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## THE KEY TO BUSINESS SUCCESS



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## 1. The Impact of Losing Customers

In the early 1900's, a business really knew their customers. The small shopkeeper knew their customers' names, what they typically bought, when they shopped, and what they liked. They even knew their families and what was happening in their private lives – when their children graduated, who got married, who lost or gained a new job, when their birthdays were, and more. Whatever happened to those days?

The world got too big. Businesses focused more on revenue and expenses than on their customers. It all became “internally” focused on what was best for their company rather than “externally” focused on what was best for their customers. It is only recently that businesses started to realize the impact of this situation. In fact, according to some surveys, the number one issue that keeps business owners up at night is “Customer Loyalty”.

The impact of losing customers is enormous, and many businesses don't really understand how important this is. Consider this – The typical business will lose one half of its customers within 5 years. Thus, if you have 1000 customers today, you can kiss half of them goodbye in 5 years when you'll only have 500 customers left. Now, of course you wouldn't just sit idle and watch your customers vanish. You will acquire new customers, which will replace the ones who have left or are leaving, thereby balancing everything out. In fact, if you grow like many businesses, then you should end up with more than 1000 customers after 5 years. Right? Well, yes and no.



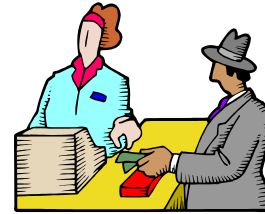
While you may replace the departing customers, it may be at a very high price. The cost to find and acquire a new customer is seven to ten times higher than to retain and sell to an existing one. Quite simply this means that by the time you found a new prospect, marketed to them, and sold them something, it would cost you a fraction, up to one tenth, to sell to your existing customers instead. But what would you sell to your existing customers? How about more of what they purchased before, or upgrades, new versions, services, maintenance agreements, add-on products, and much, much more?

If it costs so much more to acquire new customers, why don't more businesses focus on retaining their existing customers? Good question. A small increase in your customer retention could result in a dramatic increase in your profits. But why don't more businesses practice this? Too many businesses are interested only in acquiring new customers at the risk of ignoring their bread-and-butter customer base. While acquiring new customers is important in any business, it cannot occur at the sacrifice of the existing customer base. Besides, in today's economy, it is getting increasingly difficult to acquire new customers at the rate of losing existing ones. As a result, the net effect from attrition is fewer customers overall.

What tends to frequently occur in many businesses today is the opposite of customer retention. Instead of doing everything reasonable to retain existing customers, businesses

tend to alienate their customers by making it difficult to work with them or by providing poor customer service. A dissatisfied customer can be the death of a business. Up to 90% of dissatisfied customers will not buy from you again. If you don't believe this, then think about the last time you ate at a restaurant or bought a flower arrangement and the service, food, product, or whatever, wasn't to your liking. Did you return to that restaurant or florist? Probably not.

What do you think your customers do when they are unhappy with your product or service? They shop somewhere else. To make matters worse, a dissatisfied customer will tell up to 9 other people about their unpleasant experience with your business. This is similar to the parable: "Good news travels fast. Bad news travels at the speed of light." On top of this, around 95% of dissatisfied customers do not tell their story to you. Of course not, they are too busy telling 9 other friends.



What is a business to do? It is not enough to say you will provide better service, although that is very important to do regardless. A change of focus is necessary - A focus away from internal issues such as revenue and cost reduction, and a focus toward the customer. Simply stated, *if you take good care of your customer, the revenue will follow.*

Now this is not to say that revenue and cost reductions are not important and should take a back seat to your customer retention efforts. What it is saying is that whatever you do in your business, whether it is to increase revenue or reduce costs or whatever, it should always take the customers' interests into consideration. It's amazing how many business decisions are made that never even consider what is best for the customer. This is why we see horrendous order taking procedures in some companies, or ridiculous policies that make it impossible to deal with a business, or useless paperwork that benefits no one but administrators.

A simple policy that we frequently see in stores, for instance, is the "No Hassle Return Policy." If you ever tried returning something in one of these establishments you would quickly find that their "no hassle" policy means no hassle to the store, not you. As soon as they tell you that you need the receipt, they just hassled you and contradicted their so-called customer friendly policy. As such, useless policies of this nature, and empty acts of customer service, are just meaningless lip service.

Years ago when banks wanted to reduce their costs, they decided to close some of their branch offices. However, in order to retain their clients in each area where there would no longer be a branch office, the banks introduced a new technology for people to use for their banking – the ATM. Unfortunately, the use of the ATMs was minimal and would not supplant the banking that was otherwise performed by the branches that were to be closed. When the bank executives thought the ATMs would be a suitable replacement for their branches, what they found was that no one was using them. Part of the problem was simply that people were intimidated by the new technology or didn't trust exchanging their money with a machine.

However, once the customers were asked why they didn't use the ATMs, an overwhelming amount said that they preferred either dealing with a human being or having a human being (teller) available if they needed one. Hence, the banks started putting ATMs in the branch offices themselves instead of closing them down and found that more people started using them simply because they were co-located with a teller who could help them if they needed it. This started the popular trend toward ATMs as a mainstay for today's banking. Once our society became more comfortable with this new technology and began to trust it, the ATMs spread like wild fire. Today ATMs are virtually everywhere.

What started as a cost reducing failure turned into a revenue increasing success since more people started doing their banking with banks that had ATMs, because they liked the combination of personal banking and increased efficiency. As it turned out, many banks no longer needed to close down their branches since their business actually increased. Had the banks initially thought about what their customers wanted instead of their own internal needs, they would have had much earlier success with the ATMs.

## 2. Focusing On The Customer

We live in an interesting world, which makes it difficult to focus on the customer. We are faced with tremendous pressures and decisions in a fast-paced society. Sales cycles are much longer since we are often times dealing with more information and more complex products, in which we are selling to more intelligent consumers. With tighter budgets and a tougher economy, more sales leads are required since fewer people and businesses are purchasing, or they are purchasing less than they used to.

Longer learning curves are necessary for new sales people since the products are more sophisticated and selling is more difficult given the competition, economy, and market conditions. Therefore, there is more for the newer sales reps to know in order to be successful. Add to this the challenges of doing customer and market research, competitive analysis, status reports, forecasting, and more, and it is easy to see that there is much less productive selling time. And speaking of forecasts, when was the last time an average sales rep, or their management for that matter, felt confident that their forecasts were accurate?



All these issues and challenges make it very hard to focus on the customer. Yet, it's the customer whom we should be focusing on after all. Something is needed. Something that can help us to focus on the customer, address the issues we are faced with daily, and allow everyone who interfaces with the customer to have access to information about the customer in order to best address their needs. What is needed is a corporate culture that is dedicated to helping, and retaining, the existing customer base, combined with methodologies and tools that offer efficiency and productivity to those involved with the customers, which is basically everyone in the company. What is needed is CRM – Customer Relationship Management.

CRM is somewhat of a combination of a business' culture regarding their commitment and passion for their customers, and technology to help them organize and implement this culture. A definition that embraces this description is:

**“CRM is a centralized database containing customer profiles for understanding customer requirements and satisfying their needs.”**

It is not simply technology. Nor is it technology for technology sake. It is technology used to help profile your customers so that you can better understand their requirements in order to satisfy their needs. Technology is the “enabler” of your business strategy.

By having a corporate mind-set that focuses on the customer, the company is better positioned to address the overall needs of their customers, regardless of where they are in their life-cycle. This affects the pre-sales efforts, when a company markets to “Suspects”.

It affects the selling process, when a company actually sells to “Prospects”. And, it affects the post-sales efforts, when a company supports its “Customers”.

The customer’s life cycle includes the marketing, sales and support aspects of how they deal with your business, and how your business deals with them. First you market to them, and they are considered “Suspects”. Then you sell to them, and they are considered “Prospects”. Then you support them, and they are considered “Customers”. If you do a good job of marketing to them, you’ll stand a good chance of selling to them. And, if you do a good job of selling to them, they will become your customer. If you do a good job of supporting them, then you’ll stand a good chance of marketing to them again, which starts the cycle all over. You market, then sell, then support, then market again, sell again, and so on.



This is called “Customer Life Cycle Management” and should be the practice of every company. Yet many companies simply end the relationship after the sale. Perhaps they do a good job of supporting their customers, but they fail to go back and continue to help them by providing solutions to their problems. Instead, they focus mainly on acquiring new customers and let their existing customers stumble across their competitors when they need more product, services, maintenance agreements, add-on products, and a multitude of things they should be purchasing from your company instead.

### **A. Building Your Puzzle**

So, how do you focus on your customers’ Life Cycle Management? To begin with, you have to first look at your company as a whole, and then prioritize each function as it relates to your customers. Next, implement your CRM strategy one phase at a time. If you ever built a puzzle, you’ll already be familiar with the process. We typically look at the picture of the puzzle on the box to become familiar with the different sections and their unique properties. For instance, if we were building a puzzle of a tropical island, we might notice that the clear blue ocean is in the front of the picture, and therefore at the bottom of the puzzle. Just beyond that is the light tan sandy beach. Behind that is the brown and green palm trees. Above the trees and at the top of our puzzle is the dark blue sky with a white cloud off to the right.

We then dump the puzzle pieces on the table and start organizing our pieces by common colors. The blue-green pieces would be the ocean. The tan ones would be the beach. And so on. Then we decide (prioritize) which section we wish to work on first and build one area at a time.

If you consider your business the same way, you will find that each department is a puzzle piece. If you look at a puzzle piece just by itself, without seeing the picture on the

box, you will never figure out what the big picture is or how your piece fits in. Likewise, without knowing what your company's big picture is and how it relates to your customers' Life Cycle Management and your CRM strategy, each department will not be part of the plan, and the customers will get hurt. You will eventually get hurt too when your customers leave you.

Therefore, figure out what your puzzle, or business, looks like and how all the pieces fit. Decide how the customer's experience "flows" through your organization, from one department to the next, and determine the most efficient, cost-effective and expedient processes for the customer, which will end up being the best process for your company as well. This is called a Sales Process, since it defines the process by which a sale moves through your company. Then prioritize each department or function and work on that first. If you don't have the big picture and don't know what your puzzle looks like, then each department will be working in isolation, without the knowledge of what the other departments are doing, and they will work cross purposes, duplicate efforts, become inefficient, and harm the customer relationship and experience.



Clearly this is a lot of work. But finding new customers to replace lost ones is even more work, and more costly. CRM projects have a dismal track record, however. Studies have shown anywhere from 50% to 80% of these projects fail. Failure is defined as missing deadlines, coming in over budget, lacking functionality, or any combination of these. One big reason they fail is that they did not have a plan, which defined their company's puzzle, or sales processes. It's like building a house. You can have the best tools and material money can buy, but without architectural plans you won't be building what you want. In fact, you probably won't even be building anything that's worth living in at all.

The plan not only sets your roadmap in position, but it also defines the parameters that include the people, resources, priorities, attitudes, and more. However, there are additional reasons why CRM projects fail, such as user resistance. If a sales person doesn't see how something is going to make her sell more, or simply help her sell at all, then she will not use it. Therefore, your new strategy, and perhaps even your new CRM technology, better have a clearly defined benefits statement so each user, regardless of which department they work, knows exactly how it will help them succeed and improve their situation.

Other reasons these projects fail include:

- The CRM strategy takes too long to develop and deploy because it is too complex.
- The company delivers excessive functionality at one time and the users are overwhelmed with too much to learn and use in their day-to-day operations.

- There is a lack of training because management is trying to keep expenses down, doesn't think their people need to understand the processes, or believes that their people will figure out how to use the new technology themselves.
- There is no management support and the champions of the project fail when it comes time to rally the company behind an otherwise good plan.

Although CRM implementations traditionally have had poor results, more and more businesses have become aware of the reasons for the failures and have learned from the mistakes of others. In many cases, the results have been improved success and better customer retention.

## **B. Why Bother?**

So far, a CRM strategy sounds like a scary proposition. So, "Why bother?" you ask? Why should you go through all this work and trouble only to achieve perhaps 50% probability of success? First of all, if you have a good plan and well thought out sales processes, and you are committed to implementing your strategy from the highest levels in your organization, your success rate will be closer to 100%, not 50%. Second, you have to look at what motivates businesses to do this to begin with. Remember in the beginning of this paper we discussed customer retention. The whole purpose is to build a customer relationship process and mentality in your company in order to develop a life cycle management system to retain and grow your existing customers. This is much more profitable and feasible than losing customers and spending 7 to 10 times more to acquire new ones.

Hence, there are numerous reasons why companies should implement a CRM strategy for their businesses. Some of the reasons include:

- Improved sales performance and productivity
- Escalation of sales in the existing customer base
- Increased customer satisfaction, which equates to customer loyalty
- Increased quality of management data for more informed business decisions
- Maximized customer profit potential
- Improved pipeline management and forecasting systems

Whether your business would benefit from these or other reasons, there is clearly a value proposition that equates to increased revenue, reduced costs, and improved customer retention.

### 3. Where To Begin

#### A. Establishing Goals

We must begin by establishing our business goals. This includes the top-level direction that defines where your company wants to go and how it wants to get there. Your company must also be committed to these goals; else they are simply empty wishes and lip service.

Any investment to be made must be justified with a strong ROI (Return-On-Investment). By understanding where you are starting from and what it will cost to get to where you want to be, you will be prepared to measure your progress over time. In doing so, you can determine what the return will be on your investments, which not only validates those investments, but justifies future expenditures. You'll be able to perform a "Gap Analysis", which compares where you were when you started with where you currently are after the implementation to determine the "gap", or delta, between the two. With this information, you can then compare where you currently are with where you planned to be at that timeframe, hence determining the progress of your CRM project.

While establishing your goals, you must also develop a long-term technology business plan. It is not sufficient to only consider your current technology requirements. You must plan for future growth, expansion and functionality. By building your business puzzle, or plan, for the future, you will have a better understanding of where you'll want to go as you implement each phase of your plan. This will include your technology plans as well.



As you prepare your business goals, always keep your customers' needs in mind, not just your own internal business needs. They must compliment each other. You cannot afford to eliminate a service, for instance, without first considering what your customers want. If you do, you may find that although that service cost you a little to provide, you will lose ten times that in repeat business from the customers who used that service.

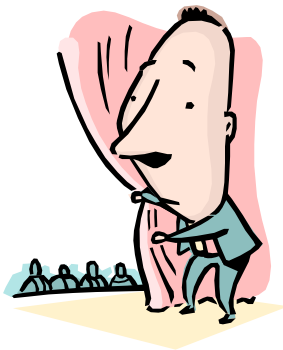
#### B. Information Gathering

You already have a wealth of knowledge from within your company about your customers. Not only have some employees perhaps experienced a CRM project or developed sales processes while at different companies in the past, but they also have first hand knowledge about what your customers want and do. They know how a sale is processed, what affect it has on the customer, what makes the customer frustrated, and perhaps even what can make things run more smoothly and efficiently. Therefore, make sure you gather information from all departments in your organization in order to fully understand what works and what does not. This can and should include Sales, Marketing, Support, Order Processing, Accounting, and any department that interfaces with the customer, or anyone who "touches" the customer.

Also, gather information from the customers themselves. Simple surveys help, but are not sufficient. By speaking directly with your customers, you will find out exactly what they need, how they feel about dealing with your company, and what will make their lives easier and better. With this information, you can better determine what changes you'll need to make internally to address their requirements.

### **C. Knowing Your Audience**

Whenever you make changes in your business processes, you should first and foremost understand your audience. Otherwise, you may make a change that only helps the category of customer that generates zero revenue on an on-going basis while ignoring the repeat customers who are your lifeblood. But how do you do this?



Understand your customers by collecting data about them and storing it in a central information repository, such as that provided by a CRM package. Then you can analyze the data and create profiles for each category. These profiles might include, for instance, all customers who purchase at least a certain amount of products within a 3-month period every quarter of the year. Or, every customer who does not purchase anything unless you send them a special offer in the mail and their purchase is at least a certain dollar amount. Or, all prospects who expressed interest in your service no more than 6 months ago and are the decision maker.

Once you have this information, you can market to them accordingly. If, for instance, you know you have a certain type of client that purchases only the fourth quarter of the calendar year, you may want to offer them a special add-on product at a reduced rate in November. Likewise, you may save money by not wasting marketing dollars sending them any other promotions during the rest of the year.

Make sure this information is sent to the correct person, as well. In other words, do not send offers to the names in your accounting database. Your accounting database no doubt has the name of the purchasing agent and accounts payable people instead of the end-user of your product or the decision maker. This is where a CRM product comes in since it is designed to collect and store this sort of valuable data and allows you to run marketing campaigns based on this information. An integrated database that is included with your CRM system allows information to be shared throughout your company and provides full knowledge about your customers to everyone who has access to it.

### **D. Developing A Sales Process**

Having a CRM strategy and CRM technology alone will not, however, improve sales performance. It will only allow a poor sales rep to accomplish poor habits more quickly. Sales reps sell either by “Process” or by “Accident”. An accident happens when a sale comes along that is basically a surprise. The sales rep wasn't expecting it, nor has he

worked on it to develop the sale. It simply flew in the window when the customer called to order more products. A process, on the other hand, is a step-by-step procedure that is executed for each potential and existing customer in order to get him or her into a position to want to purchase your product or service.

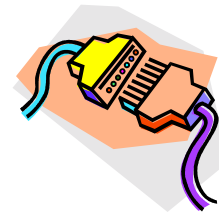
Since accidents don't happen often enough, we have to rely on processes to be successful. Therefore, a sales process needs to be defined and implemented so each sales rep performs at the most effective level, thus increasing their success ratio. A sales process defines the methodologies for what steps need to be taken, and repeated, to move the customer along the sales path toward closure. It also includes the methods for listening to the customers' needs, analyzing alternatives, and presenting the appropriate solutions for the customer to want to purchase from you.

Therefore, develop sales processes and methodologies, and provide ample sales training in order for your sales team to understand the processes and methodologies, why they exist, how they will benefit them, and how to implement them.

### **E. The Technology Fit**

Once you have your CRM strategy defined and your plans written, you can look toward technology as a tool to implement them. However, choosing the right CRM product will not guarantee success. But choosing the wrong CRM product will guarantee failure. Remember that technology is used to deploy your CRM strategy and processes, not drive them.

Your CRM product should replicate your best practices. Thus, first understand what your best practices are. If you don't have any best practices, or what you have is insufficient, then develop them first, then use technology to deploy and replicate them. As mentioned previously, develop your sales processes as well. By designing your CRM product around your processes and successful methodologies, your weaker sales reps will become more successful. Your stronger sales reps will become more efficient. And, your new sales reps will have a reduced learning curve since they will have the pre-defined steps for success and a tool to make them more readily efficient.



Since there is a lot to consider in choosing a CRM product, be sure to evaluate multiple vendors. Develop specs and provide them to the vendors to prove they can meet your criteria, now and in the future. The product you choose should grow and expand with your company and with your future plans. Thus, having a puzzle (CRM strategy) at this stage will be critical so you know where you'll want to be over time.

Furthermore, use specialists to help with both the planning phases and the implementation. The experience and expertise will prove invaluable to your success.

## F. Measuring Success

Whatever it was that made you decide you needed to improve your customer relationships and retention, you must have defined a clear set of issues that needed to be resolved. These issues could be lost revenue, excessive costs, lost market share, and a multiple of other reasons. Nevertheless, you will need to define all of these issues up front so you know what to measure over time.

If you simply say you want to increase sales, and then spend thousands of dollars implementing your CRM strategy, how will you know you achieved your goals, or how far off you may be from achieving your goals? Therefore, understand your problems, define what those problems are costing you, and then quantify the goals you are trying to achieve before you move forward. For instance, if you say you are losing market share (understanding your problem), be specific as to exactly how much market share you are losing. Then say how much this is costing your company as a result. Finally, state exactly the amount of customer retention you want to achieve over a period of time so that you can measure your success.

You'll be able to measure your success on several levels, depending on the specific issues you are trying to resolve. For instance, you can measure:

- Productivity gains
- Shorter transactions
- Reduced support requirements
- Customer satisfaction
- Repeat business
- Closer customer relationships
- Sales force assessment and satisfaction
- Increased revenue, profits, ROI, etc.
- Reduced costs



When beginning your CRM strategy and Sales Processes, remember to implement a solution, not a product. When you start with technology, you are letting the technology drive your business instead of letting your business drive your technology.

A new customer focused strategy will change the basic human behavior and corporate culture within your organization, as it should. It will map your internal data flow and processes to what is best for your customers. By addressing your customers' needs first, you will subsequently retain more clients, reduce your cost of sales, and increase your revenue.

## 4. Recommendations

CRM strategies for improved customer retention are required in today's business environment. Yet, it doesn't have to be a daunting task. True, there is a lot to do, but taking a top-down approach will enable your business to focus on each step and proceed in a logical pattern.

At the highest level of planning, the recommended steps include:

- 1. Find out your customers' needs.**

Talk to your customers. Use a full sampling of various profiles of clients. Talk to your own people in all departments to find out who does, or should be, communicating with your clients. Evaluate this information and determine the changes needed to improve your customer relations.
- 2. Analyze your existing processes.**

You may already be doing many things right. Don't throw out everything you are doing without first understanding where your problems are (see step 1). Retain and/or enhance some of your existing best practices and incorporate them in your new strategy
- 3. Get everyone involved, both internally and externally.**

Do not make this a solo act. This must be a team effort involving each department in your organization as well as your customers. By including your customers, you will find out more valuable information as well as increase their loyalty to your company.
- 4. Get executive support and commitment.**

Without support and commitment from your corporate management, you will hit a brick wall when you are ready to make changes and spend money on your strategy. Get executive support and involvement right from the start and keep them involved and informed during the entire process.
- 5. Get expert help.**

There are many qualified experts (consultants) who have spent years working with customers to develop and implement successful CRM strategies and sales processes. Make use of this expertise to ensure you are addressing the issues necessary for your customer retention requirements. These specialists have already learned from others' mistakes and already know how to implement CRM strategies. So don't re-invent the wheel by making your own mistakes and then learning from those.
- 6. Pilot before you roll out your strategy.**

Test your strategy first. There will be minor changes you'll need to make before introducing this to your entire organization. Therefore, pilot it first by testing it on a small sub-set, and good cross pollination, of your users.
- 7. Implement in a phased approach.**

Do not get tempted to rollout your entire puzzle (strategy) at one time. It will be too much for your organization to absorb at one time and will take unnecessarily long to release it. Thus, once you define your plan and prioritize each phase, work on one phase at a time, release that phase only, and make sure it is generating

positive results before proceeding with the next phase. Also, make sure to communicate each phase and its success to the rest of your organization so they become believers and will anticipate the release of their phase.

**8. Measure, correct, and re-release.**

Always measure your results to test the effectiveness of your strategy. Correct and modify any weak areas, then re-release it to test the changes. Repeat this process until you have the best quality release you can achieve.

**9. Provide internal support for your users.**

Ensure your users have a place to go for help. You should have an internal help-desk that is trained and knowledgeable and has access to the vendor(s) for second-tier support. If your end-users don't have quick and easy support for help, they may get frustrated and not use the new systems.

**10. Provide adequate training.**

Adequate training is absolutely critical. There is training on the new technology as well as training on how the processes work – Both are necessary. Invest in the time and effort to provide enough training for everyone to be comfortable with using the new systems.

**11. Fund adequately.**

You can't get by on a shoestring. The best chance for success is to identify the investment for all stages and facets of your strategy and fund it accordingly, up front.

**12. Evaluate multiple vendors.**

There are many choices to consider. Take your time and evaluate multiple CRM vendors to make sure you are getting a product that fits your immediate needs, as well as your future growth. Your product should be flexible, scalable, and customizable.

**13. Staff accordingly.**

There should be enough resources available to plan, evaluate, implement, train, support, and manage your CRM strategy. This may include the same people, but will probably involve different and various people depending on the phase. This should be a team effort and staffing should be well planned for.

## 5. Summary

The business of retaining customers is a difficult one. Yet, without focusing on this as a cultural attitude change within your business, you are destined to lose customers, market share, and perhaps even your entire business. It is clear that customer retention is not something that happens all by itself, nor automatically. It requires work, time and even money. The return on these investments is huge, however. The alternatives are equally huge, but in the negative sense.

In planning a customer retention policy for your company, as well as a customer relationship management strategy, you must allow for changes to occur, especially to the basic corporate culture and attitude of the people. You must allow for a budget that includes hardware, software, spare equipment, travel expenses, training, support, and more. These were all discussed previously.

Additionally, you must prepare for the potential of lost sales time during the rollout phases. As individuals are going through training courses, learning the product, and beginning to incorporate the new strategies and products into their regular daily routines, their focus on selling will be interrupted and reduced. As a result, sales results may be affected. Also, productivity will be lost during these initial stages, as normal activities such as customer appointments, status reports, daily call logs, and more, will give way to learning and getting acclimated to these new changes.

All this, however, is tantamount to the proverbial “Take 1 step backward to take 2 steps forward.” If planned and executed properly, there will be much more than just two steps forward, however. Nevertheless, the time spent implementing these strategies will be well worth it as you see your return-on-investment increase rapidly.



Customer retention practices and CRM strategies take a lot of work, time and money to perform properly. Yet, this is a win-win strategy that should not be thought of as a cost, but rather an investment. When you see the results of increased customer loyalty, retention and revenue, you will see that:

**Customer Retention Is The Key To Business Success!**

## **PEAK Sales Consulting**

PEAK Sales Consulting specializes in working with businesses to develop and implement business and sales processes, and to provide sales training focused on these processes. Their focus is to help companies improve sales revenue, reduce sales cycles, generate predictable forecasts, enhance lead flow management, develop meaningful management reports, create superior sales metrics, and produce exceptional sales results. PEAK Sales Consulting's methodology provides the framework for aggressive and sustainable results in sales effectiveness.

PEAK Sales Consulting's services help businesses to:

- Accelerate sales growth
- Improve sales results of the individual sales rep and sales team
- Increase closing rates by improving conversion ratios
- Identify and leverage best practices of sales reps and sales managers
- Reduce ramp-up time for new sales professionals
- Help transition into a solution style of selling
- Provide accurate forecasting procedures and useful management reports with minimum resource expenditures

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For more information about implementing CRM solutions for your business, pick up a copy of **“Customer Relationship Management For The Common Man”** by Russ Lombardo.

