Optimization Action Plan for Sales

Objective: <u>Drive Revenue Growth</u>

- ➢ **Goal**: Increase sales of Integrated Products and Services
    - o **Strategy**: Leverage the POS/Onboarding Process to Increase the Adoption of Integrated Products and Services.
        - ▪ **Action**: Create a Standardized Procedure to POS/Onboarding and Incentivize Team Members (BDs and Operations).
    - o **Strategy**: Expand reach within Existing Accounts of these Products and Services.
        - ▪ **Action:** Categorize existing accounts (e.g. type, geography, size, etc.) to match appropriate products/services to be offered.
        - ▪ **Action**: Create Customizable Marketing/Outreach to Targeted Accounts
- ➢ **Goal**: Grow Existing Market Share
    - o **Strategy**: Launch effective go-to-market initiatives.
        - ▪ **Action:** Engage board members through targeted video outreach, webinars, and pay-per-click campaigns.
            - • **Video Outreach:** Deliver concise (1-3 minutes) and consistent (weekly) updates.
            - • **Webcasts/Webinars:** Host educational monthly interviews and classes, utilizing the network of vendors and legal professionals to reach board members.
            - • **Pay per Click (PPC):** This allows the market to help narrow our focus of prospects location and needs.
- ➢ **Goal**: Enter new markets and introduce new management solutions.
    - o **Strategy**: Identify and Penetrate New Markets
        - ▪ **Action**: Research potential clients outside of existing footprint and type.
        - ▪ **Action**: Tailor marketing campaigns to these potential clients.
    - o **Strategy:** Address unmet needs within the existing market.
        - ▪ **Action**: Survey both existing and potential clients to identify their unfulfilled needs and wants.
        - ▪ **Action**: Pilot new service models, such as Community Assist and À La Carte options.
- ➢ **Goal**: Standardize Exhibit A across the company.
    - o **Strategy**: Create and Oversee Advisory Committee.
        - ▪ **Action**: Assemble the Committee comprising of Business Developers, Branch Presidents, and Regional Vice Presidents.
        - ▪ **Action**: Define Standard Exhibit A Fee Categories
        - ▪ **Action**: Set consistent fee structure at both national and regional levels.
        - ▪ **Action**: Determine the latitude that branches have to adjust or create additional fees.
- ➢ **Goal:** Utilize data-driven insights to set targets and drive performance.
    - o **Strategy:** Determine the demographics of Associa's current client base.
        - ▪ **Action**: Extract data from Salesforce and/or conduct surveys across branches.
        - ▪ **Action**: Create easily digestible reporting of the data.

- ▪ **Action**: Track opportunities segmented by product, client, property type, branch, location, and market sector.
  - o **Strategy**: Stay informed about market trends and competitive landscape
    - ▪ **Action**: Survey existing clients about wants and needs.
    - ▪ **Action**: Collect competitor contracts and the equivalent of their Exhibit A's during the Onboarding Process.
- ➤ **Goal**: Monitor the Progress and Success of Growth Objectives
  - o **Strategy**: Establish clear goals and track progress.
    - ▪ **Action**: Define Key Performance Metrics (KPMs) related to revenue growth, client retention, and efficiency.
    - ▪ **Action:** Establish Key Performance Indicators (KPIs) for sales teams and individuals.
    - ▪ **Action:** Conduct routine assessments of performance indicators against targets.
- ➤ **Goal**: Increase production and effectiveness with Incentive Plans and Contest Optimization
  - o **Strategy**: Motivate and reward sales teams effectively
    - ▪ **Action**: Evaluate current incentive structures and competitions.
    - ▪ **Action**: Consult high-achieving Business Developers to understand their motivational drivers.
    - ▪ **Action**: Create/Modify incentives to better steer behavior.

Objective: <u>Increase Efficiency and Cost-Effectiveness of the Sales Process.</u>

- ➤ **Goal**: Analyze existing Sales Process and identify areas for improvement.
  - o **Strategy**: Map the existing Sales Process
    - ▪ **Action**: Review existing outline of the process and refine it based on insights from top-performing Business Developers.
    - ▪ **Action**: Integrate the feedback from the BDs with the existing framework to establish an updated and more current process map.
  - o **Strategy**: Identify potential improvements within the process.
    - ▪ **Action**: Establish metrics for the effectiveness of each step within the process.
    - ▪ **Action**: Measure current performance against these metrics.
- ➤ **Goal**: Improve the effectiveness of lead generation activities, focusing on Return on Investment (ROI) by lead source and channel.
  - o **Strategy**: Evaluate the performance of all current lead channels
    - ▪ **Action**: Define the Key Performance Metrics (KPMs) for channel effectiveness, taking into account both lead generation and conversion rates.
    - ▪ **Action**: Track ROI for the various lead sources (e.g., referrals, digital marketing, events, etc.)
    - ▪ **Action**: Reevaluate ongoing channel performance monthly.
  - o **Strategy**: Improve overall ROI of lead generation costs
    - ▪ **Action**: Allocate resources based on the highest-performing channels.
    - ▪ **Action**: Look for patterns of effectiveness (e.g., seasonality, geography, urban vs. rural)

- **Action**: Periodically reallocate funds based on the channel performance (to be determined – e.g. quarterly, annually).
- ➤ **Goal**: Improve sales processes for greater efficiency.
    - ○ **Strategy:** Tap the knowledge of high-performing BDs to make changes.
        - ▪ **Action**: Collaborate with sales teams to map out end-to-end workflows.
        - ▪ **Action**: Identify areas for automation and process optimization.
        - ▪ **Action**: Implement technology solutions to streamline tasks.
- ➤ **Goal:** Leverage technology to boost efficiency and improve ROI.
    - ○ **Strategy:** Optimize the use of existing technological tools.
        - ▪ **Action:** Evaluate current resources (Salesforce, MSOffice, PandaDoc, etc.) for effective utilization.
        - ▪ **Action:** Enhance the capabilities within existing platforms to better support the team.
    - ○ **Strategy**: Adopt new technology to improve sales productivity.
        - ▪ **Action**: Find gaps in performance and identify areas for improvement.
        - ▪ **Action**: Investigate cost-effective technological solutions.
        - ▪ **Action**: Incorporate new methods and tools into regular training programs.

Objective: Better integrate Platform Management Companies (PMC's) and new acquisitions into the Sales ecosystem.

- ➤ **Goal**: Increase the effectiveness of integration to promote continued growth.
    - ○ **Strategy**: Serve as an effective liaison between Sales and PMCs.
        - ▪ **Action**: Review and assess the efficacy of existing PMC procedures.
        - ▪ **Action**: Match PMC processes to Associa equivalents.
    - ○ **Strategy**: Integrate new acquisitions effectively into sales department
        - ▪ **Action**: Maintain uniformity in messaging and branding throughout the integration phase.
        - ▪ **Action**: Include Best Practices to improve successful integration.