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# IDEABRIDGE



The IdeaBridge White Paper Series:  
100-Day Success Plan for  
Crisis Recovery and New CEOs

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## 100-DAY SUCCESS PLAN FOR CRISIS RECOVERY AND NEW CEOs

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### Strategy Document and 90-Day Sales Plan

NOTE: This Plan focuses on the implementation of selling strategies designed to maximize our short-term results. This is a direct, aggressive attack at the market and at our competitors; this is a plan of survival and conquest.

***Our MOST CRITICAL objective: Quickly Develop new Customers. Period!***

### Our Primary Sales Strategy and Focus

- Jack Lathrop and Bob Douglas will conduct face-to-face sales meetings with the IT decision makers at each of the 70± Regional Distributors (“targets”) that use the MegaWatt system in our market area. The key decision-maker in our sales process is generally the IT Director, CFO or possibly the CEO.
- Telemarketers will set from 3–6 appointments each week for Jack Lathrop and Bob Douglas, who will be going on joint calls beginning the week of \_\_\_\_\_. Bob Douglas and Jack Lathrop will have the capacity to go on 6-9 appointments each week, limited only by Telemarketing’s success. The TMs will also gather market intelligence to help us refine our overall offer.
- The focus will remain on our 70 targets until we’ve adequately reduced our concentration risk or have exhausted all near-term business opportunities (e.g. run out of prospects).

### How we will position Sample Co. Solutions

We will position Sample Co. as trustworthy, professional, dependable and technologically savvy. We’ll use Jack Lathrop to demonstrate that we’ve fielded experts in the MegaWatt environment and we’ll use Bob Douglas to add credibility to the business/management side of Sample Co. and to demonstrate our commitment to Regional Distribution.

As for style, we’ll be scrappy and hungry to earn the business. We’ll exhibit a passion for getting work done quickly and we’ll do it right the first time. We will be more successful at landing new business because we’ll *fight* for every opportunity. We won’t be embarrassed, shy or show the slightest hesitation in our attempts to steal business from our competitors. We won’t apologize for the extreme efforts we’ll make in our attempts to build a secure future for our employees and our families. We are open-minded and willing to explore any legal means to grow.

### Secondary Market: Positioning Strategy

In every instance where one of our 70 targets is happy with their current IT consulting relationship, we will aggressively seek their project work. Our strategy is to push hard to be in second position on every MegaWatt account that doesn’t have the good sense to immediately switch to Sample Co. This secondary position will be in the form of project work, overflow work, confidential projects for the CTO/CFO/CEO, troubleshooting, etc.

### Conclusions



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- a) We will adopt an aggressive direct sales effort to penetrate the heavily-entrenched IT consulting firms; telemarketers will support and augment this effort.
- b) If we cannot immediately unseat the incumbent vendor, we will aggressively seek project-oriented work as the “back-up provider” or secondary resource to each of our 70 targets.

### Strategies to Achieve our Growth Objectives

We will use the following strategies to catapult our growth:

#### Compete.

Our strategic objective is to meet more decision makers and close a higher percentage of deals than *any* of our competitors. We will be better at identifying and creating opportunities and closing sales. The *compete* strategy means that we do what it takes to compete. That may mean some price and margin concessions. It also means that we'll have to show that we're willing to take on any battle and endure any hardship to *compete*. And if our initial attempt to capture the business is unsuccessful, then we'll aggressively seek the project work as the “back up provider” until we gain a firm foothold and ultimately wrestle the full account away from their primary vendor.

#### Focus.

Our most compelling proposition is that we are Distribution and MegaWatt experts; our strategy is to leverage our strengths where others are weak. We will get to know these target Distributors better than anyone and will focus our strategy, our sales presentations, marketing materials, pricing and services specifically to the needs of Distribution Companies. We will avoid all temptations to jump around from industry to industry. We will remain focused so that we become known as the experts with Distribution Companies. Later, we'll diversify.

#### Enhance.

This strategy will focus on improving or enhancing the actual or perceived value of what Sample Co. does compared to our competitors. It may involve a 'credit toward services' guarantee if we don't arrive within 1 hour. It may mean offering a 24x365 emergency response program with guaranteed 3-hour arrival anytime within a 365 day period. Together, we have to discover what we can do to enhance our overall offer. Jack Lathrop, Bob Douglas and the TMs are collectively responsible for finding new ways to enhance our offer in order to differentiate Sample Co. from our competitors.

### Marketing and Communication Strategies: Overall Objectives

Certain basic Sales Support Materials must be produced in order to lend credibility to our direct sales approach. Our immediate needs are:

- Upgrade the look, feel and design of Sample Co.'s business cards
- Develop a unique, memorable positioning statement or 'tag line' for the company



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- Develop a professional-looking web presence and bring a site on line by \_\_\_\_\_
- Distribute several unique ad specialty items to build name awareness and recall

**Direct Mail Plan: Focused only on the 70 targets**

Until we reach critical mass, any direct mail will be limited in scope to unique and memorable promotional items targeted specifically to those 70 Targets that have not yet agreed to an appointment with our telemarketers.

**Website Plan: Online Brochure and Distribution Resource**

The goal of the site is not necessarily to drive traffic, but to establish that we are professional players with a serious commitment to the Distribution business. The site will be an online brochure format and will offer resources of interest and value to community Distributors, such as White Papers, industry research and other information that will clearly position and identify us as players in the Regional Distribution niche.



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**Executing the Plan**

	✓	SPECIFIC TASK/OBJECTIVE	ASSIGNED TO:	DUE DATE	EST. COST
A1		Proactively Respond to current crisis	Jack Lathrop		
A2		Get Kevin Reynolds on board with SCO	Bob Douglas		
A3		Obtain Prospect lists for telemarketer to call	Jack Lathrop/ Bob Douglas		
A4		Develop customer testimonials: Be <i>proactive</i> w/references	Jack Lathrop		
A5		Develop a back-up TM plan should Kevin Reynolds quit	Bob Douglas		
A6		Go on the face-to-face Sales Calls to solicit the prospect's IT business	Jack Lathrop/ Bob Douglas		
A7		Telemarketer(s) begin to set 3 appts/wk	Backup TMs		
A8		Aggressively seek project work and "back-up" relationships	Bob Douglas /Jack Lathrop		
A9		Add 50 additional weekly hours	Jack Lathrop/ Bob Douglas		
B1		Hire and train Sr. Tech to help Jack Lathrop	Jack Lathrop/Mary Richards		
B2		Determine what we can do to "enhance" our service offer	Jack Lathrop		
B3		Develop new business card look, feel, image and compelling, memorable corporate tag line	Bob Douglas/ Jack Lathrop/ Mary Richards		
B4		Gather competitive data about why Distributors change vendors	Jack Lathrop/ Kevin Reynolds		
B5		Add one new customer per month (3-7 per qtr.)	Jack Lathrop/Bob Douglas/Kevin Reynolds		
C1		Select, purchase and widely distribute three different Ad Specialty Items	Bob Douglas to lead		
C2		Develop website content and format; get online	Bob Douglas to lead		
C3		Develop effective Sales Materials/Capabilities Brochure	Bob Douglas		
C4		Diversify customer base to 15% max concentration	Bob Douglas/ Jack Lathrop		



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**Appendix: Key Objectives and Strategic Direction**

**90-Day Survival mode:**

- Attract and retain enough new clients by \_\_\_\_\_ to add a combined total of \$ \_\_\_\_\_ in monthly revenue.
- Beginning \_\_\_\_\_, add at least one new customer per month, or about 3-7 new customers each calendar quarter. This should add \$ \_\_\_\_\_ in additional billings, each calendar quarter.
- By \_\_\_\_\_, have an expanded online presence with a professional looking website.

**Six Month Direction:**

- No later than \_\_\_\_\_ there will be no significant concentration or over-reliance upon a single customer, where the loss of which could jeopardize the future viability of Sample Co.
- No later than \_\_\_\_\_, Sample Co. will have clearly positioned itself as one of the Top-Three MegaWatt service providers and consulting firms in the minds of each MegaWatt prospect in Western Canada.
- We will expand our focus to include non-Distribution users of the MegaWatt system, and possibly other systems as well.

**One Year Direction:**

- By \_\_\_\_\_, Sample Co. will have successfully transitioned to a diversified MegaWatt consulting firm with a broad base of customers in various industries.

**Three Year Direction:**

- By \_\_\_\_\_, Sample Co. will have expanded into the western Canadian states and will offer a wide array of information technology consulting services while continuing to diversify the client base.