SERVICE DESCRIPTION

Sales Effectiveness

A Commercial Excellence service by Exponasia Growth Partners

1. Service Overview

Sales Effectiveness helps companies improve how their sales organization prioritizes customers, manages opportunities, develops key accounts, protects margins and converts commercial activity into profitable growth.

Exponasia Growth Partners works with the client to assess current sales practices, identify execution gaps and develop practical improvements to sales processes, management routines, tools and capabilities. The engagement may continue through implementation support and reinforcement of the agreed practices.

The service may address:

- Customer and account prioritization;
- Sales process, opportunity qualification and pipeline management;
- Key account planning and development;
- Pricing, discounting and margin discipline;
- Sales management, reporting, productivity and accountability.

The service focuses on how the sales organization executes within the company's existing or newly defined go-to-market model. Where the underlying issue concerns market coverage, channel architecture, organizational structure or resource deployment, Go-to-Market Restructuring may be more appropriate.

The scope may cover a sales team, country, subsidiary, business unit or wider regional organization.

2. Who the Service Is For

The service is designed for mid-market companies and regional subsidiaries seeking to improve sales performance, consistency and management discipline.

It is particularly relevant when:

- Pipeline quality, conversion or forecast reliability is below expectations;
- Sales activity is high but results remain inconsistent;
- Customer and opportunity priorities are unclear or unevenly applied;
- Key accounts are managed reactively rather than through structured growth plans;
- Pricing, discounting or sales practices are weakening margins.

The service may also support companies introducing common sales practices across countries, integrating new sales teams or strengthening commercial execution after a go-to-market restructuring.

The client should be prepared to provide access to relevant sales information, management and commercial personnel and to reinforce the agreed practices after implementation.

3. When Sales Effectiveness Improvement Is Appropriate

Sales underperformance can result from market conditions, an unsuitable go-to-market model, limited sales capabilities or inconsistent execution.

Sales Effectiveness is most appropriate where the commercial model is broadly suitable, but sales practices and management routines do not consistently support the intended results.

Typical indicators include:

- Opportunities enter the pipeline without clear qualification or next actions;
- Forecasts rely heavily on individual judgment and change late in the period;
- Sales teams pursue too many accounts or opportunities without clear priorities;
- Key accounts lack defined growth objectives, stakeholder plans or coordinated actions;
- Pricing and discounts are managed inconsistently or without sufficient margin visibility.

Where the causes of underperformance remain uncertain, a **Commercial Excellence Assessment & Improvement** engagement may precede the Sales Effectiveness work.

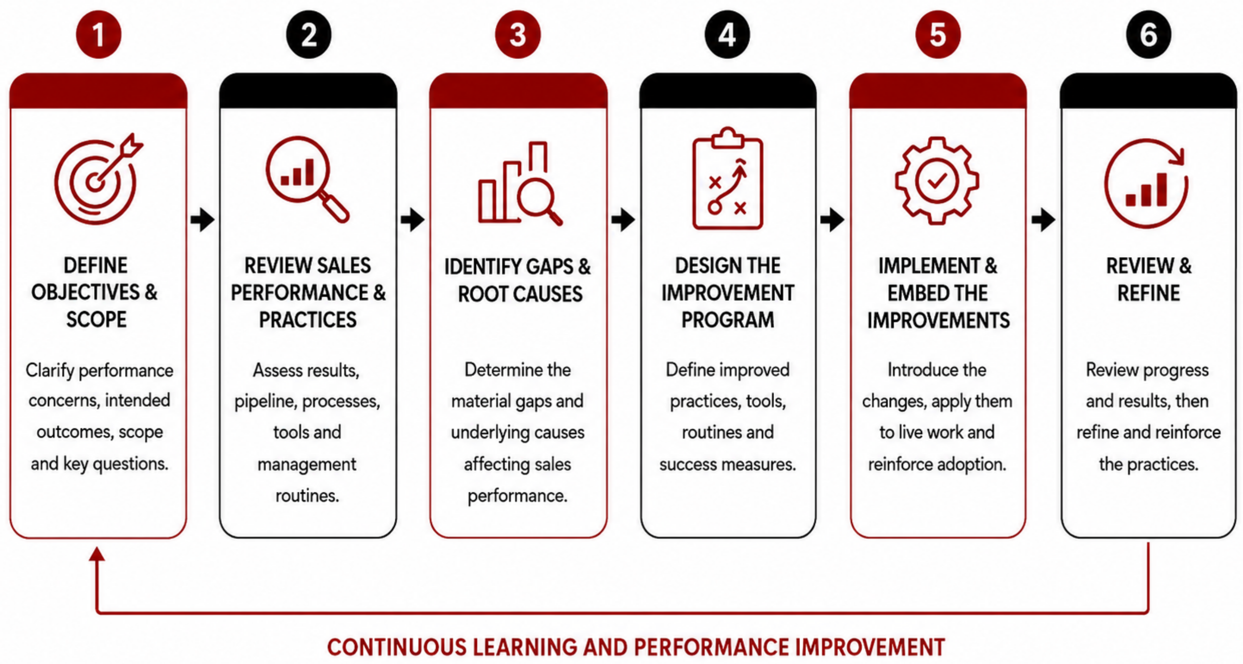
4. Sales Effectiveness Framework

The engagement follows a structured progression from defining the performance objectives through assessment, improvement design, implementation and review.

The Sales Effectiveness framework is summarized in Figure 1.

FIGURE 1 – SALES EFFECTIVENESS FRAMEWORK

A structured progression from defining the performance objectives through assessment, improvement design, implementation and review.



4.1. Define the Objectives and Scope

Exponasia Growth Partners works with the client to clarify the performance concerns, intended outcomes and areas of the sales organization to be reviewed.

The initial discussion normally addresses:

- Business objectives and current sales-performance concerns;
- Countries, teams, customer groups and channels within scope;
- Available performance, pipeline and customer information;
- Known process, capability or management issues;
- Required decisions, outputs and implementation timing.

The result is an agreed scope and a focused set of sales-effectiveness questions.

4.2. Review Sales Performance and Practices

The current sales environment is reviewed to understand performance patterns and how sales work is managed in practice.

The review may consider:

- Revenue, margin and customer-performance patterns;
- Pipeline composition, movement, conversion and sales-cycle duration;
- Opportunity qualification, ownership and follow-up;
- Account planning, pricing and discounting practices;
- Sales reporting, review routines, tools and management expectations.

The assessment combines available data, interviews, document review and commercial judgment. It does not constitute an audit of the underlying information.

4.3. Identify Gaps and Root Causes

Findings are consolidated to distinguish visible performance symptoms from the underlying causes.

The analysis may identify:

- Weak customer or opportunity prioritization;
- Inconsistent qualification, pipeline stages or sales follow-up;
- Limited account planning or stakeholder management;
- Pricing and margin leakage;
- Unclear responsibilities, insufficient capabilities or weak management routines.

The objective is to define the practices requiring improvement and determine whether they can be addressed through focused changes or require a broader program.

4.4. Design the Improvement Program

Exponasia Growth Partners works with management to develop the future sales practices, tools and routines.

The design may include:

- Customer, account and opportunity prioritization criteria;

- Sales stages, qualification standards and pipeline requirements;
- Key account planning and review processes;
- Pricing, discount and margin-management practices;
- Sales reporting, management cadence, responsibilities and supporting tools.

The proposed approach is adapted to the company's business model, sales-cycle complexity, organizational scale and existing systems.

4.5. Implement and Embed the Improvements

Where included, Exponasia Growth Partners supports implementation of the agreed changes.

Support may include:

- Development of templates, tools and management materials;
- Facilitation of sales and management working sessions;
- Application of the new practices to live accounts and opportunities;
- Coordination with sales leaders and supporting functions;
- Follow-up on adoption, issues and agreed actions.

Implementation should use real customer, account and pipeline situations wherever practical so that the new practices become part of normal commercial work.

4.6. Review and Refine

Progress is reviewed against the agreed actions, adoption indicators and commercial outcomes.

The review may consider:

- Use and quality of the agreed sales practices;
- Pipeline quality, conversion and forecast reliability;
- Progress on key accounts and priority opportunities;
- Pricing and margin performance;
- Management follow-up and areas requiring reinforcement.

The practices may be refined as the sales organization gains experience and performance evidence becomes available.

5. Core Sales Effectiveness Dimensions

The engagement is modular and may cover the complete sales-management system or selected dimensions.

The principal dimensions are summarized in Figure 2.

FIGURE 2 – CORE SALES EFFECTIVENESS DIMENSIONS

The engagement may cover the full sales-management system or selected dimensions.

Customer and Account Prioritization

The service may help define which customers, accounts and prospects deserve the greatest commercial attention.

Prioritization may consider current revenue, growth potential, strategic fit, profitability, relationship strength and the company's ability to win.

The objective is to concentrate sales effort where it can create the greatest value.

Sales Process and Opportunity Management

The engagement may define or improve the process used to identify, qualify, develop and close opportunities.

This may include sales stages, qualification criteria, next-action requirements, opportunity ownership and criteria for advancing, holding or removing opportunities from the pipeline.

The process should support disciplined selling without creating unnecessary administration.

Pipeline and Forecast Management

The service may strengthen how pipeline information is reviewed, challenged and converted into a commercial forecast.

This may include pipeline coverage, stage definitions, probability assumptions, sales-cycle timing, opportunity movement and management review routines.

The objective is to improve both sales focus and the reliability of management information.

Key Account Management

The engagement may introduce or strengthen structured account planning for selected strategic customers.

This may include account objectives, customer organization and stakeholders, existing business, competitive position, growth opportunities, relationship actions and ownership.

Key Account Management should produce focused customer-development actions rather than lengthy account documents with limited practical use.

Pricing and Margin Discipline

The service may review how sales teams apply prices, discounts and commercial terms and how margin considerations are incorporated into sales decisions.

This may include approval practices, discount visibility, price realization, value communication and selected customer or deal reviews.

Complex pricing strategy, cost-accounting redesign, transfer pricing and tax matters are outside the standard scope unless specialist support is separately agreed.

Sales Management and Capabilities

The engagement may review sales roles, responsibilities, productivity expectations, management cadence and capability requirements.

This may include performance reviews, coaching, sales meetings, reporting, CRM use and coordination with product, service, channel and operational teams.

The objective is to establish routines that support accountability and better commercial decisions.

6. Engagement Outputs

Depending on the agreed scope, outputs may include:

- A current-state sales-effectiveness assessment;
- Identification of material gaps and root causes;
- Defined sales processes, standards and management routines;
- Supporting tools, templates and performance indicators;
- An implementation and reinforcement plan.

The relationship between sales priorities, execution practices and performance management is summarized in Figure 3.

FIGURE 3 – FROM SALES PRIORITIES TO CONSISTENT EXECUTION

Clear priorities are translated into effective practices, disciplined execution and measurable commercial outcomes.

Outputs may be presented through management slides, process maps, pipeline definitions, account-planning templates, pricing tools, review materials and implementation trackers.

The commercial proposal defines the teams and dimensions included, the level of analysis, management participation, deliverables and implementation support.

7. How We Work

7.1. Expert Advisory

Exponasia Growth Partners assesses current sales practices, develops improvement recommendations and advises management on priorities, processes and implementation requirements.

The client makes the decisions and implements the agreed changes through its sales organization.

7.2. Implementation Consulting

Exponasia Growth Partners provides hands-on support to develop tools, introduce new practices, facilitate working sessions and reinforce implementation.

The engagement may address the complete improvement program or selected workstreams.

7.3. Fractional & Interim Leadership

Where additional leadership capacity is required, Exponasia Growth Partners may support the improvement program through a fractional or interim commercial leadership arrangement.

Responsibilities, reporting relationships and duration are defined in the engagement agreement.

8. Roles and Scope Boundaries

Exponasia Growth Partners conducts the agreed assessment and supports improvement design and implementation as an independent adviser and implementation partner.

The client provides accurate information, access to relevant personnel and timely management direction. It retains responsibility for customer decisions, prices, discounts, commercial terms, employment matters, resource allocation and implementation of the agreed practices.

Unless expressly defined under a Fractional & Interim Leadership arrangement, Exponasia Growth Partners has no authority to:

- Approve prices, discounts, spending or commercial terms;
- Commit the client to customers or other third parties;
- Change sales targets, roles or reporting relationships;
- Hire, dismiss or formally evaluate employees;
- Bind the client contractually or legally.

The service relies on information and records provided by the client. Exponasia Growth Partners does not audit or independently verify financial, customer, pricing, pipeline or operational data.

The engagement does not constitute legal, tax, accounting, regulatory, employment or other professional advice. Qualified advisers should be engaged where formal advice is required.

The service does not guarantee adoption of the agreed practices or specific improvements in revenue, margin, conversion, forecast accuracy, sales productivity or customer performance.

9. Related Services

Sales Effectiveness may follow a broader assessment or complement changes to the go-to-market model and commercial planning process.

Related services may include:

- **Commercial Excellence Workshops** where focused management alignment or action planning is required;
- **Commercial Excellence Assessment & Improvement** where the underlying causes of performance issues require broader diagnosis;
- **Sales Budget Facilitation** where commercial priorities and initiatives need to be translated into a supported sales budget;
- **Go-to-Market Restructuring** where market coverage, channels, organization or resource deployment require redesign;
- **Commercial Performance Recovery & Crisis Management** where severe underperformance requires accelerated intervention.

Each related service is separately scoped.

10. Frequently Asked Questions

Does the service include sales training?

Not as a standard training program. The engagement may include working sessions, coaching and application of new practices to live accounts and opportunities. Formal classroom training or large-scale capability programs may be separately scoped.

Can the service focus on one sales team or country?

Yes. The scope may cover one team, country, subsidiary, business unit or selected sales process, or address a broader regional organization.

Does the service include CRM implementation?

The service may define CRM requirements, reporting practices and expected use by the sales organization. Technical configuration, software implementation and system integration are not included unless separately agreed with appropriate specialists.

Does the service include Key Account Management?

Yes. The scope may include account selection, planning frameworks, stakeholder mapping, growth initiatives, management reviews and application to selected strategic accounts.

Does the service include pricing and margin improvement?

It may include sales-related pricing and margin practices such as discounting, approvals, price realization and margin visibility. Complex pricing strategy, cost-accounting redesign, transfer pricing and tax advice are outside the standard scope.

What is the difference between this service and Go-to-Market Restructuring?

Go-to-Market Restructuring redesigns the commercial model, including market coverage, channels, account ownership, organizational roles and responsibilities. Sales Effectiveness improves how the sales organization manages customers, opportunities, pipeline, pricing and execution within the existing or newly defined model.

Can the service review individual salespeople?

The engagement may review roles, responsibilities, workload, sales practices and capability requirements. Assessment of individual employees' skills, capabilities and suitability for particular roles remains the client's responsibility.

Are customers interviewed?

Not automatically. Customer interviews or direct engagement may be included where required and agreed. The commercial proposal defines the purpose, confidentiality and representation arrangements.

What information and participation are required?

The client normally provides relevant sales, customer, pipeline, pricing and performance information. Participation is required from sales management, account owners and other contributors whose knowledge and support are necessary to design and implement the improvements.

Is implementation included?

It may be included in the initial engagement or scoped separately. The client may also implement the recommendations through its internal resources, with Exponasia Growth Partners providing advisory or periodic review support.

How long does the engagement take?

Timing depends on the number of teams, countries and sales processes involved, the availability of information and the extent of implementation support required. The commercial proposal defines the schedule.

11. About Exponasia Growth Partners

We are a Singapore-based boutique consulting firm supporting mid-market companies and regional subsidiaries in growth and commercial excellence across Southeast Asia.

We work primarily with suppliers of industrial products, services and engineered solutions. Our engagements combine senior commercial experience, regional knowledge and hands-on implementation support.

We deliver our services through expert advisory, implementation consulting and fractional or interim leadership, depending on the client's objectives and required level of involvement.

To discuss how Sales Effectiveness could support your business, please contact us:

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