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Dear Joseph,

It was a pleasure to meet with you again yesterday to talk about how we could work with ClientCo on the development of a solution that would have such a dramatic impact on the performance of your sales organization.

Further to your request when we met I have kept this proposal to the 'bare bones' necessary to outline our understanding of the requirement and how Profiles would work with you to address it. Should you require any further information I would be delighted to provide it.

CLIENTCO'S CHALLENGE

ClientCo's sales team has 45 sales professionals – all hired for a specific combination of education, skills and experience that they share in common, and which should assure that all are highly successful in their positions. However, sales performance across this team varies widely – from the highest performers who deliver a performance against quota of as much as 139% (the top ten range from 111% to 139% with an average performance of 125%), to the lower performers who deliver as little as 82% against quota (the bottom seven range from 82% to 99% with an average performance of just 92%). It is this gap of 57% between the highest and lowest performers that rightly concerns ClientCo.

ClientCo has the potential to increase their sales output by a factor of several hundred percent - if they can determine what it is that makes their top performers so much more productive than their average and bottom performers, and if they can use that information to raise the performance of every member of their sales team to the level of their top performers.

Such an increase in sales would come with no increase in numbers of sales personnel, so all such revenue increases would directly impact the bottom line – with an upside potential as much as several hundred percent of current sales performance.

PROFILES SOLUTION

As discussed, Profile will establish a customized Online Assessment Centre to enable ClientCo to comprehensively assess their sales team. Using the ProfileXT we will assess your entire team and use our unique 'success pattern' technology to identify the particular combination of attributes that make your top performing sales people so successful. By analyzing the Top Performers we will identify the particular combination of learning abilities,

behavioral/personality characteristics and work interests/motivations that make these people capable of performance at such a higher level than their peers.

ClientCo's challenge is one that is faced by the sales management of the organisation on a day-to-day basis, and that challenge will only be met and addressed effectively by that same team working upon it on a day-to-day basis. It is clear that any solution proposed must be entirely usable by all members of the sales management team – there should be no requirement for any sort of specialised certification or training in order to make use of the solution. A range of reports are required to meet various aspects of the challenge (hiring, development, management, succession and career planning etc) and these reports must be presented in clear, everyday sales language – and require no interpretative input from psychologists or specially trained individuals.

As you saw, the proposed 'Profiles on the Web' (POTW) system provides a wide range of 'plain English' reports that will allow you and your managers to manage every people decision you ever have to make – but will most particularly help you to:

- Identify candidates with the same unique combination of success characteristics as your current top performers – so that every time you hire you'll have the ability to more quickly and effectively identify the candidates who are capable of similar performance – and screen out those who are not.
- Provide detailed information to sales management on precisely what combination of coaching, training and management is required to raise the game of each of your average or below average performers to the performance level of your top people. Using this information your management will be able to raise the performance of each member of their sales teams step by step.
- Use the success pattern and candidate information you build on your POTW system to more effectively manage the succession and career planning activities that you correctly identified are so critical to 'locking in' your best people and reducing costly turnover of top performers

It was clear in our meeting that, as the initiative to identify and acquire a solution to this challenge is not one that formed part of the ClientCo's IT Department planning at the outset of this year, no IT resources have been allocated to support the initiative. For this reason we are delighted to be able to propose a solution that is entirely web-based: requiring no specialized hardware or software, and no programming or ongoing support from your IT Department whatever.

BENEFITS OF THE PROPOSED SOLUTION

- 1. Exceptional Return on Investment.** The accompanying Return on Investment analysis clearly demonstrates that the system will have completely paid for itself by end of the current year, and will provide a return of investment in excess of 200% over the year to end 200X.
- 2. Extremely low entry costs.** The entire POTW solution – from start to finish – will cost ClientCo just \$XXXX. This is possible because ClientCo's customised Online Assessment Centre will be provided at a one-off cost of just \$XXX (with an annual hosting charge of just \$XX). ClientCo will have an entire online system for about the same cost as a single license for the office suite software used in ClientCo offices.

3. **'Pay as you use' model.** The only time ClientCo will have any additional cost is when you wish to assess a new candidate for the first time – at which point the cost per candidate is just \$XX – and, as explained below, once a candidate is in the POTW system ClientCo may run any additional analysis, and produce any additional reports they require at no further cost.
4. **Proven track record with similar organizations.** Profiles have been privileged to work with many of ClientCo's peers in the pharmaceutical industry; I have attached case studies and testimonials outlining the success of implementations similar to that proposed to ClientCo.
5. **Fast implementation – no special training or certification required.** As discussed, busy sales managers do not have time to become assessment experts. Managers will learn how to effectively use the system in just one half-day training session – this is uniquely possible with Profiles' offerings as all of the results interpretation is undertaken by the expert software at the heart of POTW – producing manager usable reports presented in 'real English'.
6. **Countrywide support.** Profiles International supports a network of 700 Strategic Business Partners nationwide, and a centralized telephone and online support team, that can provide ClientCo managers with support anywhere they require it – and at any time.
7. **Inexpensive to take nationwide – and global.** The POTW system provides ClientCo with 15 'sub-sites' at the outset. Each of these sub-sites will meet the needs of a ClientCo branch nationwide. After that initial 15 sites have been used ClientCo can add additional sites for a one-off cost of just \$XX – and there is no limit on the number of additional sites ClientCo can add to their system.

This will make expanding this system nationwide extremely inexpensive – it will also make expansion of the system to meet global requirements similarly inexpensive. Coupled with Profiles support for 50+ languages in 106 countries this initial implementation will be extremely strategically significant for ClientCo.

COSTS

Mindful of your explanation of the current budget situation we are proposing an initial implementation of the system at less than \$XXXX, and providing the facility to assess candidates on an ongoing basis for just \$XX – and to add additional ClientCo branches nation- or world-wide for just \$XX.

As discussed, there are three cost elements in the implementation:

1. **Web-based Assessment Centre.** As discussed, we will set up a private Online Assessment Centre (POTW) that will allow ClientCo to fully administer all aspects of candidate assessment completely independently. Set up and hosting of the assessment centre costs an annual \$XXXX. Your assessment centre will provide you with the ability to score candidates results, archive these results in a database, create job profiles, and produce the reports for hiring, retention, coaching & training and career / succession planning. This software will allow you to derive benefit from the information gathered in candidate assessments ad infinitum.
2. **Implementation, Setup & Training.** This costs a once-off \$XXX (one day it total). Profiles will train an administrator (half-day), co-ordinate the assessment of the initial

candidates and produce the required profiles from their results. We will also oversee production of a full range of useful reports to ensure that you derive immediate benefit from the initial assessments used to establish the first benchmarks. Once the profiles have been established we will spend one half-day training sales management in how to make best use of the reports from the system. When this phase is complete the system will be completed implemented, with all of your team's results on the system, all of your benchmarks developed, and your entire ready to use the system effectively.

- 3. Per Candidate Cost.** Every time a candidate is entered into the system for the first time, the software levies a nominal charge for scoring their results. *Once their results are in the system there are no further costs associated with producing any of the system's reports on this candidate into the future.* So, once you have assessed any individual for a project you will be able to use the system to assess their future suitability for other projects into the future – at no additional cost.

The cost per candidate is on a sliding scale based on the quantity purchased at any one time:

- 1– 10 \$XXX
- 11 – 24 \$XXX
- 25 – 49 \$XXX
- 50 – 99 €XXX
- 100 + €XXX

Therefore the total cost of a project that profiled XX people would be:

- Assessment Centre Web Site \$ XXX
- Implementation/Training \$ XXX
- 45 x Profile Assessments @ \$ XX \$XXXX
- Total: \$XXXX*

** Please note that the price breaks above would make it more economical for you to purchase 100 assessments for €XXXXX).*

Profiles are completely committed to dramatically increasing the sales results in the ClientCo team by several hundred percent in a matter of a few months.

Assuming ClientCo make a decision to proceed by May 11th the solution can be fully implemented by July 1st, with the first concrete results ready to report well in advance of the ClientCo Annual Conference planned for Q4.

Thank you again for the opportunity to work with you on what we are certain will be a conspicuously successful partnership.

Sincerely,



Deiric McCann