



CURRENT OPPORTUNITY REPORT

(Sample Analysis)

Analysis Summary Page

SUMMARY

SWOT ANALYSIS

MISSING INFORMATION

ACTION ITEMS

VELOCITY CHART

OPPORTUNITY: Sample Analysis

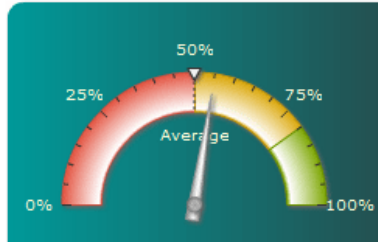
Amount: \$35,000 Closing Date: 8/27/2010
 Date Opened: 4/9/2010 Last Updated: 6/23/2010
 Type of Sale: Products

Company: Livingston Corp
 Address: 2300 South Central Parkway, Mediumville, GA 3303 0110
 Contact name: Bridgit Taylor
 Contact phone: 907 555-1342
 Contact e-mail: bridgit.taylor@Livingston.com
 Notes:

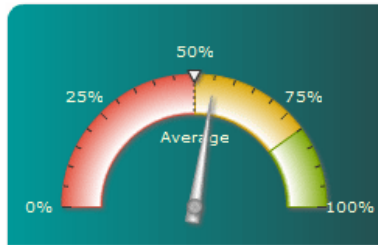
Original Amount: \$35,000
 Oculus Forecast: \$35,000 x 55% = \$19,250

This opportunity is qualified (Q).
 However, additional information is required in order for you to better understand your chances of winning the business. Review the questions you answered 'Uncertain' and obtain the missing information.

Degree of Qualification (DoQ) = 55%

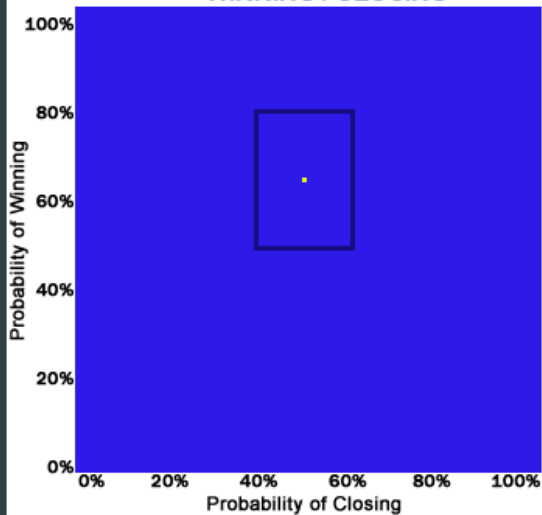


Confidence Factor (CF) = 55%

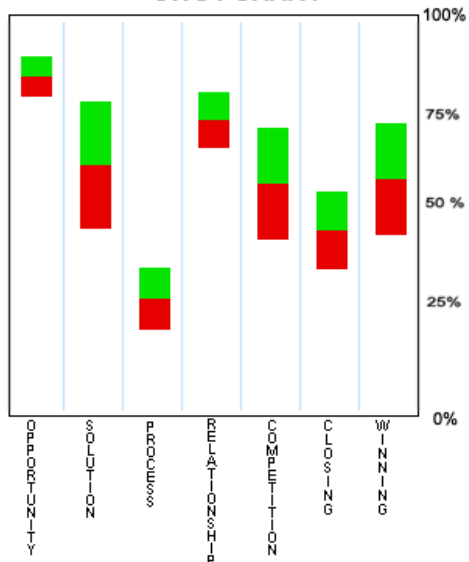


	Low	Score	High
Closing	38%	48%	57%
Winning	48%	61%	75%

WINNING / CLOSING



SWOT CHART



Explanation of Graphs & Charts

Opportunity Name: Name of the Opportunity

Amount: The total amount you expect the deal to close for.

Closing Date: Forecasted Close Date

Date Opened: Date you first analyzed the opportunity

Last Updated: Last time you updated the opportunity file.

Type of Sale: What your are selling,; 7 different possibilities

- Products
- Services
- Consulting
- Software
- Solution
- Systems Integration
- Outsourcing

Company Name:

Address:

Contact Name:

Contact Phone #

Contact Email:

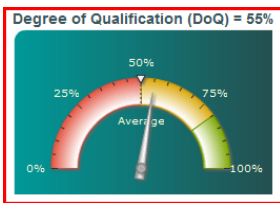
Notes: Notes, usually a short description of the opportunity

Original amount: As above

Oculus Forecast: = Amount x Confidence Factor (CF)
Use this number when forecasting the opportunity

DoQ Comment: A statement of the degree to which the opportunity has been qualified;

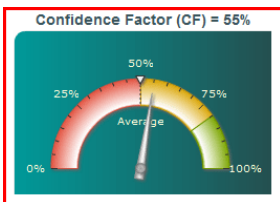
- NQ Not Qualified
- PQ Poorly Qualified
- MQ Moderately Qualified
- Q Qualified
- WQ Well Qualified
- EWQ Extremely Well Qualified



Degree of Qualification (DoQ) Gauge

Visual indication of the degree to which the opportunity has been qualified.

Objective: DoQ = 100%



Confidence Factor (CF) Gauge

Visual indication of the confidence you can have in winning the business if the prospect made a decision today.

The CF is used in the forecast (Forecast = CF x Amount).

Objective: CF = 100%

Explanation of Graphs & Charts

WIN / CLOSE Table

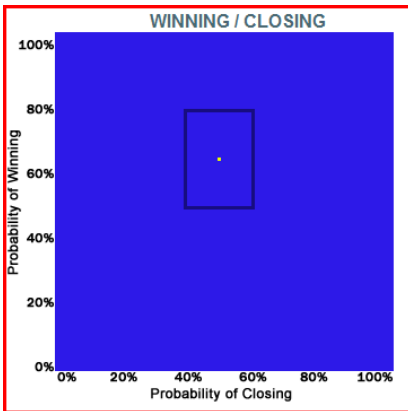
	Low	Score	High
Closing	38%	47%	56%
Winning	48%	61%	75%

Win / Close Table

Indicates the range of probabilities (from Low to High) of winning & closing (by the Close Date). The Uncertainty Range (of probability) is given by the high value minus the Low value.

The size of the Uncertainty Range is a direct reflection of how well the opportunity has been qualified and the amount of missing or incomplete information. The greater the amount of missing information, the larger the Uncertainty Range and the lower the DoQ of the opportunity.

WIN / CLOSE Chart



Win / Close Chart

A 2D graph of the Win/Close Table.

Vertical Axis = Probability of Winning

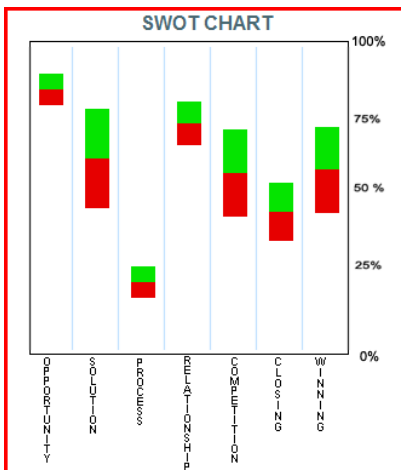
Horizontal Axis = Probability of Closing (by the Close Date)

The Uncertainty Range for Winning & Closing forms a box around the Score (the Yellow Dot) called the Uncertainty Zone. The larger the Uncertainty Zone, the lower the DoQ of the opportunity.

Objective:

Yellow dot (Score) in the top right hand corner and reduce the size of the Uncertainty Zone.

SWOT Chart



SWOT Chart

The Score & Uncertainty for each category.

The length of the bar indicate the size of the Uncertainty Range for the category.

Green = Uncertainty above the Score

Red = Uncertainty below the Score.

Can quickly identify strengths, weakness and areas of risk;

Strength: Description, relationship

Weakness: (Decision) Process, Closing


Risk: Competition, Solution

Objective:

All categories at (or near) 100%, Uncertainty Range = 0%

Explanation of Graphs & Charts

Detailed SWOT Analysis

COMPETITION			
		Rating	Description
	High	0.74	OPPORTUNITY The high-point of the Uncertainty range indicates that you have the opportunity to strengthen your position in this category.
	Score	0.60	EXPOSURE Your chances of beating the competition are not strong.
	Low	0.47	THREAT The low-point of the Uncertainty Range places you at risk in this category
			RECOMMENDATIONS Revisit your competitive analysis to determine if you have a realistic chance of beating the competition and winning the business. The Uncertainty Range for this category is outside acceptable limits. Reduce the size of the Uncertainty Range by reducing the amount of missing information for this category. The low-point of the Uncertainty Range places you at risk in this category. Examine those questions that you answered with 'Uncertain' and obtain additional information to reduce or eliminate the uncertainty.

Detailed SWOT analysis

Shows the High, Score & Low values obtained for this category, and rates those values;

High = 0.74, Opportunity




Score = 0.60, Exposed

Low = 0.47, Threat

Provides General Recommendations at a category level (as opposed to specific recommendations as shown in the Action Item section).

Indicates whether or not the Uncertainty Range for the category is within acceptable limits.

Detailed SWOT Analysis

SWOT ANALYSIS				
OPPORTUNITY DESCRIPTION				
			Rating	Description
	High	0.92	STRENGTH	The high-point of the Uncertainty Range indicates that you are in a strong position in this category.
	Score	0.87	STRENGTH	The project is well defined.
	Low	0.83	OPPORTUNITY	The low-point of the Uncertainty Range places you at in a strong position in this category.
				RECOMMENDATIONS Ensure that all the prospect's requirements are contained in the project definition. The Uncertainty Range for this category is within acceptable limits The low-point of the Uncertainty Range places you in a relatively strong position in this category. Determine if you can realistically obtain additional information by eliminating those questions you answered with 'Uncertain'.
PROPOSED SOLUTION				
			Rating	Description
	High	0.81	OPPORTUNITY	The high-point of the Uncertainty range indicates that you have the opportunity to strengthen your position in this category.
	Score	0.65	EXPOSURE	Your proposed solution is not a good fit with the requirements.
	Low	0.49	THREAT	The low-point of the Uncertainty Range places you at risk in this category
				RECOMMENDATIONS Revisit the proposed solution to determine if you can meet all the requirements as indicated in the project definition or Statement of Requirements (SOR). The Uncertainty Range for this category is unacceptably large. Reduce the size of the Uncertainty Range by reducing the amount of missing information for this category. The low-point of the Uncertainty Range places you at risk in this category. Examine those questions that you answered with 'Uncertain' and obtain additional information to reduce or eliminate the uncertainty.
DECISION PROCESS				
			Rating	Description
	High	0.38	THREAT	The high-point of the Uncertainty Range indicates that you are still weak in this category.
	Score	0.30	THREAT	Your knowledge of the decision process for this project is very low.
	Low	0.23	RISK	The low-point of the Uncertainty Range places you at high risk in this category
				RECOMMENDATIONS Find out who is involved in the decision process; what role they play; how much influence they have and arrange to meet them. The Uncertainty Range for this category is within acceptable limits The low-point of the Uncertainty Range places you at high risk in this category. Examine those questions that you answered with 'Uncertain' and obtain additional information to reduce or eliminate the uncertainty.

Detailed SWOT Analysis

RELATIONSHIP				
			Rating	Description
	High	0.83	OPPORTUNITY	The high-point of the Uncertainty range indicates that you have the opportunity to strengthen your position in this category.
	Score	0.76	OPPORTUNITY	Your relationship with the prospect is strong
	Low	0.70	OPPORTUNITY	The low-point of the Uncertainty Range places you at in a strong position in this category.
				RECOMMENDATIONS Review your relationship with the prospect to identify any areas that are holding you back from developing a stronger relationship. The Uncertainty Range for this category is within acceptable limits The low-point of the Uncertainty Range places you in a relatively strong position in this category. Determine if you can realistically obtain additional information by eliminating those questions you answered with 'Uncertain'.
COMPETITION				
			Rating	Description
	High	0.74	OPPORTUNITY	The high-point of the Uncertainty range indicates that you have the opportunity to strengthen your position in this category.
	Score	0.60	EXPOSURE	Your chances of beating the competition are not strong.
	Low	0.47	THREAT	The low-point of the Uncertainty Range places you at risk in this category
				RECOMMENDATIONS Revisit your competitive analysis to determine if you have a realistic chance of beating the competition and winning the business. The Uncertainty Range for this category is outside acceptable limits. Reduce the size of the Uncertainty Range by reducing the amount of missing information for this category. The low-point of the Uncertainty Range places you at risk in this category. Examine those questions that you answered with 'Uncertain' and obtain additional information to reduce or eliminate the uncertainty.
TIMING				
			Rating	Description
	High	0.57	EXPOSURE	The high-point of the Uncertainty Range indicates that you are still exposed in this category.
	Score	0.48	THREAT	The probability of the business closing by the stated Close Date is low.
	Low	0.38	THREAT	The low-point of the Uncertainty Range places you at risk in this category
				RECOMMENDATIONS Confirm the project schedule, specifically with the decision makers. The Uncertainty Range for this category is outside acceptable limits. Reduce the size of the Uncertainty Range by reducing the amount of missing information for this category. The low-point of the Uncertainty Range places you at risk in this category. Examine those questions that you answered with 'Uncertain' and obtain additional information to reduce or eliminate the uncertainty.

Missing Information

SUMMARY	SWOT ANALYSIS	MISSING INFORMATION	ACTION ITEMS	VELOCITY CHART
<h2>MISSING INFORMATION</h2> <h3>OPPORTUNITY: Sample Analysis</h3>				
OPPORTUNITY				
Determine if this project is part of or linked to any other projects underway in the Prospect's organization.				
<hr/>				
You must determine if the project is funded, delays in funding have the potential to delay the closing date.				
<hr/>				
Determine if the Prospect has tried to find a solution to the problem(s) that is creating this project.				
<hr/>				
SOLUTION				
Determine the budget amount that the prospect has set aside for this project or the amount they expect to set aside.				
<hr/>				
Try to determine the potential ROI that your solution will generate for the prospect.				
<hr/>				
Confirm that the prospect will accept your proposed solution, if not, understand why and determine if you should proceed.				
<hr/>				
Confirm who will be using your solution and enlist their support for your proposal.				
<hr/>				
Determine if the impact of solving the prospect's problems can be measured and use those measurements to build a strong numeric argument for your solution.				
<hr/>				
PROCESS				
Determine from your contacts how much support this project has from senior management.				
<hr/>				
Identify all individuals and groups involved in the Decision Process, also include individuals who can influence the decision.				
<hr/>				
Confirm with the prospect who is the final decision maker and arrange to meet this person.				
<hr/>				
You must identify and meet all individuals involved in the Decision Process.				
<hr/>				
Try to determine how the decision makers are measured. If your proposed solution impacts their personal metrics, ensure that it does so in a positive manner.				
<hr/>				
Confirm who is driving this project and arrange to meet them.				
<hr/>				
You must understand why your 'Inside Salesperson' wants you to win. What's In It For Them?				
<hr/>				

Missing Information

On a category by category basis, lists important information about the opportunity that is missing or incomplete.

The more information that is missing, the lower the DoQ of the opportunity.

Always try and obtain Missing information first.

Missing Information

RELATIONSHIP

Find out how much the prospect knows about your company and bring him/her up-to-date on the latest developments and successes.

Meet with the Decision Makers and determine whether or not they support your proposal.

Meet with the Key Influencers and determine their level of support for your proposal.

COMPETITION

Try to determine how good a relationship your competition has with the prospect.

Determine if the decision makers agree with your Value Proposition for this project.

Try to understand from the prospect where your solution stands on price relative to the competition's.

The prospect sees value in having you involved in this competition, use your knowledge of that value to strengthen your case.

TIMING

Confirm the scheduled Close Date with the decision makers.

Determine if there are any internal issues that could delay the project.

Action Items

SUMMARY **SWOT ANALYSIS** **MISSING INFORMATION** **ACTION ITEMS** **VELOCITY CHART**

ACTION ITEMS

OPPORTUNITY: Sample Analysis Click on stars to mark items 'done' ↓

OPPORTUNITY

- Ensure that your proposal emphasizes how it satisfies the requirements of the Compelling Event that is driving this project. ★
- Ensure that your proposal clearly shows how the problems the Prospect is trying solve will be solved if they implement your solution. ★
- Ensure that you meet with this person to understand their objectives, for both the project and their personal objectives. ★
- Find out why the Prospect has not yet determined the vendor selection date (your opportunity Close Date). A project without a specific vendor selection date or Due Date may not be as real a you would like to believe it is. At a minimum, reset your expectations so that you have a clear idea of when this opportunity will close. ★
- Ensure that the prospect knows that you understand the importance of this project and that you are doing everything you can to help ensure it's success. ★
- The prospect must have some idea of the project requirements. Work with the Prospect to create a formal Statement of Requirements (SOR). ★
- Work with the Prospect to define their requirements to a greater degree. You can not provide a meaning proposal until you get a clear definition of their needs. ★
- Review the project requirements with the prospect to ensure that you have a clear understanding of what they are. Also, there may be an opportunity for you to add a couple of objectives that play to your strengths. Try to use terminology like; "Have you thought about.....?". ★
- Review the project critical success factors with the prospect to ensure that you have a clear understanding of what they are. Also, there may be an opportunity for you to add a couple of critical success factors that play to your strengths. Try to use terminology like; "Have you thought about.....?". ★
- Strategic projects capture a lot of attention and quite often there is more at stake than just the project deliverables. Meet with the prospect and let him/her know that you understand the importance of this project and that you are committed to the project success and their success. ★

Action Items

On a category by category basis, lists a number of Action Items designed to drive the opportunity through the sales cycle.

Action Items

SOLUTION

Take advantage of the fact that your solution is an excellent to the project requirements by emphasizing the value the prospect will receive from your solution. ★

Emphasize the total Value of your proposed solution to the Prospect. Ensure that you include all aspects of your proposal and do not limit yourself to price and functionality. ★

The issue of implementation date may be more important than you realize, if so emphasize the fact that you can and will deliver the project on time. ★

Meet with those groups and try to understand the impact on those groups and the individuals within them. Determine any issues and concerns they may have. Enlist their support, or at a minimum, address any concerns they may have. ★

Take advantage of the fact that your solution will have a positive impact on the prospect's cash flow and build a strong financial case for your solution. ★

Emphasize how your solution will improve the Prospect's operations and the benefits / value that will be gained from those improvements. ★

Interview all potential demo attendees to understand specifically what they expect to see during the demo and what they expect to get out of it. Try to set some joint objectives. In addition to focusing on what the prospect wants to see during the demo, put in some items that play to your strengths. This could be an excellent opportunity to differentiate yourself from the competition. ★

PROCESS

Identify the decision process for this project, also determine who is involved and the role they play, and, if possible, how much influence they might have in determining the winning vendor. ★

Ensure that your proposal addresses all the criteria in the document, emphasize those points where you are strong and mitigate the impact of those areas where you are weak or where the competition is stronger by emphasizing your strengths. ★

The informal evaluation criteria can have a huge impact on who wins the business, ensure that your solution meets these criteria. Identify any areas where it does not and have a viable answer to these perceived deficiencies. ★

Maintain regular contact with your Inside Salesperson. Keep this person current on all your activities within the Prospect organization. If you have an important meeting with someone, let your Inside Sales person know about seek their advice and guidance. ★

If you do not already have a strong relationship with this person, you need to cultivate one. Ensure that this person knows and understands the value your proposed solution will bring to the company and the advantages it has over the competition. ★

Action Items

RELATIONSHIP

Always be alert, sometimes the smallest thing can cause difficulties in relationships. Try to determine why you have an excellent relationship with the prospect and build on it. ★

Arrange to meet with all the decision makers and identify any issues that may be holding you back from improving your relationship, consider involving your management. ★

Try to understand why your ability to influence the decision makers is poor. When meeting with the individuals involved in the decision process, try to understand what motivates them and how this project will impact them. Create persuasive arguments that support your proposal and will motivate them to support you. ★

Determine why the End-User supports your proposal and reinforce their perception. Ensure that the individuals involved in the decision process know that you have the support of the End User. ★

This person may have insights that are not available to you and may be able to steer you in the right direction and help you avoid pitfalls. Leverage your contact's ability to assist you with this project, but don't be too aggressive or ask for too much. ★

Don't be so sure. Your competition will try to find a supporter who can act as their coach and inside sales person. While this person may not be an obvious enemy, the fact that they support the competition means they do not support you. Identify this person and be careful. ★

Try to leverage your relationship with the prospect to obtain guidance (and if possible, advice) to move closer to winning the business. Be careful not to push to aggressively, you don't want to compromise your relationship. ★

Arrange to have your management meet the prospect's management. Ensure that the relative positioning is appropriate; i.e. Manager to Manager, VP to VP, etc. ★

COMPETITION

If your Customer Value Proposition does not map into the Compelling Event that is driving this project ask yourself whether or not you have a realistic chance of winning the business. You must be brutally honest, don't waste your time and resources chasing a piece of business you're not going to win. Wishful Thinking is not a good selling strategy. ★

Find out who the external competition is and perform a competitive analysis to determine how to beat them. ★

If you're sure you can beat the external competition, go on the offensive and demonstrate to the prospect why your proposed solution is superior to those offered by the external competitors. ★

There may be a lot of 'Value' in having a low risk solution to the person managing this project. Emphasize the low risk nature of your proposed solution, without specifically mentioning the competition. ★

If you have a competitive difference that gives you an advantage, go on the offensive and emphasize how you can provide a better/more cost-effective solution. ★

Determine where your advantage lies relative to your competition's value proposition and emphasize that advantage to the prospect. ★

Action Items

TIMING

If possible, emphasize that by selecting your proposal the Prospect will be able to meet (or exceed) the schedule for the project. ★

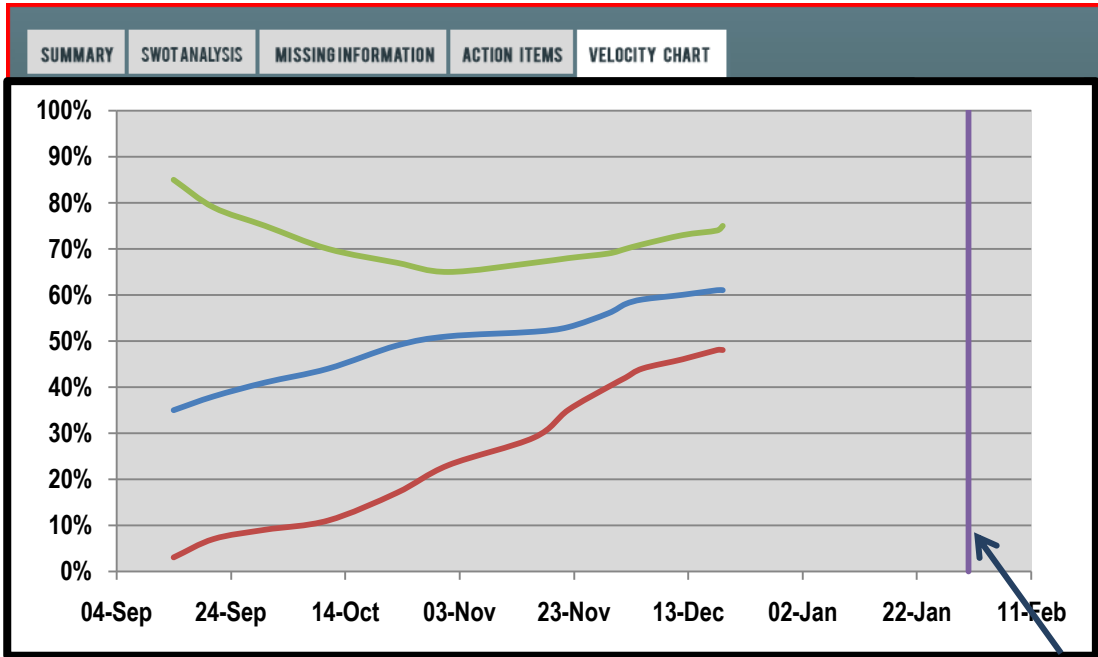
Try to understand why the timing of the project has not been determined, and what, if any, issues are preventing the project timetable from being created. ★

If the prospect has a 'Low' sense of urgency for the implementation of the project, you should question the priority of the project and there is a high risk of delays. Determine why the Prospect's sense of urgency about this project is not High, expect delays. ★

Try to identify anything that could cause the project to be delayed, also confirm the priority of the project. ★

Be alert to any other projects underway that could cause a delay in this project. ★

Velocity Chart



**Close Date
Line**

Win / Close Table

	Low	Score	High
Closing	38%	47%	56%
Winning	48%	61%	75%

Objective:

3 lines converge at 100% at the Close Date Line.

Velocity Chart

Takes the Low, Score & High values of the Winning Probability and graphs it on the Vertical Axis and the Update Date on the Horizontal Axis.

The Velocity Chart is updated every time new information is entered into the Opportunity file.

Provides a visual indication of the Winning Uncertainty Range (High minus Low), which implies a low DoQ, and How that improves (i.e. the Uncertainty Range decreases) as you drive the opportunity through the sales cycle.

Can track the your progress with the opportunity.
Flat lines indicate little, or no, progress.
Can determine the true length of the sales cycle.