

FONN

CASE STUDY

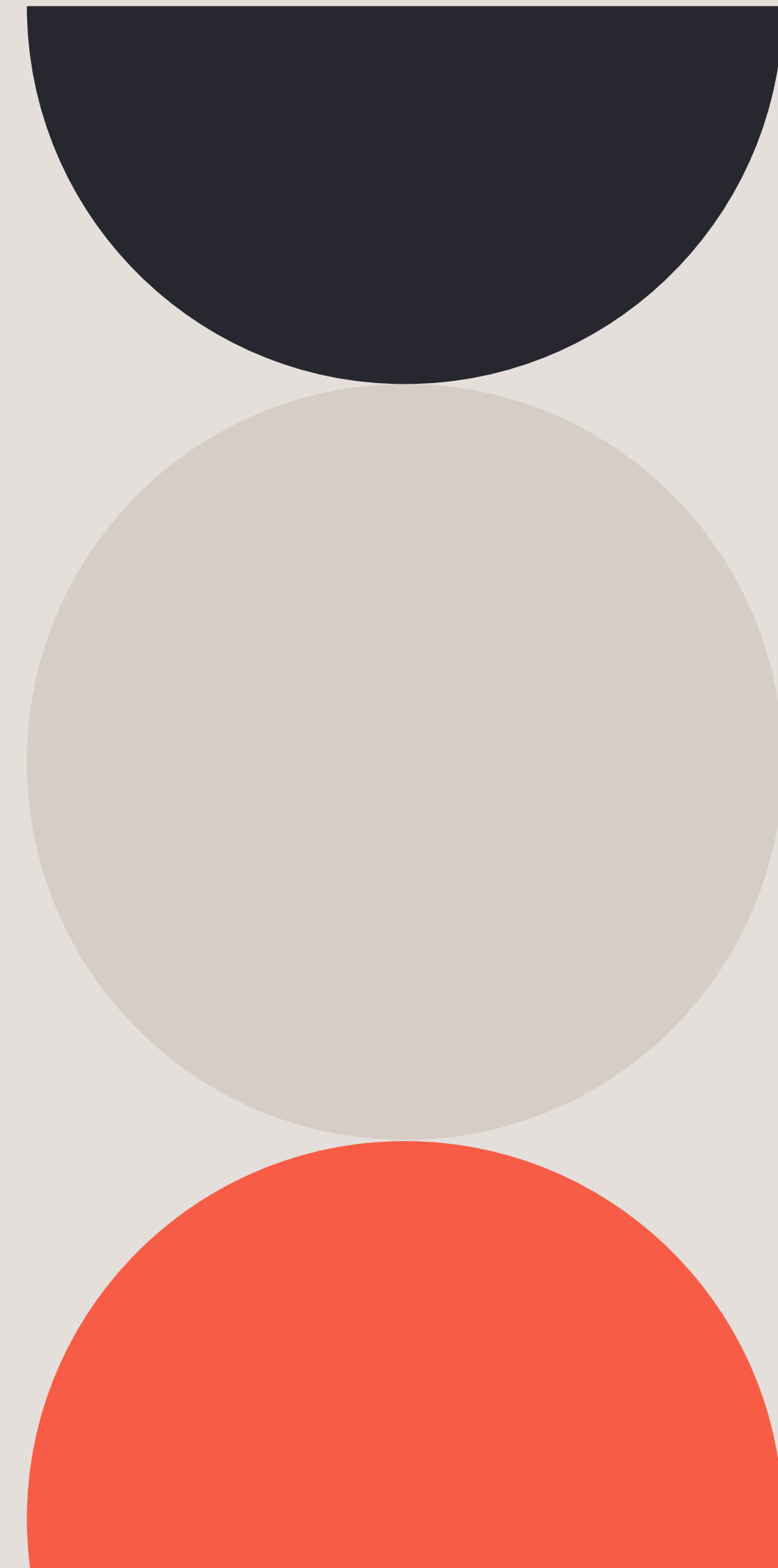
Fonn create project
management and compliance
software for the building trade.

Challenge

At the time of beginning work with Sales for Startups, they had **successfully** received a few rounds of Seed funding, were operating in Norway, the UK, and had branched out into the US.

The **issues** they faced included a **reduction in sales** across the organisation, with overall sales **down by 53%**, coupled with difficulty finding traction and successfully onboarding new clients; with churn being **worryingly high**, despite a very strong product.

They requested a “sales playbook which would help their team to sell more successfully.” During our **initial assessment phase** of engagement, it became clear, however, that this would be of limited value if we did not also address **core elements** of the proposition, **personnel issues** and **reporting**. Ultimately having the right team for the journey is one of the keys to continued success.



Solution

We focused on the following areas:

- In-depth **data analysis** of total contract value, including churn data, by sales representative, region and customer type.
- Assessment of the existing sales teams through observation, interview, performance data, and **Thrive psychometric** and **aptitude testing**.
- Implementing 'tried and tested' **sales essentials** such as the **ICP** and **buyer personas**, **clear sales process** and **qualification criteria**, a competitor FAB analysis and the value proposition, all of which would contribute to a sales playbook later.
- Ongoing and active weekly **sales leadership** and **mentorship** of the sales team.
- Developing **clear roles** and **responsibilities** across the commercial teams, including tools to hold individuals **accountable** for underperformance and high churn.
- **Restructuring** the sales and marketing team, including exiting underperforming hires and those that did not match the **cultural values** and **standards** at Fonn.



Results

- Fonn **doubled down** on the Norwegian and UK markets and left the US market.
- Sales representatives **doubled** their individual revenue contributions in the second quarter and are now operating at **4-5 times** their initial productivity.
- Average deal values have **increased by 140%**, with a shift from monthly rolling contracts to 18-month minimum with frequent **two and three-year deals**.
- Sales cycles have **reduced by 81%** (due to better sales processes and ICP definition).
- Customer churn is now at an **all-time low**.
- Only 2 out of the 9 original sales team are still in post; we hired an additional **5 new hires** within the first year of our engagement
- Fonn has seen an increase in **ARR by 75%** in less than **12 months** since the implementation phase.



4-5x

Productivity of the sales team



140%

Increase in average deal value



5

New hires in the first year



75%

Increase in ARR in under 12 months

“To understand alone is not enough, **implementation** is so important and **ongoing support** with this phase was essential to our transformational success. We would not be in the **strong position** we are in today at the end of 12 months if it weren't for Sales for Startups. I would tell any Tech CEO who asked me, ‘**can you afford not to do it?**’”



JAN TORE GRINDHEIM, CEO OF FONN



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