

Vector Firm Case Study: Intelligent Access Systems



Vector Firm Program: Hunting - Winning New Customers

"We wanted to develop a long term strategy. We had built models around very large clients. But we never actually had a formal sales structure with a sales manager. The real focus was to develop this instead of just relying on our relationships."

Jack Johnson, Co-founder and Vice President - Sales & Marketing

Executive Summary

Intelligent Access Systems, based in Raleigh NC, had reached a 'point of transition' that necessitated a change in focus and sales structure.

Intelligent Access was a \$13 million company and growing fast. But they recognized they lacked the structure to support continued growth at the rate they wanted. In 2012 and 2013, they turned to Vector Firm for help.

Client Challenges

Intelligent Access Systems was looking to develop a sales structure with a sales manager as opposed to just relying on existing relationships with very large clients

Additionally, to win new business they needed new business development people and a sales improvement and training program.

How Vector Firm Helped

“Contracting with Vector firm allowed us to bring in a second set of eyes and give a sanity check to what we were doing” said Jack Johnson, co-founder and Vice President of Sales & Marketing.

Johnson also added, “For our market, Chris told us one salesperson only has enough time in a year or a week or a day to focus on a maximum of 30 targets. Before, our thinking was to have a business development guy give us 200 names and start dialing for dollars.”

Vector Firm helped Intelligent Access Systems rethink that approach and instead start focusing on going out and working fewer targets per salesperson consistently and with a process. Chris also recommended implementing the training initiative and using a client relationship management (CRM) program. With the CRM in place, and a renewed focus on selling deeper to a narrowed group of prospects, Intelligent Access was poised to take off, which is exactly what happened.

Results, Return on Investment and Future Plans

“The measurable result for me was when you look at a 20 plus percent year over year growth over 10 years, to be able to maintain that pace as we continued growing was huge,” said Ron Oetjen – President/CEO of Intelligent Access Systems.

“Everyone who knew our company assumed that when we got to a certain size it would level off” said Oetjen.

Not only did Intelligent Access Systems continue the growth rate, which is hard to sustain, but they also saw success in the first year in diversification of the customer portfolio. They had some new top 4 or 5 accounts in almost every branch, which was one of their goals. When they started having these victories you could see the momentum building in the offices and as the team buys into it they get even better the next year.

“When you are a \$1 million company all you have to do is \$1.2 million to grow 20 percent. When you get closer to \$20 million it gets harder to maintain that pace.

Vector Firm came in on the high side of that \$20 million as things were getting tough. We went from \$13 million to \$20 million in the time frame he was engaged with us. That is a significant feat.”

Ron Oetjen
President/CEO
Intelligent Access Systems