
Overview

This assignment picks up where our last one left off. Having accurately framed the core problem(s) in Assignment 1, we now turn our attention to analyzing the data and developing a set of recommended actions based on that analysis. Because we can never have complete data, our decision making process must acknowledge what we know and what we don't know. Even with incomplete data, our actions must be *reasonable* given the time frame and resources we have. Additionally, any actions we recommend must include a clear understanding of how success will be measured.

Instructions

For this assignment you will write a **paper** of 5 to 7 pages, based on the case, *StepSmart Fitness*. In your paper, you are to develop your analysis and recommendation for action. Your paper must cover the following topics: the challenges and opportunity; the data that is known and unknown; the culture of the organization; and how data can be leveraged to support a plan of action. Include relevant supporting data, such as models, calculations, and analysis results. Your data should be clearly displayed, using one or more of the analysis tools we studied.

Use the topics below to organize your paper:

1. Executive Summary

An executive summary is a brief synopsis of a paper or report. It is a helpful tool that allows readers to get a snapshot of what will be discussed in the paper. Your Executive Summary should not include detailed information, but simply present an overview of your position.

2. Data and Culture

- a. What are the proposed data management tools being considered at Step Smart Fitness?
 - i. How will they improve the way the sales team is managed?
 - ii. What drawbacks or dangers are present?
- b. How might actionable quantitative and qualitative data create a positive and transparent environment? What are some unintended consequences the data might cause?

3. Data Analysis

- a. What does the data in Appendix 1 tell us? Which salesperson has the highest correlation between performance and compensation? Explain.
 - b. What does the data in Appendix 2 tell us where Mr. Cooper should focus corrective efforts in order to turnaround the underperforming regional sales metrics in his assigned sales District? Explain.
-

-
- c. What other data-driven insights could be helpful in the StepSmart Fitness Case Study?
 - i. What data would you need?
 - ii. How could it be collected?
 - iii. How would it be analyzed (refer specifically to the analysis tools we studied)

4. Recommendation

- a. What are Mr. Copper's key issues going forward?
 - i. What role does Step Smart Fitness's corporate culture play in each of the three sales district markets issues?
 - ii. What previous findings or experiences related to this problem are conveyed in the case, or exist in the business industry?
- b. What advice would you offer Mr. Cooper? For example, how might Step Smart Fitness manufacturing company leverage Jack's teachings on Differentiation into their business based on the data they are collecting?
- c. How will the success of the recommendations be assessed? Be specific about:
 - i. What cost assumptions need to be included?
 - ii. How should ROI be measured?
- d. Summarize the main steps of an action plan for moving ahead.

Formatting Requirements

- Include a Cover page containing the title of the assignment, your name, professor's name, and the course title and date
 - Include a References page with your sources
 - The Cover page and the References page are not included in the required page length
 - Double-spaced, professional font (Times New Roman or Arial), 10-12 font size
 - Headings are used to identify main topics and subtopics
 - Paragraphs are separated by a single space
-

APPENDIX 1

INPUT PERFORMANCE MEASURES		
	Number of Calls 2011	Calls Per # of Potential Accounts
Ellis	830	1.97
Barrow	1,370	2.66
Hammond	1,400	5.60
Foster	902	1.90
Gibbons	955	2.12
Concetta	820	1.37
Avery	1,158	2.07
Total	7,435	
Average	1,062	2.53

Output Performance Measures				
	Total Sales	Gross Margin	Gross Margin %	Active Accounts
Ellis	\$ 1,991,493	\$ 734,662	36.9%	215
Barrow	\$ 1,706,994	\$ 589,596	34.5%	275
Hammond	\$ 1,517,328	\$ 550,487	36.3%	230
Foster	\$ 1,422,495	\$ 535,503	37.6%	230
Gibbons	\$ 1,327,662	\$ 710,698	53.5%	140
Concetta	\$ 853,497	\$ 310,417	36.4%	210
Avery	\$ 663,831	\$ 234,266	35.3%	304
Total	\$ 9,483,300	\$ 3,665,628		1,604
Average	\$ 1,354,757	\$ 523,661	38.7%	229

Output Adjusted for Expenses

	Total Expenses as a % of Sales	Net Margin \$	Sales \$ Per Call
Ellis	9.30%	\$ 549,402	\$ 2,399
Barrow	9.88%	\$ 421,010	\$ 1,246
Hammond	8.92%	\$ 415,197	\$ 1,084
Foster	8.68%	\$ 412,050	\$ 1,577
Gibbons	6.89%	\$ 619,198	\$ 1,390
Concetta	11.21%	\$ 214,717	\$ 1,041
Avery	13.20%	\$ 146,646	\$ 573
Total		\$ 2,778,219	\$ 9,311
Average		\$ 396,888	\$ 1,330

Compensation Analysis

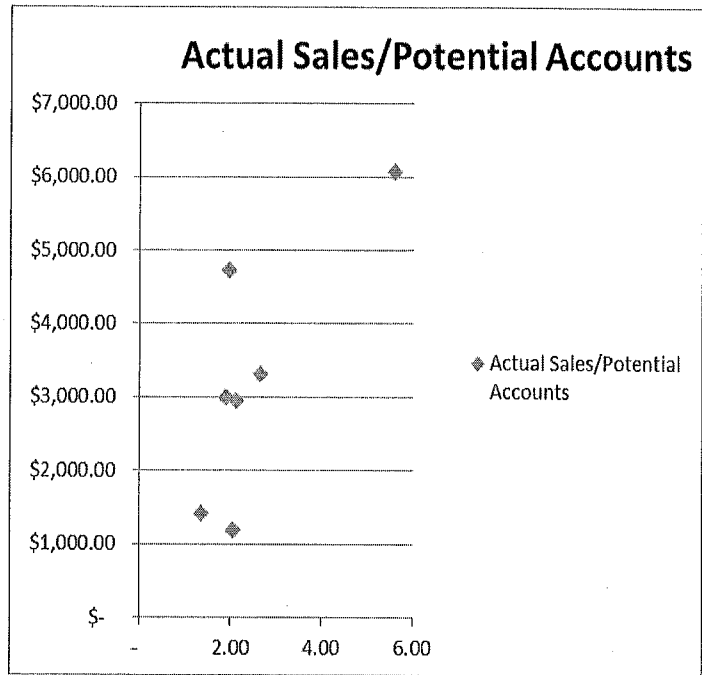
	Salary	Commission	Salary /Total Compensation	Compensation Per Call	Compensation /Gross Margin
Ellis	\$ 93,753	\$ 76,707	55%	\$ 205.37	23.2%
Barrow	\$ 57,630	\$ 55,370	51%	\$ 82.48	19.2%
Hammond	\$ 54,808	\$ 50,592	52%	\$ 75.29	19.1%
Foster	\$ 48,807	\$ 46,893	51%	\$ 106.10	17.9%
Gibbons	\$ 48,600	\$ 32,400	60%	\$ 84.82	11.4%
Concetta	\$ 32,960	\$ 31,040	52%	\$ 78.05	20.6%
Avery	\$ 30,274	\$ 27,946	52%	\$ 50.28	24.9%
Average	\$ 52,405	\$ 45,850	53%	\$ 97.48	19%

APPENDIX 2

Output Adjusted for Territory						
	Actual Sales	Territory Revenue Goal (using BPI as basis for calculation)	% of BPI Territory Revenue Goal Achieved	% Active Accounts in Territory	Actual Sales \$ per Number of Potential Accounts	Actual Sales \$ per Number of Active Accounts
Ellis	\$ 1,991,493	\$ 2,343,150	85%	51%	\$ 4,730.39	\$ 9,263
Barrow	\$ 1,706,994	\$ 3,321,000	51%	53%	\$ 3,315	\$ 6,207
Hammond	\$ 1,517,328	\$ 1,476,000	103%	92%	\$ 6,069	\$ 6,597
Foster	\$ 1,422,495	\$ 1,789,650	79%	48%	\$ 2,995	\$ 6,185
Gibbons	\$ 1,327,662	\$ 1,162,350	114%	31%	\$ 2,950	\$ 9,483
Concetta	\$ 853,497	\$ 1,992,600	43%	35%	\$ 1,422	\$ 4,064
Avery	\$ 663,831	\$ 1,734,300	38%	54%	\$ 1,185	\$ 2,184
Total	\$ 9,483,300	\$ 13,819,050	69%			
Average	\$ 1,354,757	\$ 1,974,150	73%	52%	\$ 3,238	\$ 6,283

Territory/Account Description				
	Territory Revenue Goal (using BPI as basis for calculation)	BPI Revenue Goal Per Potential Account	Number of Potential Accounts per 10 Square Miles	BPI Revenue Goal Per Square Mile
Ellis	\$ 2,343,150	\$ 5,566	2.48	\$ 1,378
Barrow	\$ 3,321,000	\$ 6,449	0.93	\$ 599
Hammond	\$ 1,476,000	\$ 5,904	12.50	\$ 7,380
Foster	\$ 1,789,650	\$ 3,768	0.51	\$ 191
Gibbons	\$ 1,162,350	\$ 2,583	1.60	\$ 413
Concetta	\$ 1,992,600	\$ 3,321	0.49	\$ 163
Avery	\$ 1,734,300	\$ 3,097	0.16	\$ 49
Average	\$ 1,974,150	\$ 4,384	2.67	\$ 1,453

	Calls/Potential Account	Actual Sales/Potential Accounts
Ellis	1.97	\$ 4,730.39
Barrow	2.66	\$ 3,314.55
Hammond	5.60	\$ 6,069.31
Foster	1.90	\$ 2,994.73
Gibbons	2.12	\$ 2,950.36
Concetta	1.37	\$ 1,422.50
Avery	2.07	\$ 1,185.41



Deployment Graph

	Sales Potential	% Penetration
Ellis	\$ 2,343,150.00	51%
Barrow	\$ 3,321,000.00	53%
Hammond	\$ 1,476,000.00	92%
Foster	\$ 1,789,650.00	48%
Gibbons	\$ 1,162,350.00	31%
Concetta	\$ 1,992,600.00	35%
Avery	\$ 1,734,300.00	54%

