



## Fresh Sales Strategies

Sales organizations want their salespeople to be on the prowl for new customers, but your existing customer base may be filled with untapped opportunities.

Consider these ideas for reconnecting with those customers:

- Set up a meeting with key contacts to reestablish the relationship.
- Call your best customers and ask for a quarterly reviews to ensure you are meeting their needs or offering additional ways products or services that could help them.
- Identify what you are selling to these customers so you can determine what other services would be of value.
- Talk to other areas in the company (human resources, marketing or facilities) to see if they might need your products.

• Do a competitive analysis to see who your customers are buying from. Look at that competitor's strengths and weaknesses to see if you might find a new opening for what you are selling.

• Figure out how to penetrate other business units and divisions of the company.

• Ask for a whole lot more referrals and have existing customers send emails to their colleagues in other areas.



It's much easier to sell to existing customers than to open new accounts. They already know your company. And unless you've really screwed up, they are reasonably satisfied.

To top it all off, they're crazy busy, and the last thing these overwhelmed people want to do is make a change from the status quo. They're your customers — ripe for the picking, ready to do more business with you if you'd show them how they could benefit from it.

**Action Item:** Pick one of the above ideas and think about how it might apply to your best customers.

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## Improving conditions

### Crowne Consulting Group Inc. boosts revenue with clinic operations

PHOTO | KAYLA CAVANAGH

Crowne Consulting Group Inc.'s Ray Tomlinson, at the health clinic his company operates for the city of Ocoee

BY BILL ORBEN

Crowne Consulting Group Inc. is helping the city of Ocoee beat the odds on health care costs.

The Kaiser Family Foundation estimates health insurance premiums increased by 114 percent nationally in 2010, but the city is spending the same \$3.4 million on health insurance it spent five years ago.

That's because the city has been able to hold the line on what it spends on health insurance and how much comes out of the pockets of its employees by operating a clinic instead of paying the fees private doctors and other health care providers charge.

The clinic in Ocoee is just one of 22 operated by Ocoee-based Crowne Consulting Group, and it has boosted the company's bottom line by 60 percent during the past two years — from \$2.9 million in revenue in 2009 to \$4.6 million in 2011. A larger portion of the company's revenue — 60 percent — comes from its management and operation of health clinics, compared to 25 percent in 2009. The remainder of its revenue comes from health care and benefits consulting.

City of Ocoee employees and their dependents are not required to get their health care through the clinic operated by CareHere Crowne LLC — a collaboration between Crowne Consulting and Brentwood, Tenn.-based clinic provider CareHere LLC. But, 92 percent of the employees and 40 percent of their dependents do, said Jim Carnicella, former human resources director and risk manager for the city of Ocoee who now works in business development for Crowne Consulting.

The clinic is saving the city of Ocoee

## Crowne Consulting Group Inc.

**Top local executive:** Ray Tomlinson, president

**2011 revenue:** \$4.6 million

**Employees:** 14

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money while increasing the health care visits it offers to employees and their dependents. In the first year, 20 percent of the visits at the city of Ocoee clinic were from those who had not seen a doctor in more than five years, Carnicella said.

"It is lowering costs and increasing services," said Ray Tomlinson, 61, president of Crowne Consulting Group.

CareHere Crowne opened its first clinic for the city of Port St. Lucie on the east coast of Florida in 2007, and it now operates 22 clinics in the state.

The city of Ocoee spent \$100,000 remodeling a three-bedroom, two-bath home for its clinic in 2007, said Tomlinson.

Depending on what the customer requires, the clinics run from 1,600 to 2,200 square feet — enough space for three exam rooms, a triage room to handle emergencies and a doctor's examination room.

Crowne Consulting employs 14 at its Ocoee offices, and 122 medical and administrative workers through its contract with CareHere.

The company was formed in 1986 as a human resources and labor relations

firm, but got into insurance consulting in 1989. In 2004, the company began investigating the operation of health care clinics when it noticed the trend of municipalities using clinics, but it was another two and a half years before it landed its first client.

It spent two years researching clinic operators before it inked an agreement with CareHere LLC, which operates 110 health centers in 23 states.

As for the future, Tomlinson said the city of Sanford is opening a clinic in September and the company is moving to add more clinics in the state.

And predicted changes in health care laws will make the company's clinics more attractive to customers.

The 2010 Patient Protection & Affordable Care Act will boost the company's business because a key part of health care reform is mandating preventive care, health risk assessments and other measures offered at the clinics operated by Crowne Consulting.

Employer-sponsored health clinics will be an effective way to meet the needs of employees who find it difficult to schedule wellness visits and chronic care around their work schedules, said Karen van Caulil, president of Orlando-based Florida Health Care Coalition.

"Employers in Central Florida have been facing relentless increases in health care expenditures for years. There is a great deal of interest in developing workplace health clinics as a way to control medical costs, but also to prevent and manage chronic conditions."



van Caulil