

KEY ACCOUNTS SALES TEAM TRANSFORMATION

to address market segments more effectively

**Live Goods business selling to Retail
\$500M annual revenue**

CLIENT'S SITUATION



- ☑ Key account salespeople managing too many accounts which prevented them from focusing on the accounts with the highest growth potential
- ☑ Low-level administrative and operational tasks had crept into salesperson responsibilities that limited selling time and caused friction with other functions when the tasks weren't done well.
- ☑ Sales compensation plan incentivized solely monthly revenue goal achievement, which drove behavior to ignore process improvements that could benefit customers and the company.
- ☑ Limited success with new large client growth opportunities in existing or emerging market segments

THE SOLUTION



Sales Outcomes deployed a full solution for sales and support team assessment, coaching and performance monitoring. Key services we performed included:

- ☑ Structured the sales team to focus on three distinct segments: Existing SMB customers that required a minimum of high-value services; Existing Large customers with high-growth potential and high demand for value-added services; and New larger growth potential customers in current and emerging segments
- ☑ Assigned customer and prospect accounts generally based on sub-industry segments to leverage knowledge and best practices.
- ☑ Added a layer of lower-cost sales support resources, aligned by sales team, to manage interface with logistics and operations functions.
- ☑ Developed a compensation plan that balanced the need for achieving annual revenue targets, and the need for proactive sales motions with new and existing customers for growth.

OUTCOMES



- ☑ Compensation plan changes shifted account managers to be more collaborative and actively participate in continuous improvement efforts
- ☑ Four new high-growth potential accounts signed within a year of the transformation
- ☑ 14% revenue growth year-over-year as a result of new structure
- ☑ Account manager selling time increase 30%
- ☑ Customer services significantly reduced by adding layer of sales support resources