



## CASE STUDY

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# Merger of Two Distribution Companies

## Integration of Sales Organizations

### Situation

- A merger between two U.S. distribution companies created a need to integrate their sales organizations
- This merger required speed and efficiency, all to make the new organization the leader in distribution and services
- Although quite different in management/leadership styles and cultures, the two organizations needed to come together under one sales effort
- Specific areas of sales effectiveness work were sales force, customer and corporate sales and marketing analyses

### Challenges

- Challenges of integrating the sales organizations:
  - Protect top line revenue without jeopardizing customers and employees
  - Bring together two organizations that vastly differed in culture, management style, structure, sales model and approach
  - Utilize a participatory consulting process to facilitate the design and implementation of a newly integrated sales effort

### Actions

- A broad, integrated, participatory analysis was performed on each organization's processes, systems, tools and sales personnel. This information assisted in making decisions in the following key areas:
  - New Sales Model — To become the leader in distribution and services, the newly merged company needed a sales model that was aligned with this goal
  - New Prospect/Customer Base — To design a customer base of prospects and current customers, the sales organizations merged their current prospect and customer databases to create new coverage areas for the new sales organization
  - New Corporate Sales and Marketing Organization — A newly defined organizational model of the entire corporate sales and marketing organization was designed to support product programs and service offerings, utilized by sales staff to assist in customer selling strategies
  - Implementation — A strategic and tailored implementation process was applied to each organizational level. Senior leadership and regional cross-functional team resources assisted in implementing customized deliverables

### Results

- Successful merger of the two sales organizations
- Revenue loss of less than .5%
- Synergies of over \$2M for the newly combined sales organization
- Our ability to design and implement change without the loss of employees and customers protected the company's top line revenue with overall reductions in cost