



CASE STUDY

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Office Products Company

Sales Effectiveness Assessment

Situation

- High growth primarily through mergers during the mid and late 1990's
- Introduced centralized support services with new technologies and marketing tools over the last five years

Challenges

- Management questioned whether these changes helped increase the productivity of the sales effort
 - What "returns" have these investments produced?
 - Do sales people now spend the "optimum" time on selling activities?
 - What productivity measures should be utilized?
 - How do we compare against the competition in these critical measures?

Actions

- Collected and analyzed internal data to track historical levels of cost and productivity and to establish a baseline
- Conducted focused interviews and discussions with several senior sales executives
- Created and administered web survey to sales force

Results

- Chartered a sales force task team to meet regularly, serve up issues and develop solutions for senior management
- Fully implemented the sales organizational model
- Long term, considered transformation to a regional/central sales model
- Improved the methodology for account potential and align to the quota process
- Improved sales compensation plan
- Leveraged customer service to increase sales force selling time
- Tailored Sales Performance Scorecard