

## Case Study | Sales Effectiveness

### The Challenge

A distributor and processor of nutraceutical ingredients was beginning to experience sales growth that lagged the industry. It was clear to the CEO that his sales force was leaving opportunities on the table. With the possible exception of a few sales reps, they just weren't engaged well enough with existing or prospective customers to win their fair share of the business.

### The Solution

Everett Hill performed a sales effectiveness diagnostic, then led the prioritized execution of the solutions, which included:

- Strengthening and redefining the accountabilities of the customer service organization, enabling the field sales reps to spend more time in front of customers.
- Improving the coaching skills of sales management.
- Enhancing the capabilities of inside sales, freeing the field sales reps to focus on the largest opportunities.
- Developing better information sharing tools, including a CRM solution to manage inter-departmental workflow.



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### The Result

With sales and customer service on a path to world-class performance, the company was able to pursue a strategic acquisition. The company is now one of the largest players in its industry, offering a unique combination of products and services.

### Typical “urgent priority” ways to drive sales effectiveness

- Install a disciplined prospect qualification process
- Create a differentiated value proposition for each important customer segment
- Rebalance/resize sales territories
- Improve sales manager skills and management routines
- Better align sales rep performance metrics with sales strategy
- Improve quality and frequency of sales rep coaching
- Apply performance management discipline
- Clarify roles and accountability in handoffs to customer service
- Establish pipeline/funnel management fundamentals
- Standardize sales manager span of control
- Streamline pricing decisions

## Case Study | Sales Strategy

### The Challenge

A US manufacturer of food-service packaging, a subsidiary of a Fortune 500 company, needed help building a plan to drive profitable growth over the next three years. The company enjoyed significant name recognition with customers, particularly with a “green” product line on the east and west coasts. However, a rising tide of imported and domestic knockoffs threatened their industry leadership.

### The Solution

Everett Hill performed a rapid assessment and engaged company leadership in prioritizing the solutions:

- Restructure sales territories for better focus on underdeveloped markets
- Develop product line extensions to exploit new market opportunities
- Establish more rigorous distributor performance criteria; cull weak distributors
- Overhaul marketing infrastructure to differentiate the brand and generate warm leads
- Embed key account prospecting assignments into annual planning

### Sales Transformation Model



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### Companies with world-class sales and customer service teams routinely:

- Beat competition in acquiring “share of wallet” at major accounts
- Successfully launch new products
- Consistently meet or exceed quarterly sales goals
- Maintain exceptional margins
- Penetrate new markets successfully
- Beat industry averages for customer retention
- Enjoy shorter sales cycles
- Post more accurate sales forecasts
- Outperform industry growth by taking market share
- Respond quickly to changing market conditions

### The Result

Since implementing Everett’s action plan, the company has beaten its business plan five straight quarters. Fifteen months on, the general manager reported that he continued to use the action plan as a strategic touch point on a quarterly basis.