

Gaps Revealed Through Post-Acquisition Sales Effectiveness Assessment

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The Situation



Growth through acquisitions had benefited the top line of a media entertainment and technology company, but hindered the development of an organic and unified sales culture. The culture and go-to-customer approach of multiple legacy organizations permutated through the behaviors and day-to-day actions of the sales force. This led to inconsistent and, at times, ineffective customer engagement.

The Challenge

The client needed to objectively assess their go-to-customer model and identify targeted areas of optimization that would lead to either 1) revenue uptick or 2) cost savings. Executive leadership recognized that disparate approaches and programs were hurting both the top as well as the bottom line. In addition, they required the creation of best-in-class sales compensation governance structure that would provide their team with the self-sufficiency needed to manage the evolution of the model (new roles) over time.

The Solution

The Alexander Group (AGI) identified organizational gaps within their sales strategy, structure and management. The sales assessment balanced objective quantitative analyses with perspectives from the field gained through a sales force survey, discovery interviews and ride-alongs. AGI provided a roadmap with recommendations for change, such as creating cross-business unit value propositions to help sellers effectively cross-sell and a detailed plan for formalizing revenue operations.

The Benefit

Since the assessment, the client redesigned the sales jobs, implemented an entire sales compensation designed to drive a greater pay for performance culture, and introduced a governance model to align business units. Other initiatives were cataloged on a future-state roadmap based on both their expected impact to the business and the required effort.