Tech Company Reduces Cost of Sales with Specialized Sales Coverage

Situation:

A worldwide leader in networking technology and high tech hardware was transitioning from a product focused sales strategy to one of architectural, solution selling. Their system engineer (SE) organization did not align with the corporation's technology portfolio and evolving customer and partner needs. Furthermore, inconsistent world-wide coverage strategies and definitions of the SE role hindered transparency and created unnecessary organizational complexity.

Our client improved productivity by reducing time spent on unqualified deals and post sales activities, eliminating eight-legged sales calls and facilitating the inclusion of the right SE resource given the sales situation.

Challenge:

The company wanted to optimize sales force productivity to expand their presence in new product areas and underpenetrated markets.

Solution:

Alexander Group assessed the "productivity sinks" of the current model by conducting a thorough job responsibility analysis, cross-channel activity mapping, sales time allocation study and account level revenue analysis. We developed a new go-to-market strategy focused on three unique roles and their responsibilities:

• Account Executives: Differentiated retention (farmer) and new business (hunter) customers.
• Product Specialist: Created overlay job roles for interactive and on-demand products.
• Account Coordinator: Redefined as an inside position, added prospecting and client research activities to duties.

The new coverage model and job roles reduced the responsibilities of sellers, enabling greater focus on critical tasks. The realignment allowed account executives to focus on the retention and penetration of existing accounts, product specialists to promote and improve the cross-selling of new products and tasked account coordinators with fulfilment requirements.

Benefit:

As a result of these key changes, the client reversed declining sales by outperforming growth projections for new products. This top-line success was directly linked to the account executive's ability to offload 40% of non-sales activities, increasing high value selling time by 10%.