

- Situation**
- A national distribution company has national agreements with a significant number of large companies
 - Most of these large national companies have multiple locations – some with substantial geographic dispersion
 - There was unclear accountability for communicating the national agreement across these widely dispersed locations; with varying support from national account managers, local sales reps, and internal champions at the accounts
 - Qualitative research indicated that purchasing and awareness were low across many locations within these accounts
 - These non-buying national account locations represented a significant unrealized revenue and customer loyalty opportunity
- Objectives**
- Develop and test a pilot program to expand product and service offerings within key national accounts
- Approach**
- Select national account managers and accounts to participate in a pilot program
 - Set up control group to secure an objective pilot performance measurement
 - Develop process, tools and feedback mechanisms to help drive growth
 - Build a national account location database
 - Use inside sales to increase national agreement awareness and to identify sales opportunities for product/service offerings
 - Identify, target and convert additional non-buying locations within key accounts
 - Develop action plans to help identify and save at-risk accounts
- Results**
- Generated 1,400 new qualified opportunities in 35 participating national accounts
 - Grew revenue of pilot accounts by 30% in 4 months while also helping to lower operational costs
 - Increased account penetration (percentage of buying locations) from 30% to more than 80%
 - The initial 6 accounts resulted in \$5 million of additional incremental revenue
 - One of the accounts had an incremental revenue potential of \$11 million
 - Improved customer loyalty metrics