

- Situation**
- An international distributor of office products and supplies was attempting to grow their share of market in a highly competitive marketplace
 - Margin pressure and price competitiveness eroded profitability
 - The organization placed a high value on the largest accounts; however, the sales force did not have the tools or support mechanisms to introduce additional product categories to these accounts and their various buying locations
 - Customer coverage was inconsistent with mid-market customers being under-served/neglected while large accounts were also limited by coverage bandwidth

- Objectives** The following strategic platforms were established to help increase sales while also improving profitability:
- Develop methodology to gain customer insights and provide actionable results from that feedback
 - Create a structured approach for mid-market account acquisition and penetration
 - Develop programs to expand product and service offerings to large accounts while also increasing adoption in new non-buying locations of the same accounts
 - Test and implement integrated coverage models, support tools and response systems to increase the scope and effectiveness of the sales force

- Approach** Several different approaches were used to address each objective:
- Develop an Integrated Sales Model
 - Ensure coverage of the entire account base
 - Balance the cost of selling to the economic worth at a customer level
 - Use lower cost media to significantly increase volume of customer contacts
 - Create a competitive advantage through relationships with customers
 - Create a Large Account Management and Penetration Program
 - Identify sales opportunities for product/service offerings
 - Identify, target and convert additional non-buying locations within strategic accounts
 - Develop system to identify and fix lost revenue opportunities and product/service related issues
 - Create criteria to help identify and save at-risk accounts
 - Create new/existing customer response systems and standardize processes for field sales involvement
 - Identify, pursue and convert mid-market accounts and smaller locations of large accounts
 - Drive qualified opportunities to field sales
 - Stimulate repurchase behavior and route small businesses and individuals to self-service solutions
 - Build knowledge base and rapid response to provide higher service levels and perceived value to existing customer relationships

- Results**
- Grew year-over-year sales at a 14-18% rate each month through a 6-month pilot
 - Maintained double-digit annual sales growth over 3+ years
 - Drove substantial increases in customer satisfaction and customer retention