

# Case Study:

## *Sales Force Effectiveness Benchmarking:*

*Building an effective sales force by combining the strengths of the client company's sales team with those of an acquisition target*

**T**AC's Expertise-as-a-Service™ (EaaS™) is a breakthrough concept designed to provide today's IT organization of any size with a flexible, scalable, networked set of services, skills, and solutions.

### **Issue:**

Perform due diligence and obtain customer insight as to the strengths and weaknesses of the client company compared to a company that was to be acquired. Ultimately, this major distributor of animal health products was interested in creating a single enterprise with significantly higher revenues and lower cost of sales.



### **Solution:**

A Sales Force Effectiveness benchmark was conducted to measure customers' perceptions of both companies to identify the strengths and weaknesses of each organization in order to determine the potential structure of a new combined sales organization. Additionally, the benchmark delivered an estimated sales volume in the client's individual regions to eliminate redundant sales efforts and to capitalize on strong sales of the target company in those regions in which the client's sales were weak.

### **Client Action:**

The acquisition target was purchased and sales forces combined. The weaker sales reps (as defined by customer perceptions and sales) were eliminated. The size of the field sales force was reduced and more reliance was placed on the strengths of the inside sales organization. Overall cost of sales was dramatically reduced.

Approximately two years later, the biennial Sales Force Effectiveness Benchmark showed increases in estimated market share along with significant increases in the sales organization's ratings among customers.

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