

Mergers and Acquisitions: Considerations and Examples For the Sales Organization



STRATEGY



TRAINING



COMPENSATION

SALESGLOBE 

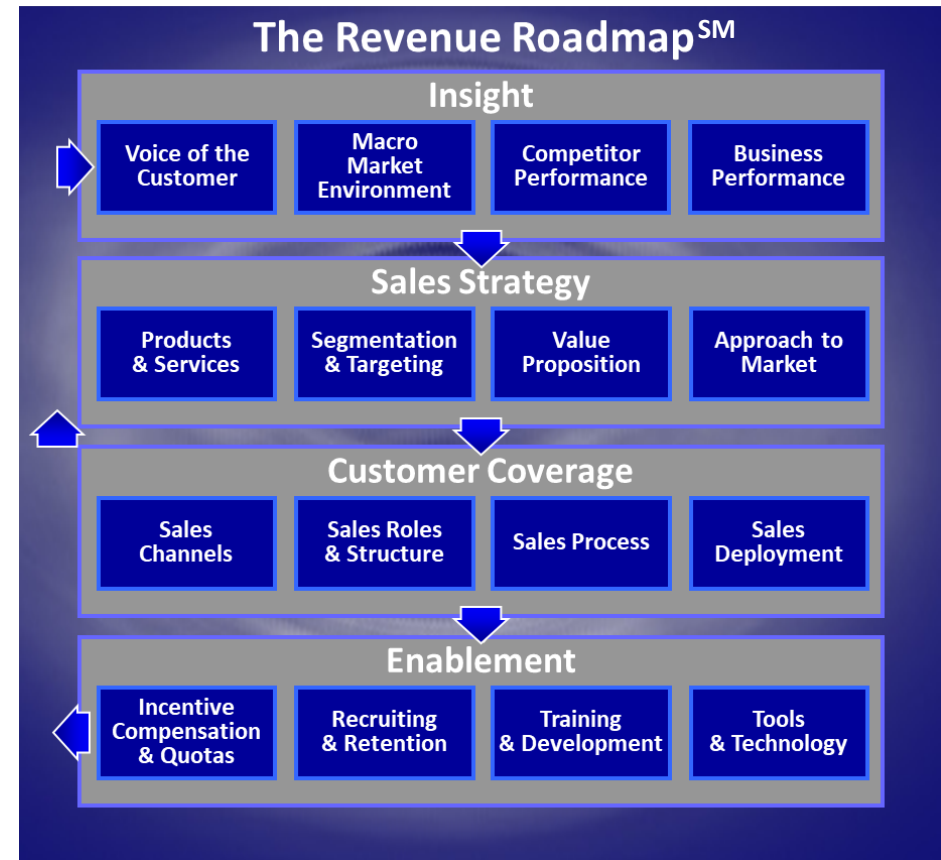
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Strategic Context: The Revenue RoadmapSM

The foundation for our sales design and sales effectiveness work is **The Revenue Roadmap**.

The Revenue Roadmap consists of four major competencies:

- **Insight:** Provides the key information that is needed for planning and building the strategy.
- **Sales Strategy:** Covers the products and services you plan to deliver, the customers you will serve, why they want to buy from you and the approach you will take to reach the market.
- **Coverage:** Identifies how your organization will use its channels, roles, processes, and resources to go to market and put the sales strategy into action.
- **Enablement:** Includes the key areas that tell your team what you expect and provides the support to get them there.

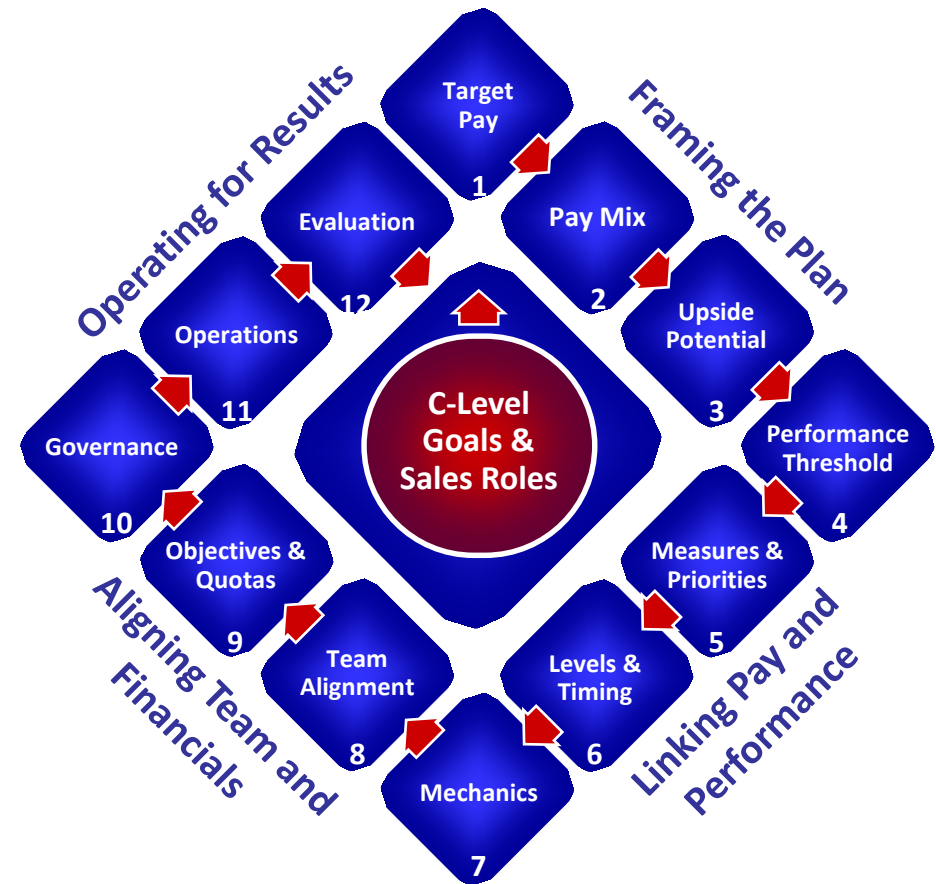


Approach: Sales Compensation Diamond

Sales Compensation Diamond

An effective incentive compensation design follows a proven evaluation and development process. The approach covers these critical areas from an assessment and design perspective to ensure the plan is developed to match the needs of the business.

In our work, we take one pass around the current incentive plans to gain the current state perspective, and then use the same process to develop new plan designs.



Please read [What Your CEO Needs to Know About Sales Compensation](#) for more information on the Sales Compensation Diamond.

Our Story- Sales Innovation

Crafting Your Story: As you consider the reason for the merger/acquisition, it's important to explain the "Why." Create a tagline like "We are rethinking sales", and a simple message. See SalesGlobe's own story of sales innovation below.

why?

- Sales Strategy and Go-to-Market
- Account Segmentation and Targeting
- Voice of the Customer Insight
- Sales Process Optimization
- Sales Organization Design
- Channel Programs
- Sales Capacity and Goal Design
- Talent Assessment and Planning
- Strategic Account Programs
- Sales Compensation
- Quota Setting
- Technology Readiness

We've spent a long time in business. And during that time we saw too many companies replicating competitive practices and repeating old approaches rather solving problems in a way that would produce innovative solutions. We asked,

Why do companies repeat the same old solutions?

Why do they use benchmarks and current practices as the answer?

Why do they leave themselves vulnerable to competition?

We are rethinking sales.

SalesGlobe is a sales innovation firm that solves challenging sales problems. We work with our clients to implement solutions that give them a significant ROI.

We started SalesGlobe to go beyond the benchmarking and common practices that many firms dispense to their clients as the answer.

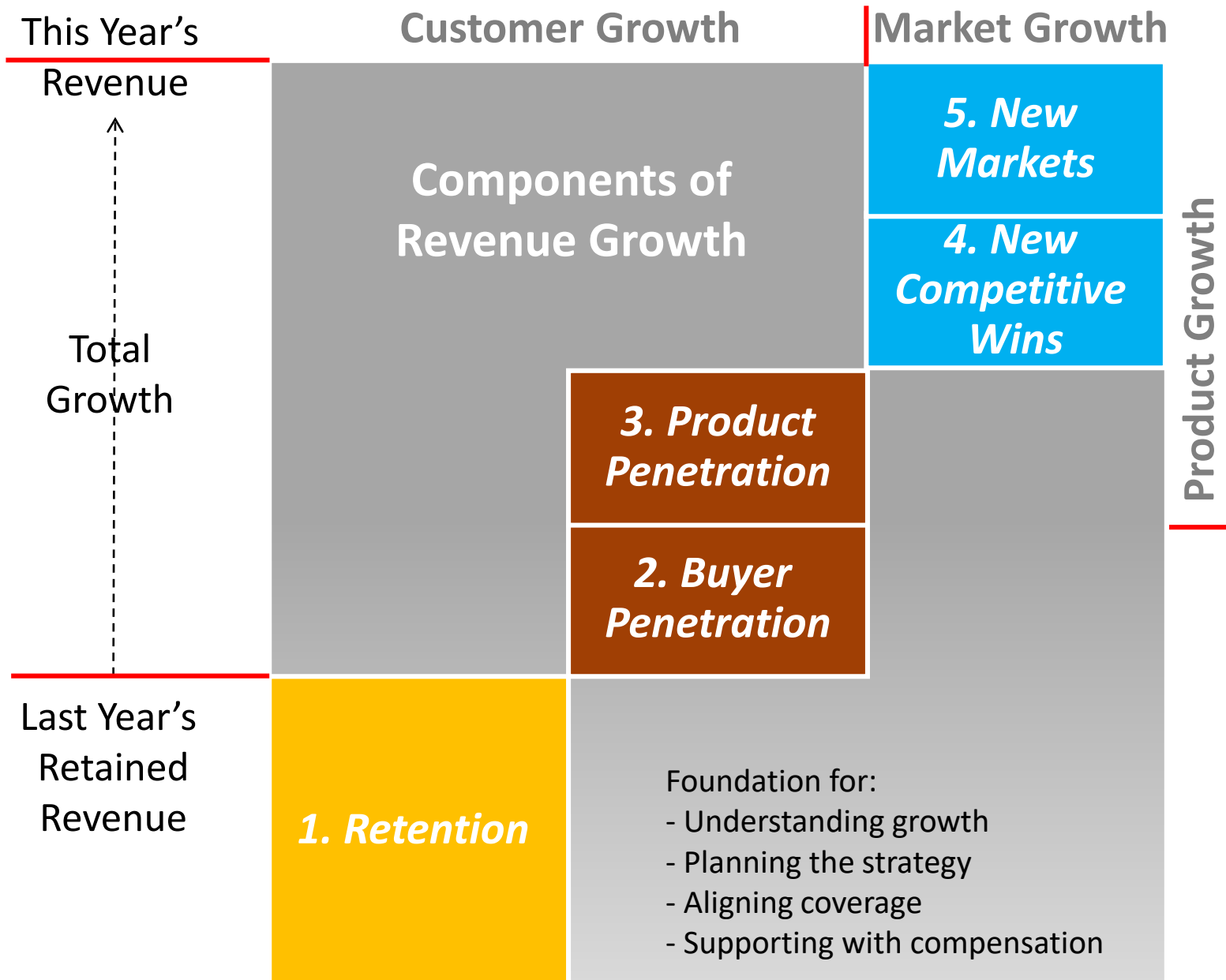
We are committed to bringing new problem-solving approaches to sales effectiveness that make a difference and deliver results for our clients.

So we approach each client assignment as a special creative problem-solving opportunity. We leverage left brain and right brain creative approaches to develop a solution that will give our client a differentiated advantage and a real return on their investment.

rethink

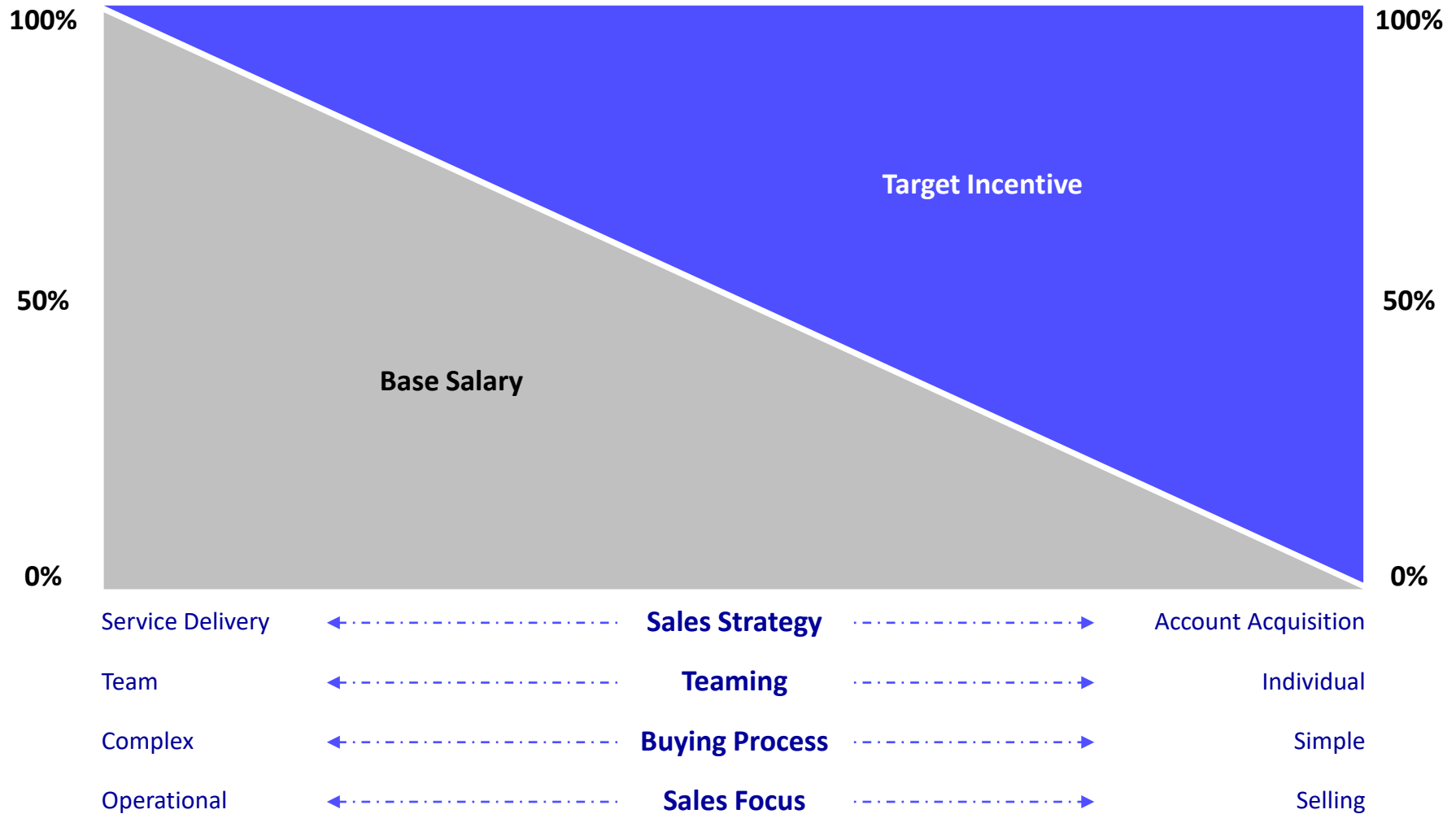


Aligning Roles to the Goals



The Pay Mix Continuum

As the sales role changes in terms of factors such as sales strategy, independence, sales cycle, and focus, pay mix shifts to reflect that role.



mapping

Role Mapping – 4 companies

Snapshot of existing job titles across four companies (company A, B, C, D) that have been harmonized. In other words, there is a similar job description, roles, and responsibilities that includes revenue type that has been identified across company job titles and roles.

A map like this helps the team overall understand similarities across jobs and helps to build a common language.

On the next page, you will see highlighted the role descriptions, roles and responsibilities, and key objectives mapped to each of the companies. There you will not only see the similarities, but the differences between each of the roles across the four companies.

| Harmonized Role | Current Job Titles | B | C | L | R |
|---|--|---|---|---|---|
| New Customer Wins and New Market Selling A | Sales Manager | | X | | |
| | Business Development Mgr | | X | | |
| | Sr. Manager, Asst Mgr | | X | | |
| | Officer, Jr. Officer | | X | | |
| | Executive | | X | | |
| | Sales Representative | | | | |
| New Customer Wins and New Business and Growth Opportunities - Existing Customers B | Account Manager | X | | | X |
| | Regional Account Manager | | | | X |
| | Sales Manager | X | X | X | X |
| | Strategic Account Manager | | | X | X |
| | Sales Representative | X | | X | |
| | Key Account Manager | | | X | |
| | Regional Sales Manager | | | | |
| | Segment Manager | | | | |
| | Product Manager | | | | |
| | Area Sales Manager | | | | |
| | Sr. Manager, Asst Manager, Sales Manager | | X | | |
| General Manager , Dy. General Manager | | X | | | |
| Technical Sales C | Technical Consultant | | | | X |
| | Technical Manager | | | | X |
| | Technical Supervisor | | | | X |
| | Account Manager: Specialist | X | | | |
| | Technical Sales Representative | | | X | |
| | Sales Engineer | | | | |
| | Sr. Manager, General Manager, Dy. General Mgr | | X | | |
| Technical Service Technical Advisor D | Line Operators / Line Service: Retention | | X | | |
| | Asst Mgr, Sr. Manager, Mgr, Dy. Gen Mgr, Executive | | X | | |
| | Business Development Manager: Specialist | | | X | |
| | Business Developer: Specialist | | | X | |

Mapping Roles Across Companies

| Role | Attributes | A | B | C | D | Key Objectives | A | B | C | D | How They Do It / Decisions | A | B | C | D |
|--|---|---|---|---|---|---|---|---|---|---|--|---|---|---|---|
| New Customer Wins and New Market Selling A | Business experience: balance of business and sales orientatin. | X | | | | New customer development with opportunity to grow into emerging and new markets. *Plan to develop into hybrid role as new markets developed and customers obtained. | X | | | | Ability to find, qualify, and sell the client (needs assessment, value prop, propose, negotiate, close). <i>Requires well defined sales process.</i> | X | | | |
| | Strong sales and negotiation skills. | X | | | | "Transactional business minded" ability to close a deal and hand-off to internal resources. | X | | | | Little to no ongoing customer engagement - move on to the next opportunity. Successful transition to other internal resources. | X | | | |
| | Ability to discern market opportunities and work with customers to develop them. | X | | | | Business Development: New customers, markets and products | X | | | | Owns commercial aspects of deal with the customer - success factor to keep sales person on task without getting caught up in internal sales negotiations. <i>Requires clearly defined sales parameters/guidelines and exception process.</i> | X | | | |
| | Creative solution development, focused, curious and open-minded. | X | | | | Revenue generation (volume) as primary responsibility. | X | | | | Trained in negotiations and sales technique. Either hired in or trained internally by experienced resources. | X | | | |
| | always striving for more. | X | | | | | | | | | Lead identification and qualification. May be entry level in some GBU's and very experienced "hunter" in others. | X | | | |
| | | | | | | | | | | | May require technical assistance w/ deal. | X | | | |
| New Customer Wins and New Market Selling & Customer Penetration B | Industry knowledge and experienced in area of responsibility. | X | X | X | X | Grow new customer business; may be geography, segment, product group. | X | X | X | X | Level of engagement supported by technical rep who is focused on solutions –allowing this role to focus on the commercial aspects of the deal and relationship building. <i>Requires clearly defined process and well defined sales parameters/guidelines and exception process.</i> | X | X | X | X |
| | Ability to market and perform business development related activities. | X | | X | | Build the business development pipeline. | | | X | | Role focused on deal qualification, value proposition and identifying and building relationship with the buyer (influencers and decision makers). | X | X | | X |
| | Strong sales, negotiation, and organizational skills. | X | X | | X | Renew and grow existing customer business focused on account penetration. | X | X | | X | May operate independently of on-site tech support, engages tec support as needed or required for the job. | X | X | | X |
| | May need technical or ME/EE, CE experience. | X | | X | | Sell at best possible price (not lowest price)- Drive revenue with margin considerations. | X | X | X | X | Develop account strategies. | X | | | |
| | Requires some technical acumen - can be learned. | X | | | | Develop and maintain/grow client relationships. | X | X | X | X | Works well w/ technical service as a requirement of the business. | X | | X | X |
| | Charismatic outgoing personality with consultative selling approach. | X | | | | Account planning and strategy development and execution. | X | | | | Constant touch with the market, customers, and opportunities to develop new opportunities and customers (ie: industry events, white papers, etc). Face to face interaction required. | X | X | | |
| | Personable and trustworthy. Ability to build lasting relationships based on delivery of expectations. | X | X | | | Strategic business minded- develop long-term business value. | X | X | | | Individual job descriptions and GBU strategy determine mix of new customer development versus account management. | X | X | | |
| | Ability to stay on top of the market trends, customers (buyers, etc) | X | X | | | Sell at price commensurate and aligned with market. | X | | | | | | | | |
| Technical Sales C | Chemists/Engineers -- specific industry experience. | X | X | X | X | Grow new customers | X | | X | X | Develop: needs assessment, value prop, pilots, testing. More than technical - understanding and delivery of the value proposition. | X | X | X | X |
| | Strong relationship skills. | X | X | X | X | Keep existing customers while growing the business within the account. | X | X | X | | Post-sale: ongoing maintenance and an account leadership role. On-site / Off-site. | X | X | X | X |
| | Requires solid to strong sales and negotiation skills. | X | X | X | X | Become knowledge expert of customers' business | X | X | | | Develop customer solutions. | X | X | X | |
| | Technical market-specific experience. | X | | X | | Achieve sales targets | X | X | | | May work hand-in-hand with hybrid sales rep (as noted above) or may operate independently. | X | X | | X |
| | Trustworthy and confident in skills and abilities. | X | | X | | Drive revenue and margin opportunity. | X | | | | After sales service: always there to sell again. | X | X | | |
| | | | | | | Persuade customer to buy. | X | X | | | Independent operator. | X | | X | |
| | | | | | | Sell new products/services into new and existing accounts. | X | | | | | | | | |
| Technical Service D | Problem solver. | X | X | | | Drive margin | X | | | | On-site sometimes "embedded" with customer. | X | X | | |
| | High technical knowledge and application expert. | X | X | | | Keep customers satisfied and become knowledge expert of customers' business. | X | X | | | Develops solutions and solves problems. | X | X | | |
| | High level of flexibility and reliability. | X | | | | Customer Intelligence | X | X | | | Frequent on-site with customer ensuring satisfaction, testing, making recommendations, etc. | X | X | | |
| | Honest and trusting, self-confident. | X | | | | Sell opportunistically | X | | | | | | | | |
| | Relationship builder with the shop floor. Ability to integrate with the client team. | X | X | | | Customer retention and growth through solution development. | X | | | | | | | | |

A Simplified Matrix of Roles Across Companies

| Title | Revenue Type | Attributes | Key Objectives | How They Do It / Decisions |
|------------------------|--|---|--|---|
| Role Title per Company | New Logo Sales (Hunter) | <ul style="list-style-type: none"> Industry knowledge. Strong sales and negotiation skills. Transactional sales. | <ul style="list-style-type: none"> New logos with opportunity to grow into emerging and new markets. Sell at best possible price. | <ul style="list-style-type: none"> Ability to find, qualify, and sell the client (needs assessment, value prop, propose, negotiate, close) No ongoing customer engagement Owens commercial aspects of deal with the customer May or may not require tech assistance w/ deal |
| | New Logos and Penetration (Hunter and AM) | <ul style="list-style-type: none"> Industry knowledge. Strong sales and negotiation skills. May need technical or ME/EE, CE experience. | <ul style="list-style-type: none"> Grow new logos. Renew and grow existing customer business. Sell at best possible price. | <ul style="list-style-type: none"> Level of engagement supported by technical rep who is focused on solutions – existing and new customer support (needs assessment, value prop). See tech sales role. Allows rep to focus on commercial aspects of the deal. OR: may operate independently of on-site tech support. |
| | Technical Sales | <ul style="list-style-type: none"> Chemists/Engineers-specific industry experience. Strong relationship skills. May require strong sales and negotiation skills. | <ul style="list-style-type: none"> Grow new customers. Keep existing customers. Persuade customer to buy. Become knowledge expert of customer's business | <ul style="list-style-type: none"> Needs assess, value prop, pilots, testing. Post-sale: ongoing maintenance and an account leadership role. On-site / Off-site. Develop customer solutions. May work hand-in-hand with new logo/penetration sales rep (as noted above) or may operate independently. |
| | Retention Sales | <ul style="list-style-type: none"> Industry knowledge, may be technical (ME, EE). Strong relationship and negotiation skills. | <ul style="list-style-type: none"> Grow new logos from existing pool of customers (mature business). Sell into existing customers Sell at best possible price | <ul style="list-style-type: none"> Ongoing engagement with existing clients Level of engagement varies by product No requirement for additional tech support partner on-site (autonomous role) |
| | Technical Service | <ul style="list-style-type: none"> Service the customer. | <ul style="list-style-type: none"> Customer retention and growth. Keep customers satisfied and become knowledge expert of customers' business. | <ul style="list-style-type: none"> On-site sometimes "embedded" with customer. Develops solutions and solves problems. Frequent on-site with customer ensuring satisfaction, testing, making recommendations etc. |

Example of Harmonizing Plan Designs Across Similar Roles

| Role | Mix | Threshold/Upside | Measures | Level of Measure | Payout Frequency |
|---|--|--|--|--|--|
| New Logo Sales (Hunter) | <input type="checkbox"/> 60/40 (short sales cycle) <input type="checkbox"/> 70/30 (moderate/long sales cycle) | ✓ No threshold for new revenue measures ✓ Upside 250% for 90 th percentile performance | <input type="checkbox"/> 40%-60%: Std. Gross Profit <input type="checkbox"/> 40-60%: Milestones for long cycle time, customers, and products | ✓ Individual | ✓ Quarterly |
| New Logo and Penetration (Hunter and AM) | <input type="checkbox"/> 70/30 (individual seller) <input type="checkbox"/> 80/20 (team seller) | ✓ No threshold for new revenue measures; use threshold for recurring revenue ✓ Upside 200% for 90 th percentile performance | <input type="checkbox"/> 40%-60%: Std. Gross Profit Select from: <input type="checkbox"/> 20%-30%: Milestones for long cycle time, customers, and products <input type="checkbox"/> 20%-30%: Team SGP | <input type="checkbox"/> Individual <input type="checkbox"/> Regional or Team goals as applicable | <input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually |
| Technical Sales | <input type="checkbox"/> 70/30 (individual seller) <input type="checkbox"/> 80/20 (team seller) | ✓ No threshold for new revenue measures; use threshold for recurring revenue. ✓ Upside 200% for 90 th percentile performance | <input type="checkbox"/> 40%-60%: Std. Gross Profit Select from: <input type="checkbox"/> 20%-30%: Milestones for long cycle time, customers, and products <input type="checkbox"/> 20%-30%: Team SGP | <input type="checkbox"/> Individual <input type="checkbox"/> Regional or Team goals as applicable | <input type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annually |
| Retention Sales | <input type="checkbox"/> 90/10 | ✓ Threshold ✓ Upside 150% for 90 th percentile performance | <input type="checkbox"/> Revenue retention. | ✓ Individual | ✓ Annually |
| Technical Service | <input type="checkbox"/> 90/10 (meets eligibility test) <input type="checkbox"/> Corporate Plan (doesn't meet eligibility test) | ✓ Threshold ✓ Upside 150% for 90 th percentile performance ✓ Corporate plan if doesn't meet eligibility test | <input type="checkbox"/> Std. Gross Profit <input type="checkbox"/> NO incentive if doesn't meet eligibility test. Move to corporate plan. | <input type="checkbox"/> Region/ Team <input type="checkbox"/> Corporate | ✓ Annually |