

OutdoorCo ‘mercenary’ approach puts intense focus on small number of target accounts

Client context

- Identify top 20-30 accounts to penetrate
- Provide executive visibility to keep objective top-of-mind
 - Larry Ellison updated quarterly on progress for top accounts
- Cover with 2 accounts to 1 dedicated ‘hunter’ ratio

Client name: X
Team set-up: X
Fees Structure: X

SOURCE: Interviews

Approach

- Approach targets through multiple avenues
 - Offer Client partners selling competitor products into prey a bounty of 2-3x normal incentives
 - Poach sales representatives from competitors that already cover the target accounts
 - Hire new representatives who otherwise have the relationship (e.g. from a business partner or from the target itself)

What was unique: X

Impact

- Align hunters incentives with new account penetration
 - 80% base exceeds fraction of base of other sales reps
 - Commission rate is 2x the rate of farmed accounts
- Monitor activities to measure account progress, e.g.
 - Number of C-level meetings
 - Number of demos completed
- Guarantee benefits to hunters, e.g.,
 - BP’s that penetrate the account receive exclusivity for a set number of years
- Align management incentives
 - Region level executives with both hunters and farmers in report-to chain are measured on % of new-account revenue