



**ABARIS**  
CONSULTING

---

## Aligning the Sales Structure & Compensation System with Company Goals

---

## **DISCLAIMER**

---

This case study is provided for information purposes only and is not intended, represented or to be inferred as providing advice. ABARIS Consulting Inc. makes no warranty, express or implied, or assumes any legal liability for accuracy, completeness, or usefulness of any information provided in whole or in part within this case study.

### **Consulting Contact**

Ron Robinson, B.Sc., MBA, CIM, CPF, CMC

President, ABARIS Consulting Inc.

[rrobinson@abarisconsulting.com](mailto:rrobinson@abarisconsulting.com)

519 • 472 • 9788

## Industry

Equipment Distribution and Insulation Company

## Client

A privately held company with several partners and offices in Canada and the United States.

## Professional Practices

The ability to enable our client to improve their overall business performance required the delivery of skills, tools and processes offered through our:

- Business Growth practice.

## Client Situation

The sales department has been successful and management had addressed issues as they arose. In doing so, there was some concern that a better overall approach could be taken that would allow for the sales structure and compensation system to be more consistent with the goals of the organization and allow the number of sales staff to grow without disaffecting existing sales staff.

## Client Need

To engage a qualified and objective third party that could help establish an appropriate sales structure and associated compensation package that is aligned with corporate goals.

## ABARIS Consulting's Role

ABARIS Consulting was retained to:

- Develop a structure for the sales group that supports the achievement of the sales goals and establishes a compensation system that aligns compensation with organizational goals;
- Obtain approval from the management team on the sales structure and compensation system;
- Build support and buy-in for the new sales structure and compensation with sales staff and the management team;
- Establish and map the process to transform the company from its current state to its new structure and compensation system.

## Engagement Process

ABARIS Consulting began the process by assessing numerable factors that impact upon the current sales structure, sales process, sales management practices and compensation system. This assessment was conducted through interviews, review of existing documentation and completion of a variety of proprietary assessment tools provided by ABARIS Consulting to both management and staff.

Based on this analysis, ABARIS Consulting developed several options and facilitated discussion with the management team to determine the optimal solution. The optimal solution addressed the sales structure, sales person reporting relationship, objective setting process, sales information reporting, sales process, client management, compensation and alignment between these elements and company goals.

The process ABARIS Consulting used to develop the solution created an understanding of the need for change, allowed management and senior sales staff to participate in designing the change and determining the process for implementation. ABARIS Consulting used an implementation process that:

- Created successive awareness events throughout the company before implementing the change;
- Was led by management and supported by ABARIS Consulting;
- Planned for negative consequences and determined how they would be addressed before the implementation process began.

## Engagement Results

Key results achieved by ABARIS Consulting through this engagement included:

1. A scalable sales structure that aligns with the company direction and goals and a sales compensation system that supports the individual performance of the sales representative, the sales team and corporate goals.
2. Sales staff's engagement throughout the process that built support and buy-in to the final sales structure and compensation system.
3. Internalization of the knowledge of how to incorporate sales design as an on-going adjustment process as opposed to a periodic major event.
4. Improved the company's ability to adapt to change.
5. Project was delivered on time and within budget.