

Challenge: To go from “push-selling” to selling solutions

Scope

To help 950 Key Account managers negotiate better deals in less time

The client is one of the leading telecommunications firm globally. The company builds networks, offers multimedia solutions, telecommunications services and core mobile technology in 175 countries. The client employs 75,000 people and generated revenues of \$27.9 billion in 2007. The company faces several challenges. Chinese competitors produce hardware at substantially lower prices, and consultancy firms like Accenture and IBM compete in the telecom advisory services arena. In order to continue to succeed, they now have to make a shift from selling hardware to a culture of solution-oriented selling.

This is a major shift for a company that has always relied on its engineering excellence. To address this challenge, the client launches its Sales Way Forward and its related Consultative Sales initiative. As part of this, the company's 700 most senior (key) account managers, who develop complex proposals and negotiate major deals, go through the Consultative Sales Personal Skill Set program.

The program

Working closely with the client, a four-day program delivered over a period of four months is developed. This time frame allows participants to translate and implement their learning's in their daily work.

The program builds on the client's existing sales methodology, solutions and tools. It aims to improve participants' influencing, negotiating and consultative mind-set, sales skills and attitudes. Besides technical knowledge, this requires a high degree of interpersonal skills, hence going from “Know How to Show How”.

The participants are high performers and not easily impressed. So, rather than telling participants what to do, the program use the power of positive confrontation through role-plays and personal case studies.

The scale of the program is another challenge: 950 people from over 50 countries is to be trained. A global network of trainers and 95 training groups worldwide is organized.

We also ensure that the delivery and content is consistent through our global team of change facilitators, all trained in the same mind-set and methodology.

The program also benefit from the client's strong commitment and support. The company appoints a dedicated 'Project Sales Driver' in each of its 23 market units. This ensures that the implementation of the project is high on the agenda for the units. As a result, the project becomes a real transformation initiative with strong local ownership.

What we enable our client to do as a result

We initiate the project with a one-day workshop with key stakeholders, resulting in a set of seven key performance indicators for the entire program. In addition, the feedback from each of the over 95 groups is compiled and incorporated in the deliveries.

The participating Account Managers are very enthusiastic about the program. They achieve better results through more professional influencing skills, better preparations for client meetings, a more conscious sales style, increased self-confidence and sharper negotiation skills.

CORPORATE CULTURE ALLIANCE

Summary:

The Consultative Sales program for KAM's started in 2007 and still runs in various forms. Overall, it allows the client's Key Account Managers to negotiate better deals in less time. Many participants also stress the program served as valuable personal development, for example by giving them better influence- and stress management capabilities.

The Customer Solution Sales Manager at the client, and responsible for the Consultative Sales roll-out, speaks about the benefit of the program:

"The program has helped our top sales people to build individual understanding about strengths and areas of improvement. The very pragmatic and positively challenging exercises and learning's from the program have made it easy for the participants to implement actions in the real life contributing to improved customer relations and business results."