

Sales Capability Building as a Transformation Enabler



Case example: Sales Capability Building as a Transformation Enabler

EXAMPLE PROGRAM – TAILORED FOR CLIENT’S SPECIFIC NEEDS

Context	Approach	Impact
<ul style="list-style-type: none"> ▪ B2B sales organization facing consistent y-o-y revenue decline ▪ GTM transformation to reorganized enterprise-level sales segments around ~4 priority industry verticals ▪ Two core challenges facing frontline sellers <ul style="list-style-type: none"> – Need to build consultative selling skills (historically focused on pushing product offerings) – Change management related to GTM reorg/ disruption 	<p>Multi-channel certification journey – mix of e-learning modules to teach industry basics and in-person workshops to teach selling skills</p> <p>Experiential content tailored to the sales motion – case based approach; “voice of the buyer” video series</p> <p>Manager-led & sales owned – managers have their own unique learning journey with a specific role as “faculty-coaches” for the frontline program</p> <p>Linked to commercial activities – field commitments that translate in-workshop learnings to real client situations</p>	<ul style="list-style-type: none"> ▪ ~1,300+ sellers and their managers successfully completed program ▪ As of 1H 2018, Industry Verticals business unit beat plan for the first time in 2+ years ▪ ~90% of participants would recommend program to colleague ▪ ~90% of participants stated that manager coaching and feedback enhanced the learning <p>Lessons learned for future deployments</p> <ul style="list-style-type: none"> ▪ Ensure owner for field commitments tracking at program launch ▪ Consistently reinforce sales as the “owner” of the program (vs. L&D)

Overview of the change program

