

# Sales Effectiveness Program – ICT Company

## Client Situation

Having spun-off from a major US telecommunications company, this global ICT player experienced negative growth in the US market. Despite strong NPD & NPI campaigns, and innovative marketing; sales growth was negative, impacting on shareholder value.

## Client Complication

### The client faced six challenges:

- 1 Negative sales was blamed on market related problems
- 2 Sales people embodied a 'box dropping' mind-set, with a lack of solution positioning to customers
- 3 Sales activity levels were low
- 4 Despite a multi-million dollar CRM investment, deal visibility and predictability was poor
- 5 Sales Managers were reporting on lost opportunities as opposed to managing sales
- 6 No account development strategies existed, which would frame the client's short, medium and long term key account initiatives

## Client Solution

A detailed analysis was conducted at operational level which confirmed that sales staff were stuck in the reactive mindset of responding to enquiries rather than proactively following a sales methodology. Employees blamed the CRM system for keeping them in the office which resulted in new business prospecting reaching an all time low.

The program design focused on re-engineering the use of the CRM system and developing a new sales process that was integrated into the sales management system. The sales process required prospecting productivity, right through to final deal conclusion.

A customised sales methodology was created that focused on using 'need satisfaction selling' as a basis. This approach provided sales people with a process and skills framework to effectively position solutions to customer problems and challenges as opposed to the previous technique of pushing the product.

A highly effective coaching program was developed for sales managers to support the new system and to further inculcate the key account strategies and solution selling skills within the sales force. The new sales system was rolled out to 1100 direct sales professionals across the USA .

## Results

Close rates improved dramatically, bringing the revenue recognition period down substantially. Previous deal close time averaged at 20-30 weeks, post our program, sales staff were closing deals in 15 weeks. The prospect pipeline improved from 3% of value in the prospecting phase, to 8%. The average deal size improved from \$ 530 000 to \$ 780 000, proving that the sales force was successful in broadening the sales scope considerably (effective solutioning).

Sales moved from negative to positive resulting in a net 4% short term gain in sales.