



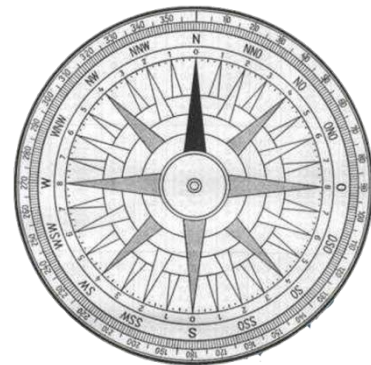
REFERENCE PROJECT 2

» The gap between vision and current reality is also a source of energy. If there were no gap, there would be no need for any action to move towards the vision. We call this gap creative tension. «

Peter Senge, Massachusetts Institute of Technology

LEADING AND NAVIGATING THE NEW

ON THE WAY TO SUCCESS



SWIFTLY SET-UP A NEW SALES STRUCTURE, NEW SALES REGIONS, A NEW SALES STRATEGY AND NEW SALES TARGETS? THAT'S ALSO POSSIBLE!

OUR STARTING POINT

We had received a new, extended assignment from a service provider that we had been accompanying with advice and training for 3 years already. In September we had discussed carrying out a series of general sales trainings for the following year. The aim of this measure was essentially to further professionalize both the field sales force and the internal sales force and to train it for the changed strategy.

A new managing director was then appointed for sales in November. We had a meeting with him for the first time in the middle of December (*we call him Mr Stelten*) in order to present the already created training programme for the next year to him (at least this is what we thought on the way to visit him).

However, Mr Stelten informed us straight after the first sip of coffee that the company intended to set up a completely newly-designed sales team owing to restructuring measures and a complete change in strategy. The company had very demanding, extended sales targets for the following year.

THE CHALLENGES

Mr Stelten now faced several challenges:

- He had to meet very demanding sales targets as early as the following year with a sales team with whom he was not familiar (the start was within 2-3 weeks...).
- During his first 4 weeks at work he had understood that the sales team was not used to working systematically in sales. There were merely a few stars, who over the years had always achieved very good results. In his opinion, however, this department worked clearly below its potential owing to a lack of systematic procedure.
- The team had already been increased in the short-term; so there were also sales managers who were new to the company.
- The sales regions had also been newly configured so that it had been necessary to nominate additional regional sales managers. Half of these came from the group of field sales force people and therefore had no management experience or qualifications whatsoever.

Reference Projects

OUR TASK

For us this first of all meant that all the training programmes we had already created and discussed with the previous managing director sales no longer corresponded with our customer's needs.

Mr Stelten asked us to fully support him in his work as the sales targets stipulated by the Management Board could only be achieved in this short space of time with an internally perfectly oriented team with specialist competence, which works systematically and is able to cope with stress.

This support was to consist of consultancy services concerning the structure of Front-Sales and Back-Office, of the development of an effective management team as well as training for all sales functionalities. In addition, individual coaching measures for the executives with team meetings, target agreement talks and development talks were to take place.

THE SOLUTION

The new sales structure now consisted of approx. 40 sales people in the field sales force, approx. 40 people in the internal sales force, 9 key account-managers and 6 regional sales-managers who should report directly to Mr Stelten.

First of all we ensured a clear alignment of all sales employees to the new organization, its targets and strategy in 2 large workshops.

Subsequently the aim was to achieve a clear systematization of all sales activities.

In order to strengthen the new regional managers in their work, we carried out a host of leadership measures with them: Workshops, training courses and specific coachings. As a result all participants (internal and external sales force with their managers) had understood and agreed to the now required sales activities systems, within a very short period of time – namely at the beginning of February.

This led to substantial savings in time and redundant management work for the regional managers as through our joint work their teams were perfectly aligned to targets and work methods and were able to develop the new market segments immediately and with very good results.

Then the measures for higher qualification started. Using our profiling processes and tools we could determine how the field and internal sales force people as well as the KAMs exactly needed to be trained. These teams were then given trainings which were perfectly oriented to their actual level of know-how and their respective sales targets. Important issues were tackled; these included: Value-Selling and the art of negotiation for the field sales force; customer support and telesales for the internal sales force; strategic sales for the KAMs as well as the development of customised, strategically effective sales tools for this company, which were firmly anchored in its sales process.

At the same time measures for higher qualification were carried out for the executives. These were reinforced in their management responsibility through specialist know-how, personal mastery, authentic leadership and management tools.

RESULTS

At the end of the year, the result of all these measures, which lasted approx. 10 months, exceeded all forecasts. The sales targets were not just reached; they were even exceeded in some regions.

This was a very pleasing result for us. It confirmed for us once again what can be achieved within the shortest possible time if methods, attitudes, meeting technologies and clarifying settings are used from **leading and navigating the new**.

Thetis-Akademie leading and navigating the new

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