

# A Sales and Service Case Study

**Organisation:** *A Major Global IT Company*

*One of the top suppliers of telecommunications solutions throughout the world, the business recognised that it would assist its customers to become even more successful if it further developed its salesforce.*

**The Business Challenge** The marketplace has become more competitive as smaller niche players bid for segments of the business traditionally supplied as part of a “one stop solution” by our client. Ongoing, invited customer feedback pointed to the need for the client’s sales team to improve their consultative selling skills and capabilities.

**The Actions taken** Learning Dimensions International was engaged as a partner to review, design and deliver a sales competency model that aligned both the needs and models of the global parent organisation with the particular needs of our client, their customers, and the local market environment.

Using a consultative approach, the competency model was created from feedback and involvement of sales team members, their managers and the client’s Executive Management Team. Following the creation of the competency model, Learning Dimensions worked alongside the client to design a Development Centre for all sales team members. The process involved developing a “real life” business simulation where sales people were required to consult and sell to a customer organisation. Line managers and Learning Dimensions consultants observed behaviours against the competency model and gave individual feedback to each participant. Managers of the participants then worked with their team members to identify and implement individual development programs

**The Business Result** Sales team members were given feedback that they believe “*was not only fair but accurate*”. They were surprised that “*you could identify so much of what I can do to improve in such a short time*”. Managers have found that there is an increased desire to gain feedback and involve other colleagues in sales opportunities that would have previously been “*hidden from them*”. There is a hunger to improve the skills and knowledge to become a more effective business consultant rather than order taker. Some people have recognised that the requirements for a salesperson to be successful in the new market environment is not for them, and have voluntarily found other roles either within or outside the organisation, to the benefit of both parties.