

Training Integration Case Study



The Customer.

A US based software and services company, founded in the early 1980's, with over 5000 employees worldwide, a comprehensive Partner ecosystem and revenues of \$1.2 billion.

The Situation.

In 2003 this Customer had been using Miller Heiman's Strategic Selling methodology (Blue Sheet) successfully for over eight years. However, the effects of recession and internal change through acquisition meant that the Customer needed to play a new game. The brief for Hot Rivet was that the Customer wanted a process of selling which acknowledged the increased complexity of their offerings, addressed the sensitivity of a market in recession and retained the investment made in Miller Heiman.

The Approach.

Hot Rivet applied their sales culture taxonomy to the situation to analyse the dynamics of:

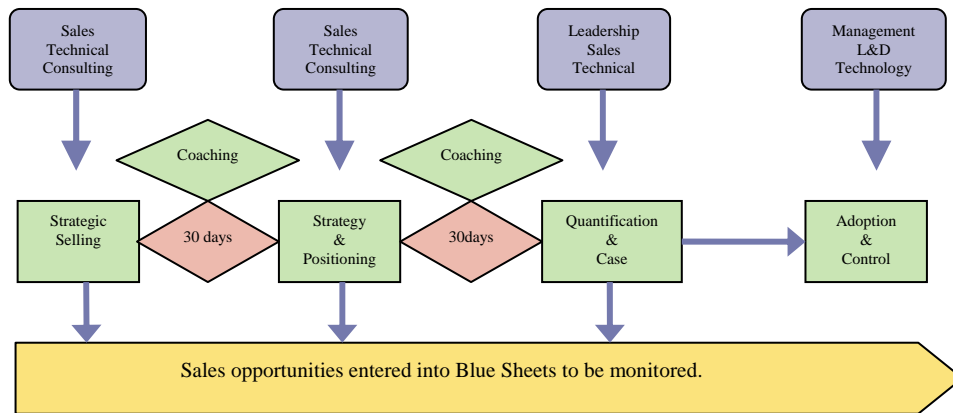
- The market
- The offerings of the Customer
- The brand equity of the Customer
- The strength of competition
- The sales capability of the Customer
- The alignment of the Customer's Partner ecosystem
- The Customer's overall business strategy

From this a programme of development was designed which would enable an earlier engagement with the Customer's client base whilst simultaneously protecting and controlling existing transactional revenue streams. The Miller Heiman Blue Sheet was used as the core sales tool and its language integrated throughout to retain the common language. This combination created maximum agility in sales with minimum disruption through change.

The Solution.

The development programme was a modular, phased delivery with it's focus on live opportunity in the Customer's clients. The workshops were integrated with ongoing coaching from Management, peers, L&D, Miller Heiman consultants and Hot Rivet consultants. The coaching interventions were designed to maintain the momentum created in the workshop events. Each workshop was two days: two days is the optimum workshop time to achieve maximum practical learning with minimum time out of the field. The workshop environments were a balance of instruction and live practice where

the participants worked in virtual teams of sales, technical support and consultancy: this was the same for both direct and indirect sales. The live opportunities were the common thread across the workshop events and the mechanism by which the Customer's L&D professionals could monitor and measure the programme.



The Outcomes.

The programme was piloted at the end of 2003 and has been used as the foundation for all sales development from then until now in 2006. From the beginning of the programme the Customer saw immediate change in the sales teams approach to clients. The provision of a common process with a common language produced:

- More openness to change
- Greater agility in complex sales campaigns
- Multi-tasking in the sales teams
- Effective coaching models
- Replication of best practice – start quicker / stop quicker

An increased focus on clients' business and organisational issues created:

- More efficient use of sales resources
- More productive Partner relationships
- Greater productive involvement from technical support personnel
- More accurate forecasting
- Increased collaboration from clients
- Larger opportunities – a deal forecast at \$6 million after being reviewed through the new process was re-engaged with the Customer and eventually closed in excess of \$50 million. This is the largest single deal in the company's history.