



**COMMERCIAL**  
DIVISION  
Europe & North Africa



# Build Excellent Sales Teams

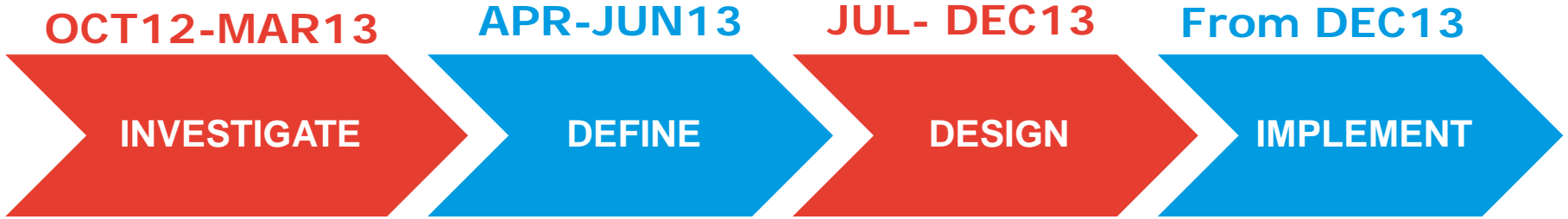
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# Context: Why a need for this program?

## Environment has drastically changed! We need to change too !!

- > **Tough competition** new entrants
- **Traditional 'oversee-able' competitive landscape** in Europe changed drastically
- **Change in distribution channels**
- **Economic crisis** + cost cutting by corporate clients
- **Customers become more demanding**, important to identify their needs
- **AFKL Results**
- **Increased Complexity** (Partners, Ancillaries, Dual Hub, etc)

# BEST program set up



# Investigate : Key Improvement Areas identified

## ACCOUNT MANAGEMENT:

- Need for change in way of working & mindset:
  - From Service to Sales
  - Better Preparation Sales Calls needed
  - Behavior & mind set: Identify Customer Needs and reach Business Partnerships (win-win)
  - More opportunity & action driven
- **Planning Sales Visits:** From Quantitative to Qualitative approach

**SALES MANAGEMENT:** More steering on performance - sales processes - mind set - behavior – Coaching on Sales Performance

# Define & Design : Building **BEST**

- We defined **BEST** SALES PROCESSES – what is expected from Account Management
- We defined our OBJECTIVES
- We decided not to follow TOP-DOWN approach only
- Sales processes designed by Cross European Work Groups (incl. DL)

## Created Commitment in the teams!

- Creation 'CHANGE MANAGEMENT TASK FORCE' Business ↔ Training Department
- 2 questions we asked ourselves:
- How to avoid **BEST** becomes 'just another project'?
  - Both our fear as Establishment's fear
- How can we support with the kind of training, learning interventions & development that truly make sense to people?

## TOP – DOWN APPROACH

### **SALES MANAGEMENT FIRST** – Define what is expected:

- What is expected after training: 10 step ‘On the Job Training Approach’
- Bridge Sales Profile scan (outcome: preferred style + score on 6 steps in Sales)
- Personal sessions with an external coach
- Create top - down commitment: Not just inform but involve MT Establishments
  - Sessions General & Sales Management

# Implement **BEST**

## BOTTOM – UP Approach:

- **BEST**-ablishment Days (KBC + Area)
  - Create commitment, truly listen to hopes and fears of people related to this program  
Discover true needs. Understand hurdles/obstacles
- UBP Trainings Account Managers
  - Training based on their needs + practice what is expected in **BEST**
  - Bridge scan
  - Define what is expected
- Vitamin Work Shops
  - Set a climate of constant learning & development
  - Learn from and with each other as not to re-invent the wheel!

# What we learned.....

- Very important to first define & design the sales processes (bottom up!)
- Sense of urgency needs to be made clear by higher Management (WHY-WHAT-HOW)
- We overestimated way (Sales) Management could handle and drive change
- Cooperation Business – Learning & Development Center key in Change Management process



# Integrated approach works **BEST**

## HOW TO FURTHER IMPROVE IN SALES?



## HOW TO ACHIEVE REAL CHANGE?



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**End of presentation**  
**Let's further discuss!**