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NEW SELLING MODEL DRIVES NEW SALES SUCCESS



PROBLEM

Even for a business with the very best product portfolios and effective customer-facing personnel, sales success is far from guaranteed.

One client of ours, which is in the rare diseases sector and operates through a specialist sales force of 70 plus Key Account Managers (KAMs), had just such a dilemma when it became clear that their sales figures fell short of expectation and potential.

Working closely with the client, and following an in-field training-needs appraisal (TNA) by our team, our advice was that that their sales model was not fit-for-purpose.

Although many of their KAMs were ticking all the right boxes, those boxes did not inform the sophisticated sales conversations that were critical to sales success and patient support.

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SOLUTION

Our recommendation was that a new selling model was needed to change and reinvigorate the company's approach to selling skills, to challenge the development of those skills and to grow the expertise within an already experienced and capable KAM group.

We started on the process by consulting with a team of nominated KAM 'Skills Champions', which immediately brought credibility and buy-in to what we were trying to achieve. We then created a completely new selling skills model. This encompassed core mind-sets and skills that elevated the client's whole approach to selling to a new level.

Concepts and capabilities we included generated purposeful planning, profound insight, productive tension, high-value questioning and progression.

Full facilitator guides and learning resources were produced, which supported a roll-out via the client's own in-house trainers and line managers.

This meant that all new KAMs could be trained in these attributes in-house going forward, for greater flexibility and convenience in the short term. We also ensured that the follow-up was focused and effective in the longer term by providing a new capability framework and in-field coaching support system.



RESULT

In the words of the client's Head of Learning & Development;

'Genuinely, it is an amazing piece of work and I've never seen a sales force so excited about a selling model.'

The selling framework incorporates the latest research on selling and influencing and is based on what our best people do. The teams welcomed the framework that provided further 'stretch' for an already highly-skilled sales force.

'The feedback from all of my stakeholders has been excellent, and our international colleagues want to find out more, having heard about its success here in the UK and Ireland.'

'It has been the most inspirational, thought provoking, and relevant selling skills training that I have experienced to date.'

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