



Case Study:

Onboarding & Change Management Coaching.



How coaching rescued \$3,000,000
in sales revenue



The Client

Global IT company. Due to the confidential nature of our coaching engagements, we do not name our clients in case studies.

The Challenge

As the result of an M&A, two sales reps within a relatively small company found themselves working in a very large and complex global company. Some six months after the M&A, they had produced no results and their career was at risk.

Their National Sales Manager, who had supported their appointment, also faced a scenario where he would miss his target and potentially have his judgement challenged.

The Solution

Our brief was to support these two reps to success. We interviewed the reps, as well as key influencers across the business at both State and National level. This allowed us to qualify and clarify the extent and depth of the issues we needed to resolve.

Our solution was meticulously structured, and the appropriate sales coaches appointed. Whilst the engagement was for a six-month period, we had to deliver results quickly.

Our solution focused on two key areas: **internal** engagement across their employer's business, and **external** within the client base:

- Communication styles and influencing across the business is often a key contributor in sales personnel not being able to engage the right level of support and focus.
- Forecasting accuracy is often a key area of immense concern.
- Engagement level in the client organisation had to move up a few levels.
- Gaining internal support for an opportunity in a complex environment.
- Clarity and qualification of real opportunity.
- Business acumen discussions with clients.
- Scoping a client presentation.
- We accompanied them during internal meetings.
- We accompanied them on client visits and meetings.
- We assisted in the structure and development of solutions.
- We supported and developed them in their capacity to present the proposals to clients with the support of their organisation.



The Results

Outcomes from this program were as follows:

One of the reps:

- Achieved their sales targets of \$3M in the next quarter.
- Became conversant with the internal communication systems, internal political landscape of their employer and how to manage and navigate their way.
- Rapidly developed their capacity to influence across other departments.
- Dramatically improved their ability to discuss real business issues and concerns at senior management levels in clients.
- Greatly improved in their forecasting accuracy.

The other rep:

- Didn't fully engage and as per Validity policy, we withdrew from that specific engagement. (Validity will always withdraw from any engagement where the individual is not fully participating – it wastes client company money and our resources and time.)
- Chose to leave the organisation and secured a role and organisation more suited to them.

The National Sales Manager:

- Made his number for the quarter.
- Was delighted to have resolved the issues surrounding these two individuals.

This engagement clearly demonstrated Validity's capacity to positively impact on the sales results of the company in just one quarter. We had been able to move someone who had, up until that point, been seen as someone who would shortly exit the business, to someone who was now on track to success. The National Sales Manager's trust in this person and in Validity delivered a solid outcome.

For more information, contact us at Validity Group today:

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