



*Coaching Case Study:*  
National Shadow Coaching  
Program.



How shadow coaching increased sales  
revenue by over \$1,000,000



## The Client

A large advertising media organisation (\$1.5bn turnover). Due to the confidential nature of our coaching engagements, we do not name our clients in case studies.

## The Challenge

This client was faced with increasing challenges in a fast-changing and shifting marketplace.

Technology and social change meant that their own customer base was faced with a multitude of choice – of both advertising mediums and vendors. The resultant pressures on their sales force called for a dramatic change in skill sets, as well as the ability to be able to cope with high degrees of change and pressures to achieve increasingly aggressive sales targets.

These market changes required their sales management team to:

- Drive significant organisational change and restructure nationally.
- Upskill their sales team around an entirely new product mix.
- Launch a new computer system.
- Become an educator to their customers about new and different advertising mediums, whilst still achieving ever growing sales targets.

## The Brief

Validity Group was engaged to deliver an extensive national Shadow Coaching Program with the objective to:

- Help grow sales capabilities.
- Engender successful attitudes and behaviours.
- Actively involved in sales where appropriate
- Positively impact upon overall morale
- Develop the sales management team to grow their leadership and management skills.

As a result of our preliminary investigations, we noted a number of key aspects that our delivery team needed to focus on. These were primarily:

- Many customers were disengaged, ranging from *not happy* to *absolutely furious*.
- Internal systems were not supportive of the sales force.
- The sales process was extremely internally focused and out of step with clients.
- The reporting structure was overly complicated and failed to support the sales team.
- Sales targets were regularly not met by a large percentage of the sales teams.
- Morale overall was very low, and stresses were adding to the downward spiral of results.
- Staff turnover was increasing at an alarming rate – over 40%.



This expansive list demonstrated how much had to be accomplished and hence strongly influenced the structure and delivery processes applied during the activity.

Validity assembled a team of nine of our highly experienced sales coaches. We customised a number of our standard tools for specific use and developed specialised solutions for this engagement. The team worked across the country, in every state office, with each field sales team.

## The Solution

Validity's sales coaches worked with our client's sales team members one-on-one, attending in-the-field meetings with customers. During each meeting, they added value to the engagement process, where appropriate and with prior consent of our client, and so formed part of the sales process in many situations.

This level of engagement ensured that the coaches were able to identify further sales opportunities that would have gone unrecognised. It also ensured that the sales reps were able to witness the use of questioning styles and how the answers may be, or should be, interpreted.

From these early engagements the sales reps were, with their coaches' support, able to translate these skills into their own language and behaviours.

The Shadow Coaching and Mentoring of the sales management team developed skills and abilities that had not translated from the training room. By daily observations and engagement, the transition into real leadership was achieved.

Our sales coaches also freed up the sales management teams to focus on other duties as we supported their teams in the field. This allowed them to drill into data for sales forecasting and projections. This in turn led the Validity sales coaches to work with both the sales team members and the sales managers on the use of the CRM and other reporting and forecasting tools.

A support team and reporting structure was also implemented specific to client requirements. In partnership with the client, we monitored results and outcomes on a weekly basis, thereby tracking a range of metrics including the extra dollars generated.

## The Results

The program had delivered an expansive array of results that included:

- Additional sales of over \$1 million.
- Saved sales of over \$250K – sales that were at risk or had been considered lost.
- Re-established relationships with many clients who had drifted away.
- Created further sales opportunities for product line extension sales.
- Delivered a 170+% ROI.



- Delivered over 520 Account Director & Account Executive shadow sales coaching sessions.
- Delivered 420 speed coaching sessions with Inside Sales teams – on the floor.
- Developed and delivered 20 highly customised workshops for specific needs.
- Delivered over 60 focused workshops over 16 weeks.

Under the original brief, we coached over 250 Sales Executives and Sales Managers and as a result, we were asked to extend our efforts to include the company's **Inside Sales** teams at both state and national levels.

The senior management of the client was extremely pleased with the outcomes and ROI. The sales reps involved were similarly delighted as they made their numbers and the commissions, as indeed did the sales managers

**For more information, contact us at Validity Group today:**

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