

Background

This program was initiated for a world-leader in ink jet, thermal, laser and print & apply technologies offering total coding and printing solutions, such as address, numbering, barcode, 2D code, graphics, and personalisation solutions.

Founded in 1978, the company has established a global reputation for the continual development and manufacture of its total coding and printing technologies that set new industry standards in quality and reliability. The company employs 2,000 people worldwide and sells to more than 120 countries through a global network of 18 subsidiary offices and more than 75 distributors. This program was done for company's India operations.

The Need

At the time of requesting the intervention, the client was facing a major challenge with the influencing skills of their business team. The three key areas of concerns that were uncovered by NIS Sparta consultants were as follows:

- The key opinion leaders of company's customers always seemed to have a price objection. The main reason for this was that competitors' products were cheaper.
- 'Push' selling was practiced more than 'Pull' selling resulting in low conversion rate.
- 'Features & Advantages' were highlighted more than the 'Benefits' of the products.

The Solution

- After a careful study, NIS Sparta proposed to train the client's business team on 'SPIN' selling techniques as the products were of high-value and selling was Business-to-Business. The program seemed to be the right fit for their needs.
- During the program, Persuasive Case Analysis (PCA) was done for key features of their products. This exercise helps to make it easier for the business people to be able to focus on benefits of their products while selling.
- The selling process was re-defined for the participants as 'need based' rather than the 'Spray & Pray' method. In need-based selling, the seller uncovers needs, develops them into strong needs and then satisfies those needs with the product.

The Results

- During the implementation, the entire group found the persuasion exercises an eye opener since they saw their own giving vs seeking ratios (how much information the seller gives against the information he seeks from the customers about their needs) and realized that they were doing exactly what they believed ineffective sales people do. So the buy-in for changing the selling styles was there and they accepted the program positively.
- The role plays were customized to their industry; thus the concepts made a lot of sense while practicing.
- The participants were keen to move (observed from their expectations) to the next levels (ASMS & Negotiation Skills). However, they were requested to master SPIN first and the only way they could do that was by practicing the learned skills and using a focused approach to selling.

The client was extremely satisfied with the program, therefore in addition to the first program, two more programs were conducted simultaneously; one in Mumbai and the other in Hyderabad.