

# Implementing a global sales capability improvement programme

We deployed NTT DATA B2B Sales Academy to accelerate this client's sales productivity

Challenge	Solution	Success
<ul style="list-style-type: none"><li>• This global telco client wanted to shift their B2B sales approach to enhance its market penetration.</li><li>• Originating from a mobile services background, the business evolved to include complex Unified Communications (UC) and Information Communications Services (ICT) solution. The sales teams and practices had not evolved to the new, more complex product set.</li><li>• As a result, this client needed to shift its sales capability from being mobile-centric to becoming a total communications provider.</li><li>• To bridge this gap, the client was using costly 'overlay' teams and third parties. This was leading to inconsistent sales approaches, campaign planning and account management, with sales targets being constantly missed.</li><li>• This called for a new approach, focusing on a customer's business needs instead of selling products, and becoming a strategic partner rather than being a tactical, price-driven supplier.</li></ul>	<ul style="list-style-type: none"><li>• NTT DATA helped this client to build and roll-out a global operating solution to develop its sales force, guided by a target vision for a brand-new Sales Academy, as to be successful, the operating model had to go beyond pure training activity.</li><li>• NTT DATA developed consistent sales methods and processes to enhance individuals' productivity, instil higher behaviour standards than those of competitors, and consistently deliver the best customer experience.</li><li>• The operating model was delivered through a phased roll-out, with each component developed and piloted by a selected country. Once established, NTT DATA scaled-up components, followed by global implementation and hand-over.</li><li>• To help drive progress, NTT DATA established a forum to set the agenda, lead the initiative and bring together sales directors from every market. As well as monitoring progress and providing governance, the forum shares best practices, champions change initiatives, and encourages resource sharing between markets.</li></ul>	<ul style="list-style-type: none"><li>• Over 4 years NTT DATA helped the client to develop and implement:<ul style="list-style-type: none"><li>• One sales process</li><li>• Tailored training</li><li>• Benchmarked improvements</li><li>• Reporting and coaching</li><li>• Sales automation tooling</li><li>• New ways of working</li></ul></li><li>• Training covered a wide range of topics such as culture, mindset, products and services, technology and processes.</li><li>• The result is a uniform, global sales approach based on standard processes to create a more consistent customer experience.</li><li>• Increased lead-to-sales conversion rates in each market, with 90% of salespeople reporting improved pipeline and opportunity management.</li><li>• More accurate sales forecasting and improved lead qualification to focus sales resources on the best prospects.</li><li>• Increased win-rate as deals are better clustered according to type and size.</li></ul>

## Client Success Story:

Multinational telco media organisation

- Strategise
- Implement

## Services Delivered:

- Training and adoption strategy
- Rollout and communication planning
- Stakeholder analysis and management planning
- Process definition
- Training needs analysis
- Definition of tool selection criteria

## Memorable Milestone:

The Sales Academy has been rolled out to the client's own country operations, and more than 40 affiliate partners. All B2B sales teams have received training, delivered in more than 15 languages. In less than three years, more than 15,000 employees and managers in more than 20 countries have been trained and certified in the programme.

