

Case Study:

Global Logistics Company - Competitive Blitz POWERsession

A major sales campaign involving 4000 sales people was trained and communicated within one week. The result was a 200:1 return on investment in 5 weeks and projected 1000:1 ROI in first 12 months. The success of this initiative prompted a second POWERsession which has delivered even larger ROI.

The Client

A global logistics company with a target population of 4000 internal staff in Telephone Sales, Customer Service and Field Sales. This team was spread across 32 European locations.

The Business Driver

A sales campaign targeting specific new business was planned to be conducted in a two week period.

The audience needed to demonstrate their knowledge of the campaign deliverables; the USP (unique selling points) against the competition and their competency in presenting the proposition and handling objections.

A series of product offerings and marketing campaigns were created and a great deal of competitive intelligence gathered. These materials had to be prioritised and filtered into a set of achievable learning outcomes and a programme created.

Lead time to the delivery of the POWERsession - 4 weeks.

The Approach

STRATEGY TO REVENUE designed a two-hour POWERsession workshop to be led by sales and customer service managers. The format of the POWERsession allows the manager to facilitate the learning without needing to be subject matter experts or qualified trainers themselves.

To ensure the correct messages and factual information were communicated, the POWERsession uses video; presenter-led and interview. These clips drive the pace and content of the POWERsession and provide seamless links between the recorded content and the workshop itself. The local team leader then carries out the exercises and discussion activities with her/his team before moving on with the next video.

The beauty of this approach allows teams to address local market issues, for example in this client, there were variable pricing and service level considerations in different markets. The format caters for local customisation without the need for specific course development.

Design

We created a structure and a set of clear learning objectives for the session. We then analysed the total package of marketing and management communications and condensed these into reference packages (further reading, internal marketing collateral, etc.)

The key learning content was then distilled into video scripts and interview outlines. STRATEGY TO REVENUE consultants have spent time understanding the business agenda of its client so we are fully able to engage in high level discussions with the Executive and Management teams of our client.

The video content was shot on location, with supplementary video created in a TV studio. We were able to interview the CEO; Senior VP Sales as well as the main product management team to get their insight to the campaign.

Our programme presenter could ask searching questions that the audience would like to hear

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answered; then to put these into context to build a 'call to action' for the audience.

To ensure that the local audience was absorbing the content, a set of exercises were developed to promote local discussion and to share best practice. This is the key aspect of this type of training - to harness the latent expertise within local teams, to extract this and then apply it to help that team be more successful.

Preparing the local managers

Web-based 'Train the Trainer' sessions (2 hours' duration) were conducted with around 250 managers to familiarise them with the content and the methodology. For subsequent POWERsessions, this was not necessary. Where live TtT was not practical, we have successfully deployed pre-recorded materials for managers to understand their role as the leader of POWERsessions.

Delivery

The POWERsession can be delivered in a range of 'wrappers' but by far the most popular is in PowerPoint. The STRATEGY TO REVENUE team have adapted PowerPoint templates so that one file contains all the slides, video and associated exercise handouts. This allows local customisation and provides the leader with a well established format for their local session.

The POWERsession materials were made available via the web, or by CD-ROM for any areas where bandwidth was a restriction.

Feedback

The local leaders and managers have been delighted to be given control of their training. They took the concept further, by getting their teams to decorate their workplaces and theme the training environments. The leaders felt that their position

as a manager was enhanced by this activity as it gave them a focal point for coaching and mentoring.

The audience felt the POWERsession was useful as it was locally-focussed, was short and to the point, and helped them to achieve their business goals.

The executive management team were delighted with the high ROI, but more than this, with the way that the POWERsession helped them to communicate very personally to this large audience. The use of interview rather than presentation 'to camera' also allowed the personalities of the most senior team to be seen by the staff, thus creating a strong bond and commitment both ways.

The client has so far seen a 200-fold return on their initial investment and are confidently predicting a 1000-fold ROI in the next 12 months.

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