

Business ■ Performance Group

Global Heavy Equipment Manufacturer

Distribution/Dealer Support

Affected business description

The client is a global, Dow Jones listed heavy equipment manufacturer with an international dealer network. This company has over 1,600 retail salespeople and 600 field sales representatives in the United States alone.

Business problem or business opportunity

The company was not reaching its small customers for product support (parts and service) because of the cost of coverage via field sales. The client wanted a cost effective sales platform to sell parts and service to its smaller customers and decided to roll-out a telephone selling initiative. Their existing sales managers had little experience with telephone sales and were located within the Dealer network – each of them large businesses.

Why did this problem happen?

Historically, the company sold via field sales and the sales management team was experienced in this platform but inexperienced in telephone sales.

What did the client want?

They wanted a dealer support program for their telephone sales managers and other Dealer personnel. The program needed to be adopted for global use, and include business model preparation and staff development.

What did Business Performance Group's product provide?

Business Performance Group created a customized consulting program for their Dealers and their managers. This consulting program included potential interventions at critical stages of the initiative including the initial selection of salespeople, the organization of metrics and expectations, and the development and training of the sales manager.

End result.

Within 15 months, 65 representatives were on the phone in three continents. The initiative is expected to grow to 150 representatives in the next 15 months. Over 25 sales managers and 27 Dealers are now involved.