

# Business ■ Performance Group

## **Global Paper Products Company**

***High-Impact Field Sales  
Customization Services  
Facilitation Services***

### **Affected business description**

The client is a large (Fortune 500) producer of paper products for use, business-to-business. The company deployed a field sales organization and each salesperson had typically between 20 and 30 customers.

The company's products involved a long sales cycle and many of their products were viewed as commodity items to the buyers. The company had begun developing both services and cross-sell / up-sell items to go along with their commodity products.

The sales force had been through sales training focusing on the psychology of the buyer and similar tools.

### **Business problem or business opportunity**

Because the sales cycle could be extremely long, and because prospecting was done infrequently, the organization felt it could be better in terms of acquiring new customers. In addition, new salespeople took a long time to develop efficient and effective territories.

The company also wanted a facilitated forum for the sales group to share success stories and challenges.

### **Why did this problem happen?**

Relationships were emphasized within the existing client base. Often buyers remained on the job for a long period of time. In addition, due to just-in-time (JIT) requirements, many of the customers required continual monitoring by the field sales group which consumed a large part of their day.

As JIT became more prevalent, the organization began to ship more frequently to customers and also to warehouse stock. The sales group found they were spending more time on account maintenance than selling.

Because the sales group was geographically diverse, it was difficult to establish a mechanism where veterans could share with new salespeople.

### **What did the client want?**

.The client wanted to re-focus the veteran sales group on new customer acquisition as well as provide new salespeople with the tools to prospect successfully. The sales cycle, which is lengthy, needed to be managed well and company resources deployed as necessary to support the sale group.

The company wanted to direct its sales group towards high value services which enhanced their customer relationships and provided additional revenue opportunities, and away from warehousing services and other lower end services which added to their cost structure.

### **What did Business Performance Group's product provide?**

Business Performance Group customized its program High-Impact Field Sales to provide training for this initiative. Specific areas of customization involved account penetration and account management techniques and tools central to the client's way of doing business.

The client wanted a highly interactive and facilitated workshop – not lecture. The courseware naturally is highly interactive, and Business Performance Group customized a feedback mechanism after the class to provide additional resources to attendees.

### **End result.**

The training initiative was rolled out to the client's eighty plus locations over a one-year period of time with good results. Based upon the success in these areas, the client and Business Performance Group are developing additional programs for their customer service staff.

The customer service staff touches many of the larger clients on a daily basis and provides its support over the telephone and by e-mail.

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