

# Sales



Henkel Europe develops, markets and distributes adhesive products to the automotive, industrial and aerospace industries



## Objectives

A number of acquisitions had left the organization overly complex with unclear reporting lines and out of date management systems. The sales force was distributed across 14 countries and each came from many different backgrounds and organizations.

“One other critical tool provided by Proudfoot was sales team coaching. We have had sales training for years, yet were never assured that the techniques were translated into behavior in the field. Proudfoot worked diligently with our managers to train them as coaches and these lessons are now a routine part of our culture.”

- **President**



## Tools

- Sales representatives saw themselves as technicians rather than sales people. They didn't spend enough time prospecting new clients or pro-actively selling
- The sales process lacked structure and regional areas were not clearly attributed to a particular sales force. Sales forces lacked proper route planning and sales visits were not properly coordinated. For instance, it was not unusual for a client to receive a sales call from two sales executives from different parts of the organization
- Serious gap in management information, key performance indicators, and sales management systems. This meant it was practically impossible for sales executives to manage the process and for sales managers to understand and improve their performance



## Outcomes/ Deliverables

- 14 countries were covered using training materials translated into 5 different languages
- In total 115 sales managers and senior managers took part in the training. Following this the sales managers were each responsible for cascading the training down to their sales representatives through a series of knowledge transfer trainings
- Further 'in-the-field' coaching reinforced the learning and helped implement the new management systems
- 6% sales revenues increase

Proudfoot