

# Sales Academy

## NTT DATA helped implement a global sales capability improvement programme to successfully sell a new generation of complex solutions

### Challenge

To support its B2B market push, a mobile operator needed to transform its global sales approach

From its roots providing mobile services, our client is increasingly extending into complex unified communications (UC) and Information Communications Services (ICT) for businesses.

This was a challenge for its sales teams, who were used to selling mobile-centric solutions. To bridge the gap, the operator used costly 'overlay' teams and third parties. This led to inconsistent sales approaches, campaign planning and account management. Sales targets were being missed.

The operator needed to shift its sales capability from being mobile-centric to becoming a total communications provider. 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.

#### About the client

The operator is one of the world's leading telecommunications groups, with more than 400 million customers around the world. It operates in about 30 countries and partners with networks in more than 50 further countries across Europe, the Middle East, Africa and Asia Pacific.

#### About NTT DATA

NTT DATA (Tokyo: 9613) is your Innovation Partner anywhere around the world. Headquartered in Tokyo, with business operations in 42 countries, we put emphasis on long-term commitment and combine global reach and local intimacy to provide premier professional services from consulting and system development to business IT outsourcing.

### Solution

NTT DATA created a B2B Sales Academy to rapidly raise the operator's sales productivity worldwide and boost its competitiveness

NTT DATA helped the operator build and roll out a global operating solution for developing its sales force, guided by a target vision for the Sales Academy. To be successful, the operating model had to go beyond pure training.

Nine key components (figure 1) describe common ways of working to guide the development of consistent sales methods and processes. The aim is to enhance individuals' productivity, instil higher behaviour standards than those of competitors, and consistently deliver the best customer experience.

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 to lead countries, followed by global implementation and hand-over to BAU teams.

To help drive progress, NTT DATA also established a forum to set the agenda, lead the initiative and bring together sales directors from every market in quarterly face-to-face meetings. As well as monitoring progress and providing governance, the forum shares best practices, champions change initiatives, and encourages resource sharing between markets.



Figure 1: Components of the Sales Academy

### Over four years, NTT DATA helped the operator to:

- Develop one sales process for all operating countries
- Tailor training to specific sales roles and markets
- Benchmark improvements and identify training needs
- Create reporting and coaching tools
- Implement manager and leader coaching
- Introduce just-in-time learning, skills practice and embedded learning
- Define account management approaches
- Define selection criteria for a global sales force automation tool
- Implement new ways of working and bespoke tool development for indirect channels.



## Results

### The Sales Academy has transformed the operator's customer interactions and improved both sales success and sales management

The Sales Academy has been rolled out to the operator's own country operations, as well as to 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.

Training covers a wide range of topics such as culture, mindset, products and services, technology and systems and processes.

The result is a uniform, global sales approach based on standard processes to create a more consistent customer experience.

#### The benefits are clear:

- Increased lead-to-sales conversion rates in each market, with 90% of sales people reporting improved pipeline and opportunity management
- More accurate sales forecasting
- Improved lead qualification to focus sales resources on the best prospects
- Increased win-rate because deals are better clustered according to type and size.

The Sales Academy has also gained widespread recognition internally and externally for helping transform the operator into a world-class sales organisation. In 2016, the operator won the Bronze Stevie award for its sales coaching and development capabilities.