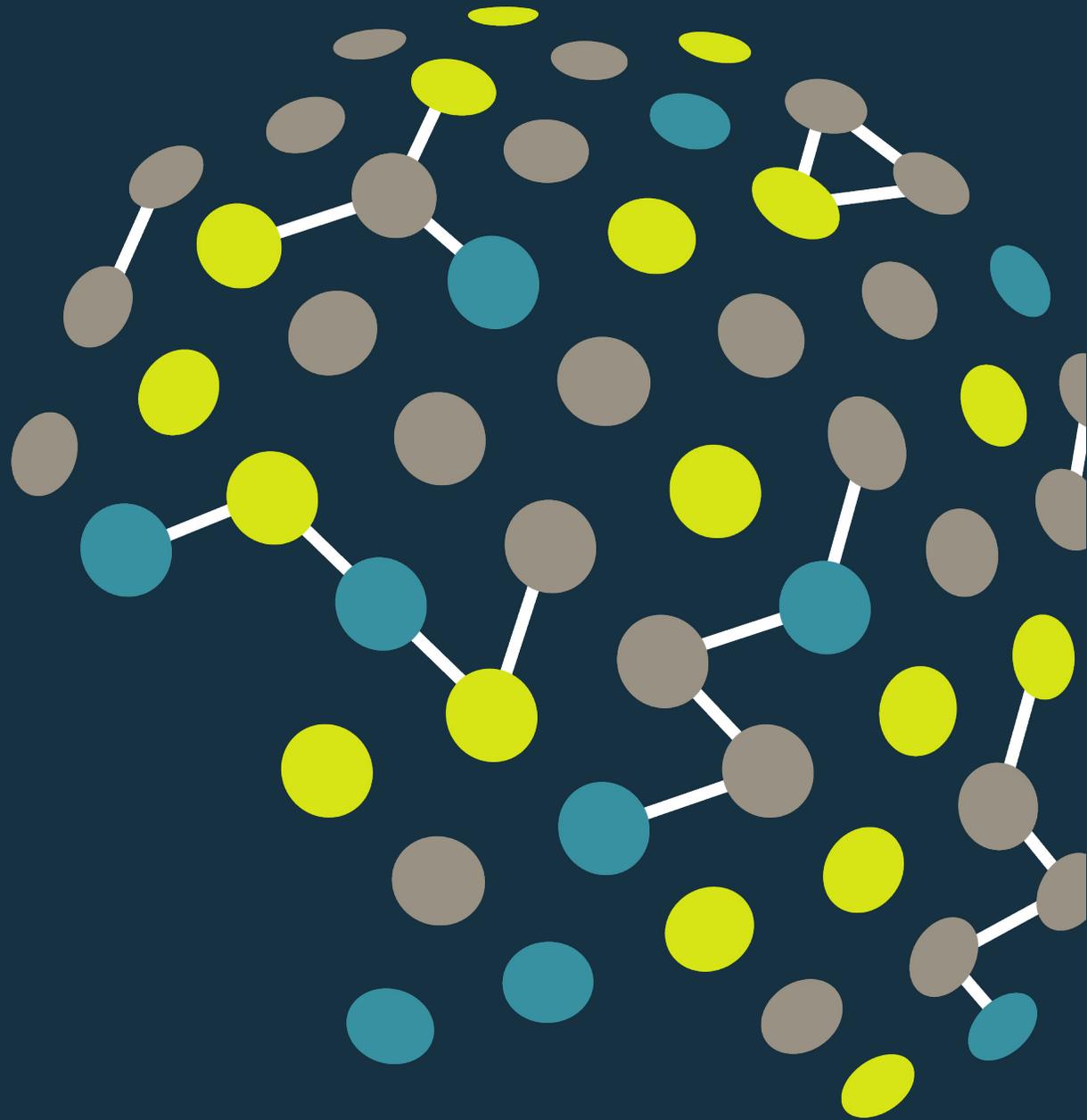


MERCURI
international

案例研究

ABB与麦古利国际

价值销售走向世界





在100多个国家开展业务



拥有约14.7万名员工



全球四大领先业务

关于ABB

ABB是推动行业数字化转型的技术领导者。ABB拥有130多年的创新历史，在ABB Ability™ 数字平台的支持下，ABB拥有四个以客户为中心的全球领先业务：电气化，工业自动化，机械运动以及机器人与离散自动化。ABB在100多个国家开展业务，大约有14.7万名员工。我们采访了来自ABB电气化学院的Bérengère Dio和Allan Mitchell，与他们共同讨论了他们为革新销售人员的绩效而采取的创新措施，以及为何他们选择麦古利国际作为培训合作伙伴。

100个市场 - 同一个挑战

面对如此庞大、多元化、跨多个行业的公司，面临的主要挑战是：如何在全球范围内协调一致地制定培训计划，同时尊重每个地区和特定行业领域的差异？

为了应对这一挑战，ABB成立了EL学院，将培训协议集中到一个部门中，然后可以监督全球范围内的计划。特别是当意识到销售培训的发展趋势，做出了从以产品为中心的方法转变为以客户为中心的方法的决定。利用ABB的行业专长，同时认识到需要积极与客户沟通，评估客户的需求并创建定制化的解决方案，而不是仅仅依靠技术优势。

“在与麦古利合作之前，我们没有标准化的方法——我们的销售人员将他们的谈判重点放在我们产品的质量和技术细节上——我们希望开放思维，把谈判建立在更广泛的层面上……”

-Bérengère Dio, 全球培训经理

在该学院成立之前，公司的每个部门都在做出自己的培训选择，他们通常会选择当地的培训机构，很少进行协调，也很少能使全球各公司保持一致。如果ABB想要有一个持续匹配其产品和服务质量的销售方式，那么这需要改变。

EL学院院长 Allan Mitchell 解释了他的想法：

“EL决定彻底重组销售队伍，将销售团队从四五条业务线中抽离出来，将他们整合成一支全球营销和销售团队，并统一领导。”





The idea behind VBS is relatively simple – the value of a product or service to the customer is determined not by its price, but by the extra value that it brings to a company’s operations.

A UNIFIED PHILOSOPHY

When deciding upon a single, unified sales training program, the academy looked for one which matched the customer-centric philosophy. Value Based Selling (VBS) was a perfect match. The idea behind VBS is relatively simple - the value of a product or service to the customer is determined not by its price, but by the extra value that it brings to a company's operations. The formula is straightforward - BENEFIT minus PRICE = VALUE. In other words, a comparatively expensive product, if it can be proven to produce benefits for the customer - tangible or intangible - is better value than a less expensive one, if those benefits are greater.

VBS is all about understanding the customer's needs and then offering a solution that provides them with the maximum benefit. It requires more than just understanding the benefits of a product or service - it means understanding the benefits to the individual customer. There is no 'one-size-fits-all' approach - it demands that sales teams are trained to properly and in detail analyze the potential customer's specific situation. Only then do they bring their product portfolio expertise to bear, selling the customer what they need - not just the item that the sales teams wish to sell.

"VBS doesn't just address the core sales activity - it's really in everything we do. We've tried to make sales teams much more customer and solution focused."

- Allan Mitchell, Global Head

When ABB initially began their search for a VBS training partner 3 years ago, they needed to find a company that matched their requirements. Searching for a balance between global messaging and regional understanding, Mercuri International was the logical choice. With consultants operating in over fifty countries, Mercuri had the scale to roll out training programs in all the target regions (as EL had ramped the deployment up considerably since 2018), with experts on the ground who could apply their local and industry expertise.

Crucial in this process were the trainers themselves - with extensive B2B sales experience, Mercuri's trainers had the professional credibility to engage with ABB's sales teams, understanding their daily workload and challenges. The mutual respect between trainer and trainee was a major factor in overcoming resistance to changing years of traditional sales habits.



MODULAR, FLEXIBLE - AND RELEVANT

Mercuri proposed a seven-month certification course for ABB's sales specialists, a program carefully designed to work around the sales teams' workload, taking care to minimize the amount of time that they'd be taken away from their primary purpose - that of engaging with customers.

The program emphasized modular e-learning, with the bulk of the training consisting of either webinars (with a maximum time of around an hour) or digital training modules of roughly 20 minutes. By breaking the training up into shorter, bite-sized chunks, the sales teams could learn without interruption to their jobs - crucial if it were to be an ongoing process.

The training content was specifically developed for ABB, with real-world, industry-specific scenarios and content. Three days of face-to-face roleplaying leveraged all of the knowledge that ABB's sales teams acquired, allowing them to demonstrate that they'd absorbed the information and were able to deploy it in the real world.

"It's not about pushing product, it's about really taking the VBS thinking and asking critical questions, bringing in knowledge from similar situations and really listening to the customers. And that is something that VBS hits square on. So it's been really perfect."

- Allan Mitchell, Global Head

In addition, ongoing monitoring and coaching were critical in ensuring that the sales teams were taking these new skills on board. They were encouraged to write mini case studies, where they could demonstrate how they'd used VBS techniques to close a sale, increase market share, or increase customer satisfaction. The program was dynamic, evolving to meet individual needs and ensure that everyone could progress at a pace and in a manner that suited them. A further strength of the program was that it was not just for sales specialists - it also involved the sales managers, coaching them in the most effective ways to apply VBS methodology.



AND THE RESULT?

For a training program to be successful it has to be engaging - it has to inspire trainees with practical skills that keep them coming back, eager to learn. By providing content that was exactly aligned with the recipients' real-world roles, Mercuri helped ABB to generate a genuine sense of progress and accomplishment - sales teams could actively see and feel the benefit of the new skills they were acquiring.

Feedback has been overwhelmingly positive, with participants in the program registering an average NPS score of 65. Word of mouth approval has helped overcome any initial resistance from experienced sales engineers to 'being retrained', with sales teams noticing tangible, demonstrable benefits in terms of conversion, market share, and size of deal.

“One of the biggest strengths of Mercuri is their flexibility and their ability to adapt - that’s something that not all training providers possess.”

- Bérengère Dio, Global Training Manager

VBS BY THE NUMBERS

£1m

“Did £1m in Q1 2018 - My best ever...”

£350k

“Secured 3 major projects of £350k...”

95%

“Got 95% of their business...”

£150k

“Achieved full specification for £150k of business...”

SO WHAT'S NEXT?

Indeed, the VBS training that ABB has initiated for sales and marketing teams has proved so popular and successful that there are plans to roll out the program to other areas of the company, with sales support staff the next to benefit. ABB's Allan Mitchell has noticed that the program has had a much more profound impact than he'd initially anticipated:

"The journey with Mercuri has complemented our whole organizational thinking, as we move from being a product expert to fulfilling our Solutions strategy."

– Allan Mitchell, Global Head

If you'd like to learn more about Mercuri International's VBS training, why not visit mercuri.net/value-based-selling

And the experience of partnering with Mercuri International?:

"Mercuri always brings the guaranteed B2B sales credibility and challenge ABB requires to help raise our solution and Value Based Selling skills to world-class, be it in Bangalore or Beijing, Coventry or Cairo."

– Allan Mitchell, Global Head





Every year Mercuri International empowers companies in over 50 countries to achieve sales excellence. We serve our clients both locally and globally with customized solutions and industry expertise. We grow profit through people, providing the tools and processes to tackle any sales challenge.

mercuri.net

