

The Manufacturing Company

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Our client was a medium-sized manufacturing company with big ambitions. Determined to achieve dominance in the UK market, the senior team had developed a new sales strategy with the aim of exponentially growing their size of business.

The Sales team was comfortable and resistant. The team members' strengths lay in their technical knowledge and the strong, informal relationships they had built with their buyers. But the organisations to whom they were selling were **too small and too local ever to sustain the growth that this business needed.**

We worked with the Sales Director to understand the implications of his new strategy. Then, with the Sales team, we



Case study

kicked off with a briefing session designed to signal “the winds of change”. We used a range of psychometrics to help the account managers enquire into their preferences and capabilities. We asked them to think about how they would adapt to selling in more formal and professional environments.

Then we held planning workshops promoting the new strategy and charging the Sales team members to find new, more influential clients. They had to adopt different approaches to selling – moving from selling on product price to promoting their brand quality was a key step forward.

We also drove an important attitudinal switch from “our job is to please the customer” to “our job is to look after both organisations”.

Finally, we designed a three-day simulation where Fathom associates role-played executives in a company



tendering for a new business partner – exactly the kind of scenario the Sales Director wanted to see. The account managers were asked to understand the needs of their potential new client organisation and to formally present their pitch for the business. They found it a challenging programme.

Driving this change was a difficult and turbulent process. But it worked. The team took the task of finding new clients seriously and sales figures immediately started to climb. We continued to provide workshops as the Sales team moved forward.

True to its ambition, this company is now the dominant UK manufacturer in their industry sector.

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