

Think global. Act local.

The issues facing a global sales model.

As more and more companies operate on a global, rather than national, basis, Huthwaite explores the issues around rolling out a sales model which is applicable across business, cultural and linguistic boundaries.

The global marketplace is perhaps the ultimate moving feast - markedly different from the domestic playing field, and with constantly changing dynamics.

For any company operating internationally, the 'to-do' list for developing a successful global sales model is a delicate balancing act between achieving overall corporate uniformity and catering for regional difference. It's important, too, to appreciate that local differences and knowledge are something to be embraced and nurtured, rather than quashed.

Once a sales strategy is developed, and needs to be replicated worldwide, the objective then is to ensure it conforms to local cultures, buying behaviours and sales channels. It also needs to engage and empower staff at in-country level; not just within sales teams, but for all staff with direct client contact.

In addition, the sales model itself needs continual review. Whilst both the home and in-country offices may have agreed on the

objectives, the means of getting there requires monitoring to ensure that, in practice, it can deliver the end goal. The model also needs built-in measurability: to demonstrate a real return on investment; to monitor reaction speed to local market opportunities; to keep a watchful eye on valuable client partnerships (ensuring that they develop into long-term relationships); and to confirm that the overall strategy is easily scaled and future-proof.

Essential to the implementation, measurement and review phases of developing a global sales model is the way that management and sales teams are helped to understand and use it. This can come down to creating customised local solutions, a standardised approach to use, and training and coaching which will make the model into a powerful, profit-driven tool rather than simply a process.

Aggreko plc, world leader in the rental of power and temperature control systems, is a case in point. After problematic experiences with previous training companies' sales strategies, their global sales and marketing manager, Gilles Acogny, was meticulous in his selection of a new international training partner. He put his decision to go with

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 **Huthwaite**
International



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The proof for Aggreko was Huthwaite’s 30 years’ experience in international business. What they saw in Huthwaite was a team of behavioural change professionals who really understand the global sales arena. Already well-established in 28 countries, Huthwaite is in the unique position of being able to give expert local guidance, delivering in 23 languages and using behavioural change experts who are familiar with local culture and business practice. The company also has a long-haul attitude, which makes it a faithful ally not only in developing multinational sales models but also in achieving local buy-in, as well as in observing and measuring the results – the key to long-term success.

With Huthwaite as their partner, global companies are able to flexibly adapt their corporate sales messages and techniques as they expand into unfamiliar territories. A major part of Darren Gill’s remit as

Huthwaite’s international director is to anticipate and pioneer emerging markets, paving the way for clients’ impending forays into the likes of China and the Middle East. “We’re really relishing the challenge of developing these markets, bringing our tried-and-tested research and methodologies to bear on diverse business cultures in order to achieve one common goal: business success and growth.”