

## Creating a shared sales culture at ABB

International industrial corporate ABB, which has been present in Poland for more than eight years, has significantly increased its activities and investment in the country over the last few years: today it has 16 plants located all over the country.

The expansion of ABB and the strong competition in the Polish market has created a need for training ABB's sales representatives. The managers at ABB noted that the salesmen's approaches to the customer were too technical: they talked rather than listened and concentrated on their own product rather than on the needs of their client. ABB has also recognised that its sales people had been trained in different ways and did not share common sales styles and tools. Although the sales people met often, communication was hindered by this lack of shared language.

As Tomasz Borucki, Director of the ABB Management Development Center in Falenty near Warsaw explains: "We wanted to give our

salespeople the tools so that they could communicate more effectively and also so that they could evaluate their own sales skills. It is important that sales people are able to understand what they are doing well and what skills they need to improve."

"We asked Huthwaite Poland to deliver a tailored SPIN® Selling programme for a number of our regional directors and sales people", adds Piotr Maciejczyk, Vice-Director of the Center.

"We designed a training-needs analysis which was performed prior to the training. The analysis uncovered a shortage of advanced sales skills which should be used by ABB's sales staff."

Huthwaite's sales programme, which was delivered in January by Magdalena Bajkowska and Dorota Porazka at the Center, is part of an extensive management development programme at ABB.

Dorota Porazka at Huthwaite Poland adds: "ABB sales people have commented on the usefulness of the training and the relevance of the roleplays which were tailored to their needs. We are looking forward to seeing the fruits of the training in the coming months as the sales people begin to put their newly learned skills into practice."



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