

Coaching for success at Nutricia

Getting the right balance of technical knowledge and sales skill is crucial to building a successful sales team. Swedish health company Nutricia has a highly knowledgeable team of field sales people drawn from the health profession, who have previously been dieticians and nurses. This team sells a range of special foods such as food drips to hospitals across Sweden.

Nutricia recognised that although its people have extensive healthcare experience and knowledge, the culture and skills needed in a commercial company are very different. The company wanted to develop its skills base and provide its sales people with the skills and confidence to build long-term customer relationships. Magnus Ivarsson, Sales Manager at Nutricia, explains, *"We wanted a sales model that was not aggressive, Huthwaite's SPIN® Selling skills offers a consultative approach which is ideal for this type of sale and for our sales*

people. This approach makes the sales person think about what customers need."

The involvement of product managers as well as sales and marketing people promoted a common sales language across these functions. A positive outcome of this is, for example, improved marketing materials which reflect the SPIN® methodology and support the sales effort.

Feedback from the training has been very positive, Magnus Ivarsson comments: *"Sales training can be*

quite daunting for people who have come from a non-sales background, Huthwaite Sweden's Birgitta Wickholm offered clear explanations and proved that SPIN® works, which gave our people confidence in the training."

SPIN® Coaching is playing a key role in the training process reinforcing the skills developed on the programme. Magnus Ivarsson believes that it is an important commitment of time and effort, but a vital one if sales organisations are actually to realise the full benefits of the training.



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