

ENTERPRISE EXCELLENCE: SALES



Overview:

One of the largest suppliers of drilling fluids in the world was looking to improve the effectiveness of new product/technology launches into the market. Targeting North America Land operations as the initial pilot, *Lean (Business process)* techniques were used to achieve the following results

- New Product Introduction (NPI) process developed and deployed to all North America sales office and staff
- \$25mm (18%) increase in sales achieved in <6 month
- Increased new technology sales by 32%

SALES: NEW TECHNOLOGY LAUNCH (+\$25MM, 18%)

Overview: A global drilling fluids company was looking to increase the effectiveness of new technology sales (revenue and margin). Historically, sales personnel had been reluctant to sell new technologies until *they* were comfortable selling the new product. As a result, typical *time to new target sales of new technologies* averaged 18-24 months.

The Business Case established was to utilize *Lean* to build a process to accelerate the *speed to target sales* of new technologies.

A team of experienced and *new* sales persons were brought together to build a new process that accomplished the objectives of: (1) increasing confidence of sales team in *their* ability to sell and trust the new product, (2) accelerate the learning cycle of field sales (of new technologies), and (3) increase sales of new technology products.

Baseline data:

- Avg “time to target sales” of new technologies 18+ months
- Poor understanding of new technologies by Sales team
- Marketing materials existed and *training* had been provided, however Sales was provided no *formal* process to access subject matter experts (SME’s) in the sales process

Project overview: Utilized *Lean* event model, combined

with formal process for implementation and deployment across all US land and US offshore sales teams. The team identified the top 12 new technologies and developed Sales Key Points Sheets (KPS), Frequently asked question (FAQs), and training materials to be used for deployment.

Materials were developed by Sales personnel and for Sales Personnel. Focusing on *keys to success* such as: key words and phrases, case studies, test data, sales “Key Points” and *formal* access to subject matter experts (SME’s), *one pagers* were developed for each of the 12 new technologies. In addition formal *deployment* sessions were scheduled for all sales offices (Houston, Denver, Oklahoma City, Lafayette, Bakersfield) where the new process, new materials and SME’s were introduced to the field sales teams.

Results:

- Sales New Technology “Dirty Dozen” handbook developed for North America sales team
- Deployment to 75+ sales personnel across US Land and Offshore offices
- Increased new technology quotation activity 46%
- Increase sales July – December \$25mm
- New technology (product released within 3 years) sales margin 22% higher than legacy products

