

CASE STUDY

THE NEED

A global leader in industrial mobile software products for tracking, inspection and maintenance in the energy sector, Arnlea Systems were looking for a sales development programme to support their revenue growth plans.

BUSINESS GOALS

Develop skills and processes within the young, dynamic sales team to

- Increase revenues
- Optimise resources and shorten sales cycles by using repeatable processes and structures

As the pandemic arrived at the programme start, a new goal emerged:

- Mitigate risks to sales and extending sales

A bespoke approach for growth

Arnlea, a global leader in industrial mobile software products, engaged Alate Business Growth for a structured sales programme for growth.



OUTCOMES

CEO Allan Merritt describes the outcomes of their tailored programme

Structure and direction

"I am a great believer in people working together and cooperating. Whilst not a specific goal identified for the programme, one of the most successful outcomes has been cohesion across the team. In aiming for structure and direction for a relatively inexperienced team, we achieved unity and consistency across the whole company for our business development and sales effort."

Going through the sales development programme with Alate allowed us to get consistency in approach."

Structured sales cycle

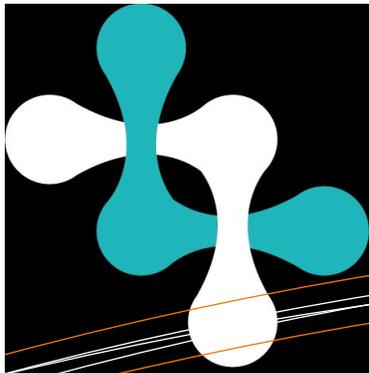
"The team have benefited from learning the processes and the flow of a structured sales cycle. They regularly refer to the structural template for account management, which allows them to track and keep tabs on individuals and roles within a particular organisation."

Multi-touch points within a customer or prospect

"In sales, you often get a particular individual who has made the initial inquiry, and you take it from there, dealing only with that individual. Maybe if you are lucky, it works. Typically, however, that is not how it works, and you end up with problems progressing the opportunity along the way. The operations and technology teams, procurement and contracts are all involved in the decision-making process. Arnlea would often only have one touchpoint, whether on the business side, the operations side or within IT."

I now think more about ensuring that Arnlea has touchpoints within different teams or departments within each customer or prospect and varying seniority or responsibility levels within the organisation. That is a real improvement from where Arnlea was before getting involved in this programme."





WHY ALATE?

“People, teams, and cross-communication are essential in any business, even a company that is all about software and technology and that connection was a big part of it. Anna was professional, and you can tell knows her stuff, and when she came out with the programme proposal there was no doubt that really differentiated Alate from other options.”

Whilst experience of working with technology companies was necessary from the outset, ultimately, Arnlea chose Alate Business Growth for two main reasons, the demonstrable ability to form solid relationships and the construct of the programme.

Instead of following a specific high-intensity offsite programme, the differentiated Alate proposal was spread over a year and split into five clearly defined practical modules that addressed distinct elements of the sales cycle.

A closer look at Arnlea’s goals

Manage and influence long sales cycles through an aligned team culture and approach

With a blue-chip customer base, such as energy companies, the decision-making process for new technology implementation is long. As a scale-up business, Arnlea must be careful to engage in sales processes that will deliver new opportunities and generate more revenue within a reasonable time frame. Therefore, the programme’s primary aim was to shorten the sales cycle as much as possible with a reliable and repeatable approach.

Understand and engage multiple buyers in the decision-making process

Arnlea must engage with many teams within prospective customers throughout their buying cycle. So, to help shorten the sales cycle, Allan Merritt was keen for the team to develop a consistent approach to engaging with buyers and weaving together the various conversations that move prospects and opportunities forward.

Take advantage of the pre-planned programme to mitigate risks imposed by the global pandemic

Some of Arnlea’s customers decided to postpone decision making during the 2020-2021 pandemic. The Arnlea software is loaded onto ruggedised handsets for field workers or onto devices certified for hazardous areas. The buyers were hesitant about making purchases through online-only sales engagements, which extended the sales cycle even further. Whilst the programme was planned prior to the pandemic, it supported the team to manage the risks and optimise sales activity through this period.

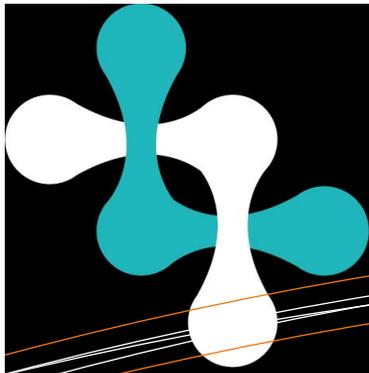
The programme

The programme was a one-year modular strategic selling programme with five modules. It was planned as blended learning (a mixture of face-to-face and online). Because of the global pandemic, only the first session was held in person.

Each team member completed a PRISM behavioural profile in advance to:

- understand the behavioural preferences of both themselves and the rest of the team
- gain knowledge and awareness to help them be more responsive and adaptable to their customers and prospects
- create positive relationships both internally and externally
- build the potential of the team and individuals





WHAT NEXT FOR ARNLEA AND ALATE?

"I have had lots of positive feedback from the team. Consequently, we have put in place a framework for an ongoing engagement with Alate beyond 2020. As well as quickly training up a new starter with 1-2-1 coaching, the team can access independent guidance on account plans or deal with specific issues and situations that they may encounter."

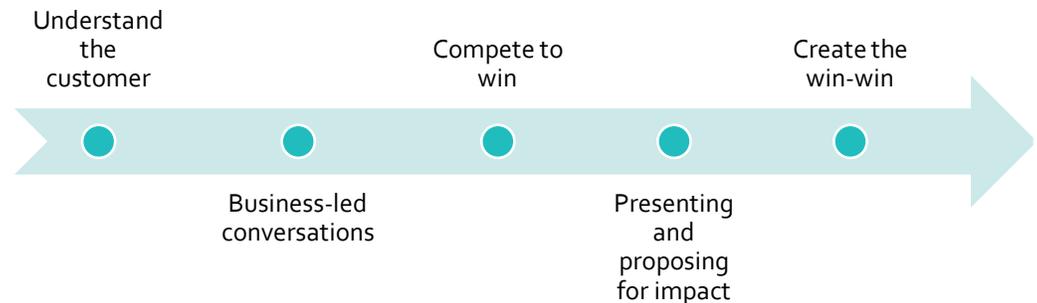
Allan Merritt, CEO

READY TO TAKE YOUR SALES TEAM TO THE NEXT LEVEL?

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The five modules



What made the difference?

Real-life examples, no made-up 'case studies'

"In all five modules, we worked on real-life opportunities that the sales team were progressing. I've been on training in the past where they bring a fictional sale – 'let's talk through it, here are the steps, blah blah'. It wasn't like that at all. The team brought their deals to the table for discussion. We illustrated account plans, negotiating skills, multi-level selling techniques using current examples from Arnlea's pipeline. That was valuable to the team to apply what they were learning from the programme to their specific opportunities:

'I can apply this now and it's actually helping me in that specific opportunity'."

Ongoing engagement

"Over the year, there was a constant flow to the programme, and it was highly relevant to developing sales opportunities. We had prep work beforehand and then homework to apply the learning to opportunities afterwards, which kept the programme exciting and appropriate for each of the five modules."

Repeatable structure

"The team have benefited from learning the processes and the flow of a structured sales cycle. They regularly refer to the structural template for account management, which allows them to track and keep tabs on individuals and roles within a particular organisation."

