

Global Manufacturer and Building Supplier Grows EBITDA by More than 10.5% in First Year

Overview

A leading global manufacturer and supplier of building products merged with a leading U.S.-based building supplier to form a \$4 billion global building products company with market leadership across Asia, Australia and the Middle East.

Operations are coordinated from Kuala Lumpur, Malaysia where the global headquarters are located. Company sales offices and manufacturing facilities are established throughout Asia, Australia, New Zealand and the Middle East to provide local expertise and support to an extensive distribution and sales network that has been operating for more than 25 years.

Prior work between the U.S.-based building supplier and Carew International resulted in this training initiative being awarded to Carew.

Specific Client Performance Challenge (GAP)

The merging of these two multi-cultural companies naturally required a blending of separate sales forces. The objective of establishing a single, common sales language and culture across the organization was the driving force behind implementing Carew's *Dimensions of Professional Selling™* (DPS) sales process.

Carew Solution

The *Dimensions of Professional Selling* (DPS) sales process was initially implemented across a two-year period through a stepped process of training client company trainers to conduct workshops for a 400-person sales team in Chinese, Thai, Korean, Bahasa Indonesian and English languages, followed by workshops conducted in native languages for the sales team. As needed, Carew staff co-facilitated workshops in Korea, China, Kuala Lumpur, Dubai, Australia, and Malaysia, working side-by-side with the client trainers to produce relevant and engaging workshops for a hugely diverse sales team.

The U.S.-based company has continually trained leaders to coach and reinforce the DPS sales processes, tools and lexicon so it becomes the standard method of developing business and serving their customers for the new global entity.

TAKE THE LEAD

"I wanted to say thank you to each of you for your support and assistance in delivering the DPS program to the [Company] sales teams across the region. It truly has become foundational for us as we continue to develop our selling skills and get closer to our customers. You would have been proud of the stories that the teams shared with each other when we had the Sales Excellence summit in August. We have lots of room for growth, but DPS has put us on solid ground to build upon."

-Senior VP Sales & Marketing

Client Leadership Support

From the beginning of this effort, client leadership has been involved in the identification of the need to create a company-specific sales process, as well as engaging during the implementation of the training to support that process development.

Reinforcement

Reinforcement has been largely the result of vigorous coaching and refreshing of the skills, strategies, models and concepts to enhance the sales effectiveness of the global sales team. Sales leaders have been involved in the delivery of the workshop content and have actively coached the planning and execution of sales activities so the application of learning has produced results.

Results

In the first year after implementation of DPS, the company's EBITDA rose more than 10.5% through improved product mix sales, stronger customer relationships and better alignment. The Strategic Selling Plan process has helped them better align themselves with their customers, truly improving their position to be a preferred solution provider. Today, this global, multi-cultural organization enjoys a unified sales culture that includes a common language, consistent sales practices and processes, and a cohesive approach to customer communication and continual progression in the customer relationship.