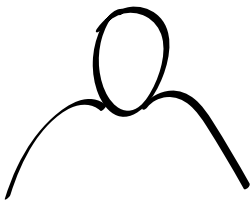




## OBJECTIVE

# BETTER SALES ARGUMENTS: BASED ON CLIENTS' KPI'S



### SOLUTION

CELEMI DECISION BASE™  
APPLES & ORANGES™

### EXCELLING IN SELLING USING CUSTOMER BUSINESS CASES

Nils Hedar, Manager and initiator of Sandvik Coromant Academy EMEA, ensures skills development within Sandvik Coromant. A recent initiative – aimed at strengthening senior sales professionals' capabilities – is the Trusted Business Advisor program.

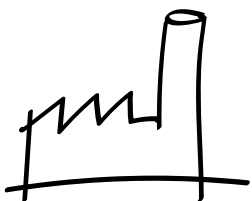
### TRAINING SELLERS IN SALES AND EXPERTISE

Under the program, sales managers, KAM, SAM, high potentials, and senior salesmen will develop sales methods on higher, deeper, and broader levels. Participants will also acquire communication, finance, and project management skills. The program consists

of a number of modules, each with its own learning objective. Among others, the Celemi products Apples & Oranges, Decision Base and Cayenne act as program cornerstones. Sandvik Coromant has the ambition to take on the leading role as the industry authority. The future is bright, but competition fierce. Sellers must be better equipped in terms of sales skills and expertise, and become trusted business advisors to Sandvik Coromant's customers. Sandvik Coromant has long been familiar with value selling.

But, as Nils Hedar puts it:

"There is always room for improvement."



### COMPANY

SANDVIK COROMANT

## QUOTES

“I feel much more confident – it helps me to talk to my customers on the right level.”

“It was useful to see how our offer contributes positively to our customers’ cash flows.”

“Fantastic! Now I understand more and can remember what’s important. It (the format) makes it easier.”

“At the beginning we thought ‘this is too much’, now we don’t want to stop!”

“I understand our annual report much better now. It’s so much easier to understand financial terminology.”

“Fun! Very interesting, very visual, gets to your brain fast.”

“I’m technically minded, but now I see that finance is not that hard to understand.”

“Now I realize what happens when I give a discount.”

## USING DIFFERENT SORTS OF LEARNING METHODS

In 2014, Nils Hedar and his team set out to create an ambitious, systematic program aimed mainly at senior sales professionals and addressing both soft and hard skills.

The Celemi Decision Base (Pulling in the Same Direction) and Apples & Oranges (Business Finance for Everyone) solutions are included in two of the program modules. Cayenne (Securing Project Success) is included in another module, aimed at strengthening project management skills.

The full program spans more than two years and offers a relevant, appealing content. “We use different tools and formats for teaching and training such as e-learning and classroom training,” Nils Hedar tells us.

Thus the current program includes different sorts of teaching methods, where Celemi business simulations represent the Action Learning part. “I came across business simulations through an acquaintance,” says Nils Hedar. “I must admit I was a bit hesitant about the format at first. However, once I’d tried a simulation, I found the serious game setting both relevant and fun. I really enjoyed it.”

## BUILDING FINANCIAL SALES ARGUMENTS

Celemi Apples & Oranges is used as a platform for developing sales arguments based on customer financials, using the appropriate KPI’s and metrics. Sandvik Coromant’s world-class turning, milling, drilling and tool holding products have clear positive impacts on their customers’ businesses, such as increased productivity, reduced working capital, increased cash flow and so on.

“Now, our sales professionals will be better able to focus their sales pitches on how our products and offerings positively impact our clients’ businesses,” says Nils Hedar. “They will learn to build sales arguments that make it easier for them to sell more effectively.”

## UNDERSTANDING THE CUSTOMER’S BUSINESS

Celemi Cayenne exercises people in project management while Celemi Decision Base gives an overall perspective of running a manufacturing company: “It’s about creating a common understanding of finance,” says Nils Hedar. “Decision Base is challenging – but it suits us well.”

The hands-on, explorative simulations were highly valued and participants found them to be fun, relevant, and thought-provoking. Stepping into the shoes of their customers (automotive, aerospace...) proved to be both fun and motivating.

“Everyone was very pleased,” says Nils Hedar. “We feel that both of the simulations represented the right level of knowledge for us. We were good at relating to our own business reality, which was the whole purpose.”