

Case Study Series

ArjoHuntleigh USA

CASE PROFILE

Company Name: ArjoHuntleigh USA

Industry: Healthcare

Key Challenges:

- Need to grow market share
- Long sales cycles
- Increase commoditization

Solution:

- *Funnel ScoreCard*®
- *Strategic Selling*®

Interviewed:

- Andrew Hepburn, Vice President of Business Development and Diligent Services
- Pamela Switzer, Miller Heiman sales consultant
- Rob Switzer, Miller Heiman sales consultant

Recognizing the Need for Cultural Transformation

What organization hasn't been able to identify a point in its history when it was faced with particularly daunting challenges? The answer is likely none. But perhaps a more relevant question is what successful organizations do to think strategically about their respective challenges in order to overcome them and turn the tide?

For ArjoHuntleigh USA, the challenge was maintaining and growing market share in a singularly difficult time as competitors became stronger contenders. Rather than remaining satisfied with existing levels of performance, the company's sales leadership proactively sought to initiate a change that would do more than sustain - one that would drive growth in turbulent conditions.

Part of the leadership's goal was to reduce sales cycle time and incorporate a more balanced portfolio of large- and medium-sized deals. Amid a competitive environment wherein products were becoming increasingly commoditized, the strategies that were previously

successful needed to evolve. Miller Heiman was invited to help assess and determine possible solutions and a consensus was reached.

To drive top-line sales growth and still maintain margins, a more strategic approach needed to be incorporated into the current product-led sales culture.

Rob Switzer, a Miller Heiman sales consultant, explains that complications to the challenge existed merely because of the nature of the organization's competitive space. "Theirs is a highly complex selling environment," he says. "Typically there are two decisions sales organizations must navigate. The first being based purely on product, the second being based purely on the financial implications of the purchase. ArjoHuntleigh USA recognized that a better approach than mere product pitches would propel them ahead of competition."

To avoid being outsold in the space, Phil Coxford, president of ArjoHuntleigh USA, and Andrew Hepburn, vice president of business development and Diligent Services, decided to move forward with the recommended solution of Miller Heiman's *Funnel ScoreCard*[®] and *Strategic Selling*[®]. *Funnel ScoreCard*[®] provides a method for quickly and systematically identifying the best opportunities to pursue, so as to efficiently manage resources. Once ArjoHuntleigh USA's sales teams identified these ideal opportunities, the *Strategic Selling*[®] process would allow them to develop the most effective strategies to improve their ability to win complex sales. Rob Switzer was confident that, through the combination of these processes, the organization would be better able to position the right strengths of appropriate products and services with the right people.

The Foundation to Cement Success

Coxford's initiative to provide a framework for sales process reinforcement played a fundamental part of the cultural change's success. He wanted to ensure managers of all three organizational divisions were transformed into subject matter experts before they were required to support their teams on the same concepts. Rather than implementing the sales processes company-wide off the bat, the managers were the first in the organization to learn the tenets of Miller Heiman's *Funnel ScoreCard*[®] and *Strategic Selling*[®].

With *Funnel ScoreCard*[®], managers have a method to quickly and systematically identify the best opportunities to pursue. *Strategic Selling*[®] allowed them to hone in on the criteria for allocating resources to determine when to walk away from resource-intensive deals with low probability of success.

"Many organizations we deal with feel obligated to roll out their sales performance solutions in the same, standard structure: field reps first, management second," says Pamela Switzer, also a Miller Heiman consultant. "What was both unique and crucial to the success of this solution was the management's adamant belief that an element of support and reinforcement for the processes needed to be in place before it was incorporated throughout the rest of the organization."

Hepburn notes that Miller Heiman's *Funnel ScoreCard*[®] provided the management team with a method for determining which opportunities represent significant potential.

Managers brought actual sales opportunities from their teams to frequent account reviews where they learned how to identify the three to four most important strategies that would advance them through funnels. "They weren't just question and answer sessions," Rob Switzer recounts. "We coached them to recognize and define what was important in their funnels, validate whether they were the right accounts to be working in, and determine strategic actions."

"With resources under close watch, this tool allows for an efficient way to prioritize opportunities to better determine where to spend resources," says Hepburn. "*Strategic Selling*[®] is helping us validate those decisions and pursue them strategically by understanding what matters to customers. It gives us a structured process to follow through with viable sales opportunities."

As Rob Switzer mentions, adoption and discipline of these processes is the most vital part to ensuring business is won. "Yes, the programs are designed to help sales professionals prioritize opportunities and determine actions critical for moving business," he says. "But to truly maximize the business investment, proper reinforcement needs to be available so individuals are consistent in their application."

It is an integral component of success, and ArjoHuntleigh USA was conscious to put it in place first.”

Pamela Switzer adds that the organizational need to enhance field level execution of sales strategy was another driving force. “The solution needed to enable management to stop micromanaging so many multiple opportunities and, instead, cultivate a coaching practice that would help representatives move sales forward.”

“Prioritizing which opportunities represented the most gain was something we wanted to incorporate into the sales force,” says Hepburn. “Rob and Pamela were able to recommend a solution that not only addressed this need, but gave us much more in terms of business return.”

Byproducts of Implementation

“Additionally, there are results we are pleased to see coming about in addition to our ability to secure more business and drive more revenue,” says Hepburn. With the application of these processes leading to a culture more centered on solution-led selling versus product-led selling, specific business byproducts are becoming apparent:

- Unnecessary “noise” from accounts is being removed in order to drill down on the top 3-4 strategic actions to move sales forward.
- The process for prioritizing opportunities is leading to more efficient resource allocation.
- Smarter resource allocation has led to a reduction in sales cycle time, bringing revenue in quicker.

Peggy Corbin, a manager at ArjoHuntleigh USA, clearly articulated the successes she was seeing from the cultural change. “With one specific account, we were in a position to lose,” she begins. “However, because of the post-program reinforcement and the coaching I was able to provide to the account representatives, we were able to secure the business. And at \$3 million in revenue, the change in process and the way we managed our change in approach has paid for itself.”

Hepburn notes that he sees more opportunities to further impact results by perpetuating this culture in the organization. “By implementing a train-the-trainer model,

I envision a quick and efficient method for getting the rest of our sales force up to speed. The more professionals we have operating with this refined selling method the more potential for revenue there is.”

About ArjoHuntleigh USA

ArjoHuntleigh USA is committed to helping people in the care sector - nurses and patients, carers and residents - by providing solutions that enhance their everyday interactions. The organization focuses on key areas of patient handling, hygiene systems, medical beds, pressure area care, wound care and infection control.