



## Sales: Region Went From Last To First

- **Industry:** Telecommunications
- **Results:** The region grew faster than any other region in the company. Within 18 months, it was the number one region in the company.
- **Critical Issue:** Growing New Region and Closing Sales Performance Gap
- **Job:** Sales Account Managers
- **Problems Solved:**
  - A regional sales manager for a telecommunications company was responsible for opening and growing a new regional office in a sparsely populated agricultural region that primarily contained small towns and locally owned businesses. The regional manager hired account managers for each territory and provided training in the company's products.
  - The account managers in the region were knowledgeable but only two consistently out-performed the others. These top performers knew how to accurately interpret customer data and obtain non-digital data by "reading" the customer. Becoming the number one region in the company required closing the sales performance gap between the top performers and the other account managers.
- **Real-Time Decision-Making Process "Cloned":** Understanding Customers and Making a Sale
- **Outcome:** According to the regional manager, "Making the cloned expertise of my top performers available to all account managers through MIP's Intellectual Capital Repository® (ICR) enabled them to accurately interpret customer data, "read" the customer and obtain critical data needed to make the sale. The region grew faster than any other region in the company. Within 18 months, it was the number one sales region...we amassed a large collection of awards...the account managers' commissions grew...and I out-earned all the other regional managers in the company.

"Using the ICR to combine decision-making processes and data enabled me to establish an innovative continuous improvement process among account managers that was years ahead of its time. Members of the sales team were able to copy Mental Steps from another account manager, change their own Mental Steps, expand their decision-making processes and incorporate each other's improvements into their own decision-making processes. They shared improvements and were actually teaching each other. That was a lot better than weekly meetings.

"The ICR enabled team members to use actual performance data for self-assessment, to adjust their Mental Steps and make certain they met sales expectations. When I reviewed each account manager's performance, I correlated it with his or her Mental Steps. Whenever I identified Mental Steps that generated superior performance, I notified the other account managers. This really made us a team. "We all won: the customers saved money...the company increased bottom-line profits...my sales team increased their commissions...and I substantially increased my salary and bonus."