

A PARTNERSHIP APPROACH TO MODERNISATION OF SALES TRAINING IN A GLOBAL CORPORATE ENVIRONMENT



SOLUTION HIGHLIGHTS AND ACHIEVEMENTS

- Over 6,000 employees globally given access to a Sales Enablement Platform and equipped to self-learn to achieve consistent sales results
- Self-paced online learning augments existing virtual and classroom Instructor Led Training (ILT) at a time when demand for ILT exceeds capacity to deliver
- 50%+ user engagement of the Sales Enablement Platform to date
- A consultative, co-development approach to building impactful learning and coaching journeys for global sales and application engineering teams



ABOUT HENKEL

Henkel is a German multinational industrial and consumer goods company headquartered in Dusseldorf, operating globally in three business areas: Adhesive Technologies, Beauty Care and Laundry & Home Care. Its well-known brands in both industrial and consumer businesses include Persil®, Schwarzkopf®, Pritt® and Loctite®.

THE CHALLENGE

The Campus of Adhesive Technologies is responsible for functional sales and marketing training; driving behavioural change that delivers tangible business impact through knowledge transfer, skills development, best practice sharing and coaching; it recognised the need to develop a more modern, scalable training curriculum regularly impacting all customer-facing people in a way that solely relying on ILT couldn't do.

Securing a new global training partner would help drive the delivery of this

modern scalable approach, partly though support for the introduction of a self-paced learning platform and the design and development of courses and content. The partner would also:

- Create a new, modern retail curriculum
- Design and build an impactful coaching-for-performance learning journey and deliver it to all sales managers globally
- Deliver ILT in territories and languages where The Campus doesn't have capability

Paul Spackman, Global Head of The Campus explains

“ The relationship with our incumbent training provider had up until now been largely driven by our HR colleagues. Within The Campus we hadn't made as much use of the previous supplier as we'd have liked. As the contract was coming to an end, this felt like the right time to secure a new global training delivery partner that we at The Campus could work directly with. It would bring some capabilities and expertise we didn't have in-house and help us improve learning outcomes.”

SOLUTION

Henkel engaged Tack TMI as the new global training partner for The Campus of Adhesive Technologies. From a pool of possible suppliers during a competitive tender process, Henkel selected Tack TMI for its specialism in sales excellence training and upskilling, flexibility, business fit and competitive pricing structure. In addition, with 55+ offices operating in 37 languages globally, Tack TMI offers Henkel access to a global pool of expert trainers and facilitators to fill their gaps in geographic coverage and language capability.

Building sales capability with a global learning platform

A key part of Henkel's strategic framework for growth is digitalisation. Recognising the opportunity that digital self-paced learning and coaching platforms have to compliment ITL and fulfil The Campus's brief to deliver a more modern, scalable training curriculum regularly impacting all customer-facing people, Tack TMI worked with The Campus team to source, pilot and deliver a proof of concept with 500 learners. Following its success, the team engaged Tack TMI in the selection of a long-term partner for their global Sales Readiness Platform, with Tack TMI being able to provide objective feedback from both administrator and learner perspectives. Paul explains,



“ Tack TMI's role was pivotal in the platform selection process, initially supporting business case creation and production of a 'What's In It For Me' video to help communicate the benefits of the project to senior stakeholders and gain Board approval. After market scoping, we identified a shortlist of 12 which was quickly whittled down to the three most suitable platforms. We didn't have the experience or resources in The Campus to run realistic test scenarios for the shortlisted three so Tack TMI ran these tests, identifying any gaps from our list of requirements.”

Tack TMI played a key role in the initial set-up of the Mindtickle platform, migrating content that had been developed for the pilot, adjusting it to fit the activity-centric nature of training series on Mindtickle and ensuring a critical mass of content was waiting for the global community of Sales Professionals when it was launched.

The launch, in January this year, was to approximately 6,000 users in the Adhesive Technology business, which represents approximately 48% of total Henkel sales. It provides up-to-date content and sales training tools and

makes it easier both to onboard people with adaptive learning and best practice and launch new products aligning knowledge with business objectives.

Employee engagement and productivity

When it comes to launching a digital learning platform, user engagement is a critical success factor with the right content helping to drive that engagement. To kick-off, The Campus published a short-term program of training series uploads, covering the first five months, focused on generic sales skills. These first training series, Negotiation Foundations, Handling Objections and Solution Selling, were made available in English, German, Spanish and Chinese. With its rich proven content portfolio, Tack TMI partnered with Henkel to develop this content from its extensive library of off-the-shelf content.

Focused, SBU-specific content tends to drive higher engagement levels as

users feel it's been developed more for them as an individual. Recognising this, The Campus allocates content design, development and production resources to co-develop one training series with each SBU per year on a topic of the SBU's choosing and collaborate with Tack TMI as required. Platform admin training is also provided to the SBUs to allow them to upload their own content on product, technology, markets etc within a governance model ensuring only relevant and up-to-date content is visible to users.

A new retail curriculum for continued optimisation of the Henkel consumer portfolio

Henkel and Tack TMI are co-developing a new retail curriculum to meet the sales training needs of its two SBUs that operate in the highly volatile and challenging retail consumer environment. The first course, Retail Sales Essentials, whilst based on the structure of an existing program contains fully refreshed content and an updated, engaging blended learning format. The second, a newly developed course for key account managers, has been successfully piloted and is being rolled out.

To standardise these curriculum development projects, Tack TMI applies its development process from discovery to post-pilot, ensuring on-time delivery to a high quality incorporating the latest in learning design and delivery.



Milene Dutra, Campus Regional Manager for Latin America, Henkel says

“ We work seamlessly together with Tack TMI in co-developing this brand-new retail curriculum. As the courses are rolled out, we have been receiving very positive and encouraging feedback from users about the content

of the courses and the trainers. Tack TMI responds quickly to our requests to engage new trainers and are flexible and adaptable to our changing needs.”

Coaching for performance

A key element of the Sales Readiness Platform project is the intent to better utilise the knowledge and experience

of sales managers as the key to unlock the full potential of their sales teams; to bring a coaching mindset into the sales organisation. In under three months Tack TMI co-developed with The Campus team a blended virtual learning 9-week programme for sales managers, Coaching for Performance. Following a successful pilot, it is being rolled out globally to over 600 sales managers.

The course is delivered as a step-by-step learning journey hosted on Mindtickle, supported by a series of live events. Tack TMI worked closely with the Henkel Campus to create short videos, demonstrations and interactive modules that can be downloaded from the learning platform, providing sales leaders with everything they need to coach performance, in the moment, in their own teams.

Esmina Kampmeier, Regional Campus Manager Europe, Henkel says

“ The partnership with Tack TMI brings us the added value of external expertise, helping us to drive content and topics that are relevant to the sales managers. I feel fully supported by Tack TMI; the relationship feels more like a partner than a supplier.”



ACHIEVEMENTS / ANTICIPATED BENEFITS

Within 9 months of launch, Henkel's Sales Readiness Platform has over 55% total user engagement and over 95% engagement with training series linked to ILT as pre-work, starting

to meet the initial expectations of a self-paced learning platform augmenting virtual and classroom ILT. Building on this successful start, developing the Sales Readiness Index to give sales managers clear visibility of the readiness and training needs of their teams, will ensure Henkel has a consistent understanding of fundamental sales skills across its global sales community and a structured approach to life-long learning that will deliver results.

Paul concludes, “We're learning fast the type of content we need to make available on the platform to drive meaningful engagement with our sales professionals and are confident

that as we deliver the right inputs, the right outputs in the form of our anticipated benefits will follow, including:

- Higher win rates
- Quicker closing of projects
- Lower attrition rates
- Reduction of sales ramp-up period

WORKING WITH TACK TMI

“ Tack TMI provides us with excellent client engagement. They listen to our needs and understand our business challenges. One of their key strengths is that they have the maturity to be flexible, responsive and adaptable.”

Paul Spackman,
Global Campus Head, Henkel

