

Deep Impact

Using Wilson Learning's *Selling Competitive Business Solutions* program, Anritsu's renewed commitment to a strategic account management philosophy has created a more solutions-based sales force, more customer satisfaction, and up to \$20 million in new business.

In a wired and wireless communications equipment industry that is constantly changing, it may be surprising that Anritsu has such a long and distinguished history. Established in 1895, Anritsu Corporation continues to be a leading manufacturer of a wide variety of advanced products — including communication equipment, instrumentation and control equipment, information terminals, and manufacturing test equipment.

Today, Anritsu Corporation has revenues just over one billion dollars and has research and development, manufacturing, sales, and subsidiaries in countries around the world. The company's products are used in a diverse range of industrial areas by customers in more than 100 countries worldwide. In order to provide customers with high-quality products, Anritsu has adopted a quality system conforming to international standards. Anritsu's stated commitment is to "supply products and services that meet customer needs optimally in each region as a 'Global Company with a Local Face.'"

GLOBAL CUSTOMERS DEMAND TO BE SERVED GLOBALLY

That meant becoming a familiar and important presence to every customer. Working with DeLaPorte & Associates — a Wilson Learning agency in Dallas, Texas — Anritsu evaluated the sales force's core competencies as they were then, and Anritsu decided how they wanted to develop the sales force going forward.

From there, a roadmap for a sales training curriculum was developed and implemented using a custom suite of Wilson Learning solutions.


"Our experience with DeLaPorte & Associates, Inc. and Wilson Learning actually began in 1997, when we selected them over three other nationally known firms to be our U.S. sales training partner for the next 5 to 10 years," said Jeff Burrus, Anritsu's Director of Program Sales. "We selected them because of the depth and breadth they offered. Their system is flexible enough to provide value to both our junior and senior sales staff. We could also expand it for training our Application Engineers and Call Center. They get results."

Programs including *Social Styles*, *The Counselor Salesperson*, and *Negotiating to Yes* were integrated immediately, and remain an important part of the company's performance improvement commitment. Over the course of three years, these solutions have significantly improved the selling skills of the team.

ADVANCED SALES SOLUTIONS

"We determined that we didn't want to be just a seller of hardware. We wanted our focus to be on selling solutions and adding value to our customers," said Anritsu's Human Resource Manager, Robyn Cody. "We needed to take it a step further to help us focus on strategy. Wilson Learning's Selling Competitive Business Solutions (SCBS) fit this need perfectly."

"Anritsu needed an edge to compete better in their industry, and at a higher level. As an organization, their



performance did not focus on the strategic part of the sales process,” echoed Jason DeLaPorte, the account manager for DeLaPorte & Associates. “They did well in personal development, and of course their technical knowledge was strong.

“However, their focus around selling strategically needed improvement and we knew we could reshape their approach,” DeLaPorte continued.

“Anritsu was willing to make an investment in improving their sales team, but most importantly, they wanted to create a culture and drive their philosophy around strategic selling throughout the organization. This was an aggressive approach, and in their industry we believe, as they do, that it is essential to compete.”

Following the implementation of a Wilson Learning *Sales Navigator* — a 360-degree measurement tool for each salesperson and also compiled at the organization level — DeLaPorte recommended the *Selling Competitive Business Solutions* (SCBS) model. Wilson Learning’s advanced sales solution complemented Anritsu’s strategy perfectly, and with the support and buy-in of the District Sales Managers, use of the program spread quickly throughout the organization.

SCBS not only increased the strategic selling skills of their representatives, but also helped Anritsu identify which opportunities to walk away from.

SALES TOOLS AND LONG-TERM SUCCESS

DeLaPorte & Associates and the Wilson Learning team worked closely with Anritsu’s sales managers to implement and reinforce the performance improvement solution, with the first group of salespeople attending in the fall of 2000 and another group in early 2001. The plan is to put all salespeople through the program by the end of 2002, so that as they go into 2003, everyone is ready to go.

“SCBS gives every salesperson a tool, in the form of the Opportunity Strategizer, that they can call upon after the classroom training,” said Burrus.

“This software can be used after any sales encounter to help not only assess the effectiveness of that call, but remind the salesperson to focus on an account strategy for long-term results, not

just the immediate closing of an individual sale. In fact, two years later, those who took the course still use the Opportunity Strategizer regularly.”

In addition to the benefits of ongoing use of the software, Jason DeLaPorte also sees immense value in the on-going contact with the participants. “One thing that separates SCBS from other solutions I’ve seen is that each salesperson has a direct relationship with the facilitator. Each individual that is participating in SCBS will have the opportunity to be coached throughout the year. They have a direct link with the facilitator as a coach, helping them through the entire sales process from education and application to integration.”

DeLaPorte & Associates demands the best facilitators in the industry for their advanced sales solutions. Anritsu appreciates the work that Paul Cave, a Wilson Learning facilitator, has done for them. “The role that Paul Cave plays is integral to our success with SCBS. Paul really understands our business and has been tremendously effective in getting our sales team to identify their blind spots and what they need to be doing to overcome obstacles. His ongoing support has made it possible for us to maintain the momentum of the program,” remarked Cody.

A MATTER OF VALUE

Some of Anritsu’s best clients have definitely noticed the difference. Performance improvement is evident in the company’s relationships with all of its customers. “Motorola sees that we are aware of their high-level needs and the relationships we are building to meet those needs,” said Mike Gieselman, District Manager, Wireless team. “The direct result can be seen by the level of business we are doing together. SCBS helped us focus on a more collaborative strategy, and it is paying off.”

“What sales organizations have to accept is that sales training is an investment in your people. While it is not an inexpensive investment, the return can be significant,” added Jason DeLaPorte. “I find that it’s never a matter of price; it’s mostly a matter of value. Once a sales organization understands how valuable the training is, the decision to proceed is made easily. I know that Anritsu sees the value of SCBS, from their return on investment to the value they bring to their customers every day. They love it.”

