

ORIGINAL SITUATION

In 2001, the AREVA Salespeople were being outsold at the executive level (“the thirty-seventh floor”). The salespeople up to that point had had no sales training. They were excellent at building relationships at the working level and provided superb working level customer support, but they were unable to make the necessary connections at all levels of management to increase sales and grow market share.

BUSINESS IMPROVEMENTS

In 10 years, AREVA Inc. was able to grow orders from \$250 million per year in 2001 to \$3.71 billion in 2011. This occurred through successful account development, executive relationship development, the subsequent order growth and through acquisitions and mergers.

AREVA Gains Market Position from a Distant 4th to Number 1.

Training as the Cornerstone of Growth from \$250 million to \$3.71 billion in 10 years.

The Situation in 2001

AREVA is the premier supplier worldwide of commercial nuclear power reactors plants, fuel and services for those plants and solutions for long term disposition of the fuel. Despite this powerful position, in a field of four competitors in the U.S., in 2001, AREVA’s North American Operations was a distant fourth. The AREVA salespeople were constantly being outsold at the executive level (“the 37th floor”). In September of 2001, Strategic Enhancement Group received a call from Dr. Andrew Cook. He was responsible for developing a professional sales force to increase sales from \$250 million to \$1 billion in 5 years. The existing sales force was highly educated with PhDs in Science and Engineering but they had not had any sales training.



RESULTS ACHIEVED



increase in orders at 10 year mark



in the industry, growing from fourth to first



employees trained



to graduate from the AREVA Sales and Marketing Academy



increased closing rate against toughest competitor from 0%



significant increase in “as sold” operating profit margins

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Initial Assessment

While they were excellent at building solid relationships at the working level, gaining respect and providing superb customer service, they did not have the proper skills or confidence to make the necessary connections at all levels of leadership. In many cases, their customer's senior leaders did not even know who AREVA was. As a result, despite better pricing and superior delivered product performance, they lost deal after deal, hindering AREVA's ability to increase sales and market share. They needed to transform the strong engineering and manufacturing core of the business into an organization that considered sales a part of the core business. Systematic sales training was not offered or executed for the AREVA salespeople and business development teams.

The Solution

A complete curriculum and reinforcement process was needed to make the transformation to a sales organization. Working with Joane Ramsey and Ron Schild from Strategic Enhancement Group, Dr. Andrew Cook, Senior Vice President Operational Excellence and Innovation, and his team were able to develop a training curriculum that allowed salespeople to consciously and intentionally manage their relationship development process, their discovery process and their approach to advocating solutions. Training the salespeople to find the right facts and motives of leaders at all levels in the customers' organizations was critical to the growth of the company.

“The training could best be described as Transformative. How else can you explain the change in the sales culture from “Last Chance Position” for those going into sales to those same people becoming Vice-Presidents and Key Account Managers, our sales growth and our increased closing ratio?”

DR. ANDREW COOK
Senior Vice-President, Operational Excellence
and Innovation

Implementation

The initial solution began with training Regional Sales Managers. AREVA and Strategic Enhancement Group used Counselor Salesperson (CSP) as the foundation for their initiative. The goal was to train the managers on how to manage sales



performance. Dr. Cook was at the first training and kicked it off with a speech on the importance of the training and how it would transform careers and lives. He explained the importance of the training as part of AREVA's strategy. According to Ron Schild, facilitator, “Dr. Cook's kickoff speech was key to the effectiveness of the training because the participants believed in the relevance of the training and knew that leadership was behind them.”

AREVA Sales and Marketing Academy

The success of the salespeople after the training became testimonials to the effectiveness of the program. Dr. Cook knew that to truly transform AREVA, a larger vision for training was needed. The curriculum they developed became the AREVA Sales and Marketing Academy. The Sales and Marketing Academy is a structured four year curriculum that includes *The Counselor Salesperson*, *The Versatile Salesperson* and *Negotiating to Yes* programs provided by SEG. He wanted to ensure a commitment to excellence by all of those who attended and graduated. The academy develops sales, marketing and product development leaders who are the best trained and most successful in the US Nuclear Industry.

The Results

In 10 years, AREVA Inc. was able to grow orders from \$250 million per year in 2001 to \$3.71 billion per year in 2011. This growth is attributed to successful account development, executive relationship development, the subsequent order growth and some acquisitions. AREVA moved from a distant four out of four in the marketplace to #1 today.

COMPANY PROFILE

AREVA provides customers with solutions for low-carbon power generation in North America and all over the world. As the leader in nuclear energy and a significant, growing player in the renewable energies sector, AREVA combines U.S. and Canadian leadership, access to worldwide expertise and a proven track record of performance. Sustainable development is a core component of AREVA's strategy. Its nearly 5,000 U.S. and Canadian employees work every day to make AREVA a responsible industrial player helping to supply ever cleaner, safer and more economical energy to the greatest number of people. Over 200 of those employees are involved in relationship management, proposal development, sales and marketing.

Keys to Success

There are many reasons for AREVA's success. Consistency in vision and the right team to execute has really been unique at AREVA. Dr. Cook, Joane Ramsey and Ron Schild have been working together for every training session since 2001. "As the only facilitator from SEG to work with AREVA, I have been able to really understand the organization and help adjust programs and initiatives as part of the team. It has been great working with Liz Smith as a single point of contact for so long. We are a team.", according to Ron Schild.

Additional keys to success include:

Leadership Adoption. "The two CEOs of AREVA North America in this time period believed in this program and supported it. The current CEO is so committed that he has established a new initiative called 'Sales Force 5000'. The goal is to train the whole organization in the consultative sales process to continue to build the culture and common language."

Credibility. "Strategic Enhancement Group has strong industrial experience," says Dr. Andrew Cook, Senior Vice President Operational Excellence and Innovation. "They were able to gain buy-in from the participants because they could speak in a

language our salespeople understand. A strong connection was built through shared stories from real-world industrial experiences, making the training relevant and accepted."

Flexible. "Strategic Enhancement Group is able to adjust to meet our schedule and timeframes," says Dr. Cook.

Transformative. According to Dr. Cook, "The training could best be described as Transformative. How else can you explain the change in the sales culture from 'Last Chance Position' for those going into sales to those same people becoming Vice-Presidents and Key Account Managers, our sales growth and increased closing ratios?"

Responsive. "Taking feedback, Strategic Enhancement Group is able to adjust content to meet our goals."

Content. "The Wilson Learning material – *Counselor Salesperson* and *Versatile Salesperson* – is very rich in content and is spot on in terms of applicability." Dr. Cook himself has taken each course at least three times and said, "I learn more each time, and I've been around. It is deceptively powerful material that anyone can use and apply."

Relevance. Dr. Cook says, "People can put the material to immediate use and see immediate results. It surprises them that just small tweaks, small changes, the use of questions, can so completely and quickly transform their success. It is that immediate relevance, immediate applicability and immediate success that causes the learnings to endure."



At AREVA, the investment in training has been the cornerstone of our growth."

DR. ANDREW COOK

Senior Vice-President, Operational Excellence and Innovation

Communication. According to Joane Ramsey, "Dr. Cook understands that communication is a two way street and our open communication allows for us to continually adapt training to meet changing company goals. Ron is able to share information from the training to allow for further development in the real-world situations and challenges the class participants are facing."

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Reinforcement. “Every meeting started with a Purpose, Process and Payoff. If it did not, Dr. Cook would ask them to leave and come back when they were prepared. He would also sit down with salespeople to coach and mentor them using CSP. The training was not an event but practiced daily,” according to Joane Ramsey.



Vision. “Dr. Cook had a long-term vision of what he wanted to achieve. He is a stable and participative leader and his training coordinator, Liz Smith, knows the vision and values success,” said Ron Schild.

The Benefits

Training is not a checkbox at AREVA. Everyone within the organization is now part of the sales process. Understanding the client’s needs and offering solutions that fit have allowed relationships to grow and AREVA has grown with it.

Increased Sales. “We have been able to compete head to head with the competitors and win. AREVA Inc. increased its closing ratio against one top competitor (one of the best in the world) to 50%.”

Increased Operating Profit. AREVA realized a significant increase in “as sold” operating profitability margins.

Sales Culture. Since the implementation of sales training, AREVA has transformed the importance of the sales team. Sales is now part of the core of AREVA’s business structure. Sales Representatives are all now Vice-Presidents and called Key Account Managers.

A Common Language. The Field Sales force and Business Development teams now speak the same language around the sales process and can collaborate effectively. The language is also changing the culture of the whole organization as more people are trained.

Sustainability. The language, order development process, 3 P’s, relating, discovering, advocating, supporting are now so deeply embedded in the organization that newer employees are heard to say “that’s just the way we do things here” without any conscious appreciation that 10 years ago this was not the way things were done.

Moving Forward

“More than 200 people have been trained at AREVA and the results have been remarkable,” according to Dr. Cook. “And the goal is to train the whole organization.” The Sales positions are now envied Vice-Presidents as opposed what they were 10 years ago – a last chance position before termination. Younger employees, on a career path to the executive level, are now eager to get into sales. Several Key Account managers have been promoted to be Vice Presidents of operating business units, where they have continued to develop very successful growth oriented businesses. “This is unprecedented in our company,” says Dr. Cook.

To learn more about these concepts and how Strategic Enhancement Group, Inc. can help you in addressing these issues, contact us at (630) 377-4300, (888) 668-9382 outside of IL or StrategicEnhancement.com.