

Lexmark Sales Force on board for Distance Learning!

IN BRIEF



The goal

To enhance the skill sets of the entire Lexmark sales team – managers and sales reps – with a view to modifying their offer to focus primarily on the sale of solutions, in line with the company's PMM strategy. To develop the consulting aspect of the sales force with regard to the clientele.

Lexmark

Lexmark develops, manufactures and supplies printing products and solutions – printers, laser/inkjet multifunctional products as well as associated parts and services – for offices and homes in 150 countries. Founded in 1991, Lexmark International Inc. recorded turnover of \$5.1bn in 2006.



► When confronted with fundamental changes in the printing market, Lexmark decided to adopt a new sales strategy, focusing primarily on consultancy services for its clients. This meant enhancing the skill sets of the sales force, a task that the company addressed through an innovative training programme.

Since the turn of the century, the corporate printing market has been shaken to its foundations: prices for printers have plummeted, the market has become saturated and is increasingly oriented towards entry-level models whilst the competitive boundaries have expanded with the introduction of digital printers and multifunction products...

To meet the challenges of this new environment, Lexmark has decided to showcase its 'PMM approach' (Print, Move & Manage) with a view to changing its positioning from a 'supplier of products' to a 'supplier of solutions'.

Lexmark offers to work closely with its clients to help them master the printing cycle and convey information more safely and more quickly, thus ensuring better cost and infrastructure management, whether it be a question of localised processes or a comprehensive effort to optimise means and processes company-wide.

A training programme in line with business objectives

In the light of these developments, Artur Marcinkiewicz, Education Manager for Lexmark Europe, Middle East & Africa, decided in 2006 to implement a very practical training programme combining Distance Learning with in-class workshops. The programme objectives are:

- To accelerate the acquisition of techniques, through the implementation of a distance learning course, supervised by managers
- To offer participants individual programmes in a dynamic and stimulating learning environment.

Since the course was launched with the participation of 250 managers and representatives across Europe, the programme has already convinced Lexmark's sales teams to take on board the PMM strategy, whilst simultaneously enhancing their skill sets.

TESTIMONIAL

“Thanks to CrossKnowledge, we set up an innovative training programme which allowed us to deploy the new Lexmark strategy across all our sales force in record time”

Artur Marcinkiewicz
Education manager Europe, Middle-East & Africa

A programme was drawn up specifically for managers in order to address the ‘change management’ – with a direct link to business issues – including team leading, coaching and staff motivation techniques.

The programme for representatives on the other hand, emphasised themes such as relationship building, personal effectiveness, project management, negotiation skills and developing deeper insights into the company’s financial processes.

Once the distance learning sessions were completed, in-class workshops were organised in each country and language of the participants. These workshops, composed of groups of similar ability - thanks to the distance learning programme - were largely built around filmed role playing, and scenarios with examples of real-life customer situations. Individual coaching offered to representatives at the conclusion of these exercises put the finishing touch to the programme.

With reduced “down time” for the sales reps, individualised training sessions, an increase in effectiveness over the long run and a clear-cut improvement in ROI

thanks to their progress, Artur Marcinkiewicz is delighted with the outcome. The sales force in this example followed, on average, ten distance learning sessions with a connection rate of 94% and a similar session completion rate.

Continuous Change Management

In its desire to permanently enhance employee skill sets, Lexmark will continue with its distance learning programme for several years with a view to broadening employee

knowledge and to strengthening good practices.

The chief objective will be to continually harmonise the skill sets of Lexmark employees worldwide and to align practices for an even finer understanding and execution of the company’s global strategy.

With a tailored approach, high levels of managerial involvement and close monitoring of the teams being trained, skill set enhancement has undoubtedly fitted the bill at Lexmark. ● ● ●

