

Sales Competency Assessment Before and After Approach

Xerox is a printing and copying company. The company was founded in 1906 in the United States manufacturing and selling photographic paper. The company was the first to develop the xerographic copier in 1948, commonly referred to as the Xerox copier.

In 1997 Xerox France noticed that the sales team was under performing. Management wanted to find a way to bridge the gaps between sales managers and sales reps. Upper management wanted to train the sales force and increase productivity. The Director at that time wanted to initiate a program that would allow Upper management to evaluate sales performance and set up training programs that would address the company needs.

Open'Act France applied Persona's Sales Competency Assessment (SCA) to the Xerox sales force. Open Act required all managers to complete the Sales Competency Assessment survey that would evaluate the performance of his or her sales reps during a sales call or meeting. In addition, the sales reps were required to complete a self-perception survey. Many of the managers had difficulties completing the survey on their sales reps as certain managers were physically too far away from their direct reports. On the other hand, there were other managers who actually made the sales for their subordinates and had a hard time appreciating the sales performance of their team.

As a result of the SCA findings, the Training Director implemented a training program to coach the managers. Once the managers were trained and the organization realigned, Xerox sales force successfully completed the SCA survey a second time. Once the survey feedback was generated Xerox implemented training programs for the sales force based on the SCA feedback. Xerox France experienced a significant increase in sales.