



case study

client: Bodycote Plc

online sales talent assessment ←...

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Case Study V11.1

'My philosophy is that everybody who works here is in sales.'

Tracy Glende, President –
Aerospace, Defense
& Energy Heat Treatment,
Bodycote Plc.

Bodycote Plc puts talent management at the forefront of growth drive

Aerospace, Defense & Energy Heat Treatment Division deploys SalesAssessment.com's online assessment and diagnostic tools to drive sales talent strategy

Overview

The Aerospace, Defense & Energy Heat Treatment Division of Bodycote Plc is the leading provider of thermal processing services in its sector. With some 1,600 employees and a 40-strong sales operation, the division has revenues of approximately \$275 million. The organization is currently going through a process of strategic sales change which has been led by a focus on hiring and talent management, facilitated by SalesAssessment.com's online Sales Talent Assessment and analysis tools.



...drive strategic sales change...

'Sales Talent Assessment has transformed our hiring from a subjective to an objective process.'

Greg Lewis - Director of Human Resources

'Sales Talent Assessment is a very comprehensive tool that plays an important part in the way we hire and develop our customer-facing people.'

Tracy Glende, President - Aerospace, Defense & Energy, Bodycote Plc.

The challenge

Bodycote Plc has traditionally grown by strategic acquisition of entrepreneur-led technology companies. However, the recent downturn coupled with a strategic review has led to a change in focus to bring the organization into line with market expectations for a world-class customer service business and to drive superior shareholder returns. The goal is to achieve an organization capable of consistently delivering 3-4% growth above the market average on a long-term basis.

The strategy

The business is driving organizational and cultural change where Sales is seen as the future elite and as an aspirational career destination in its own right. All parts of the Aerospace, Defense & Energy Heat Treatment business – which is led by Tracy Glende – are expected to be customer focused.

Solution

The Aerospace, Defense & Energy business has been part of a substantial restructuring and transformation initiative which has seen Bodycote Plc move from a geographic- to a market-based business. In transforming from a technology-led organization to a sales-led business, the Aerospace, Defense & Energy Heat Treatment Division has founded its new sales strategy on three pillars:

1. sales methodology;
2. new tools, including the implementation of new global CRM solution; and
3. talent management, beginning with the hiring of new High-Performer sales talent, as identified by SalesAssessment.com's Sales Talent Assessment tool.

This strategy has been led by the selection of appropriate new talent.

All existing general managers, account managers, business development specialists and sales engineers have been put through SalesAssessment.com's Sales Talent Assessment process, while the assessment tool is also used for all prospective new hires at an appropriate stage.

Benefits

There have been a number of benefits from the use of Sales Talent Assessment, some expected and others perhaps less immediately obvious:

- The facility to hire the best available sales talent compared with the profile of a global High-Performer for each specific role..
- An objective analysis of existing and potential new sales talent to support management's view.
- Ability to communicate the competencies expected by the business when hiring.
- The opportunity to attract High-Performers with the right competency profile from outside the existing industry talent pool, thereby widening the range of quality candidates.
- A credibility gain during the hiring process derived from the use of the assessment tool such that Bodycote is seen as an organization that's 'going places'.
- The ability to identify in detail any relevant skills gaps within individuals, and put in place a tailored development plan.
- Positioning Sales as an elite within the organization.

Outcome

While it is still too early to quantify the results across the organization, especially given the lengthy sales cycle in this sector, Glende is confident that the initiative will bear fruit in terms of:

- Winning business and gaining market share through sales resources being able to articulate Bodycote's unique value proposition; and
- Implementing a value based pricing while retaining customers.

About Bodycote

Operating an international network of facilities, Bodycote is the world's leading provider of thermal processing services operating from more than 170 facilities in 27 locations.

Experienced in supporting large multi-national customers and their supply chains, as well as local niche specialists, Bodycote provides a vital link in the manufacturing process for virtually every market sector including aerospace and defense, automotive, power generation, oil & gas, construction, medical and transportation.

Bodycote's thermal processing services cover three key areas:

- Heat Treatments and Metal Joining;
- Hot Isostatic Pressing (HIP); and
- Surface Technology.

As a result of an in-depth strategic review in 2008, Bodycote Plc has concentrated on its core thermal processing operations while divesting itself of non-core business. At the time, the board of directors initiated a major reorganization of its thermal processing activities to achieve a slimmer fixed cost base and focus on higher value-added services.

Bodycote Plc is led by Chief Executive Stephen Harris. The objective of the group is to provide superior shareholder returns through the provision of thermal processing services, that are highly valued by the group's customers.



... assess the potential and development needs of your team...