

WALK

Meaningful Business Transformation

B2B Sales

Case study

October, 2025



The company

- Multinational B2B company operating in a highly competitive and fast-changing environment
- Offers products and services supported by a value proposition that needs to be clearly communicated
- Facing increasing pressure to meet ambitious sales targets and sustain profitability
- Customers expect tailored solutions, consultative selling, and consistent value delivery
- Rapid digitalisation, AI and data availability are reshaping how sales teams operate
- Success depends on strong collaboration across functions (Sales, Marketing, Operations, etc.)
- Sales leaders must balance short-term performance with long-term growth and capability building

Context and challenges

B2B businesses must adapt to a more complex environment due to the rapid pace of change, the rise of AI, increased uncertainty, and growing competition

- The sales force needs to master a broad range of capabilities



Understand and communicate the value proposition and its benefits



Read and manage the client's stakeholders



Building trusting relationships



Prioritise and plan work



Balance the short term with the medium term



Build a partnership with marketing and production / technical teams



Analyse data and leverage technology / AI

- Adapting to the context requires three elements



Steps 1 and 2 are necessary, but not sufficient. The battle for change is fought in the third element: in order to bring the entire organisation to the desired model, a genuine and powerful connection is required between the purpose of the change and people motivations





B2B Sales Excellence framework

Dimensions of an excellent sales consultant / KAM



Example: Operational Execution: Org. & Team mgmt

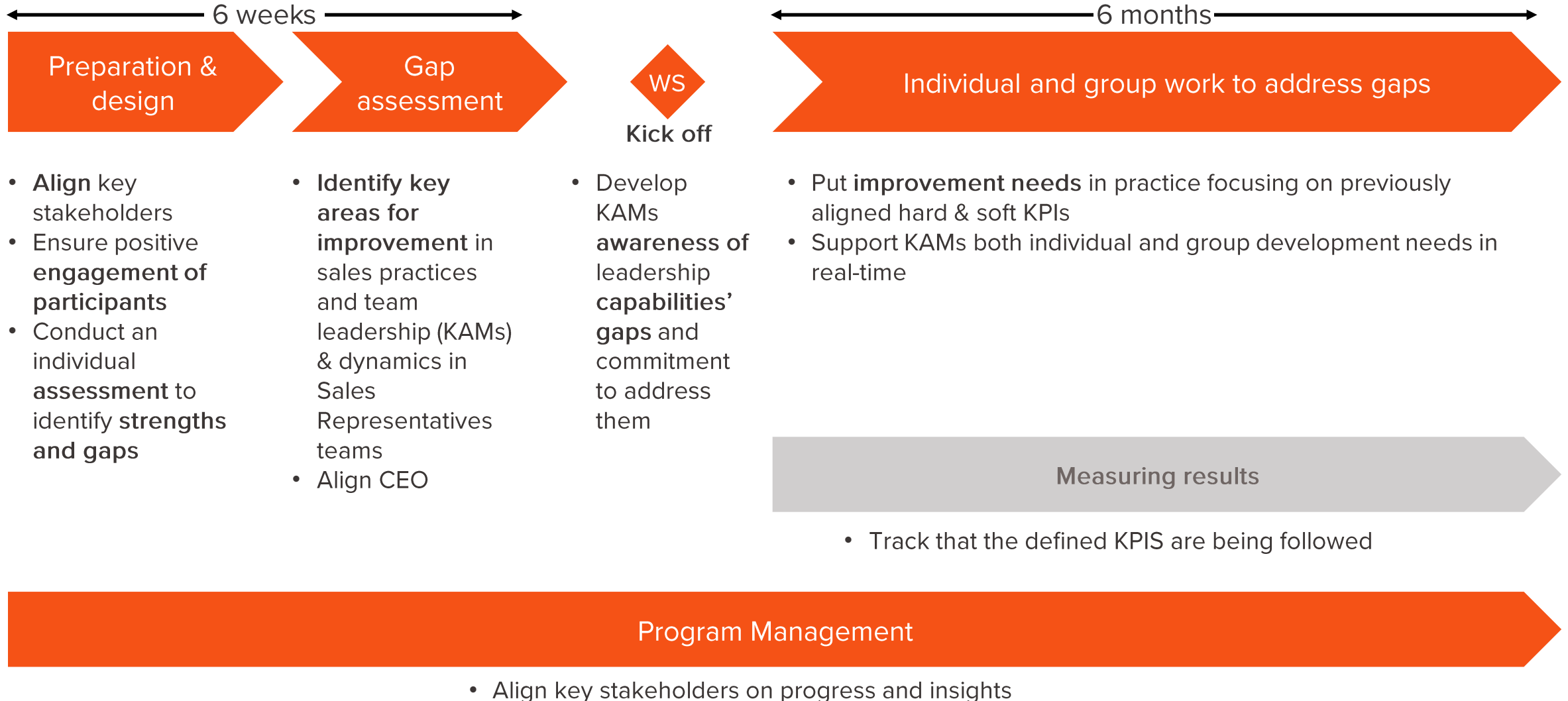
Own and drive the team's operating rhythm through clear planning, visible priorities, and disciplined execution

| | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Set direction and priorities</p> |  <p>Structure and prepare the week</p> |  <p>Follow through and track progress</p> |  <p>Coordinate and drive results</p> |
| <ul style="list-style-type: none"> • Translate company goals into specific weekly and monthly focus areas • Clarify what each SR should prioritize and why • Reinforce focus during 1:1s and team meetings (e.g. CRM discipline, pipeline drivers) | <ul style="list-style-type: none"> • Use tools (e.g. team tracker, checklist) to plan and structure activities • Review appointments, quotes, and pipeline to anticipate support needs • Align plans and blockers with the Sales Director when needed | <ul style="list-style-type: none"> • Monitor team progress weekly through meetings, 1:1s, and shared trackers • Escalate or step in when needed to unblock issues or correct execution • Ensure consistency in routines, support, and accountability | <ul style="list-style-type: none"> • Bring pace, clarity, and accountability to daily execution • Lead productive meetings and energizing daily 1:1s • Facilitate effective collaboration across functions • Adapt intensity and support level depending on needs |

Interventions with most impact on KAM's performance

| FROM | TO | Intervention |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • No structured follow-up scheme to monitor activity <ul style="list-style-type: none"> ○ Tool usage was not properly tracked ○ KAMs focused on quantity of commercial activity vs quality or preparation | <ul style="list-style-type: none"> • 1:1 frequency increased: from 1 to 5 per week per Sales Rep • 1:1 quality improved: sessions extended from 15 to 30 minutes, with deeper insights • Greater visibility and control over activity and tool usage • From quantity to quality (“less is more”) | <ul style="list-style-type: none"> • Pushed KAMs to schedule daily 1:1 meetings with their SRs using a structured agenda and clear objectives • Shadowed 1:1s and held debrief sessions with team leaders to provide feedback • Conducted daily checks to verify that SR-reported activities were being carried out |
| <ul style="list-style-type: none"> • Leads coming from marketing perceived as low quality <ul style="list-style-type: none"> ○ KAM preferred to generate their own leads through field activity ○ Claiming leads were “bad” became an excuse to avoid change | <ul style="list-style-type: none"> • Mindset shift achieved: the assumption that “leads are bad” was debunked through analysing lead by lead • Feedback loop established between marketing and sales, improving alignment and lead validation • Leads better exploited, dedicating more time and effort to them | <ul style="list-style-type: none"> • Asked KAMs to conduct an in-depth analysis of all disqualified leads over the previous 3 months to identify common issues • Encouraged KAMs to challenge and support SRs in reviewing leads more thoroughly before disqualifying them • Refined and extended lead handover meetings between sales and marketing |
| <ul style="list-style-type: none"> • Relevant leadership gaps: <ul style="list-style-type: none"> ○ Lack of understanding of what being a KAM means ○ Limited ability to give assertive feedback and adjust leadership style to team needs | <ul style="list-style-type: none"> • Stronger alignment and leadership presence: with open acknowledgment of the reality of the situation(e.g., lead quality, technical knowledge, standards) • 1:1 and team meetings became more effective, with clearer expectations, better preparation, and probing questions driving accountability | <ul style="list-style-type: none"> • Established three weekly checkpoints to guide team rhythm • Held individual conversations to reflect on the KAM's role and how to adapt it to team needs |

Approach



Assessment

Illustrative example based on the needed capabilities



An assessment based on the defined mindsets and behaviours will be developed, with the aim of evaluating KAMs in relation to these benchmarks.

This tool will provide a clear and objective view of the degree of alignment with the desired behaviours.

Based on the results, an individual report will be prepared for each KAM, identifying their main areas for improvement, as well as an aggregate group report



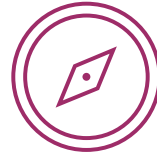
Ingredients of the individual and group work

The development plan combines different formats and experiences, each with a specific purpose, generating a deeper overall impact.



Town Hall

Meeting of the entire group to align objectives, share the vision, and engage sales teams in the change journey



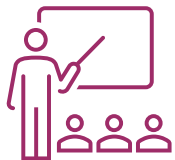
Individual coaching

One-on-one conversations with a coach to analyse the assessment and define development actions



Conversations with supervisor

Structured dialogues with the manager to review progress, set priorities and reinforce individual development



Sales principle training

Longer face-to-face sessions that further explore needed key commercial capabilities, sales mindsets and cultural principles



Sales work dynamics

Virtual workshops focused on developing specific skills and apply tools



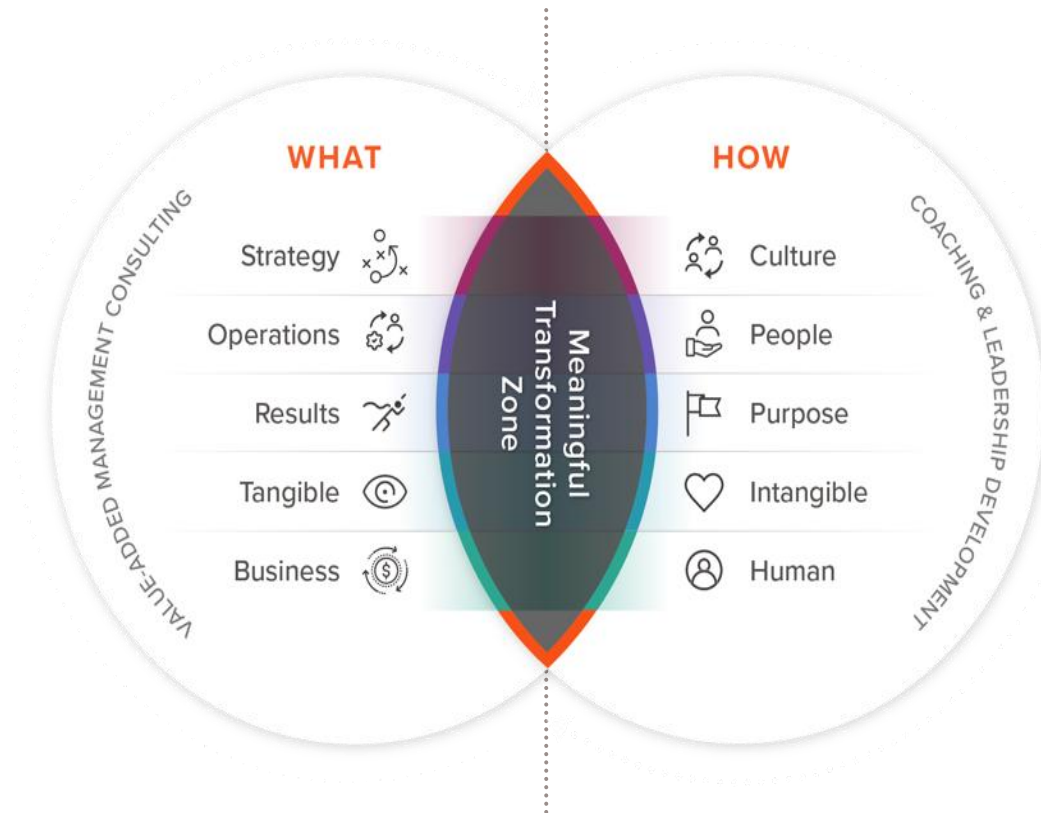
Learning forum

Meetings between 6–8 KAMs to share challenges and support each other, guided by a coach

Key Success Factors (1/2)

Meaningful change happens when the WHAT and HOW of the transformation are addressed together

Addressing the WHAT requires analytical & project management capabilities to transition the organization and its operations



Addressing the HOW requires sensitivity, empathy and leadership development skills to ensure people own the change and develop mindsets, behaviors & WoW over time

The best strategic roadmap will have no impact unless people understand it and make it their own. Likewise, engagement will fade away without clear business goals and accountability for results.

Key Success Factors (2/2)

The project will require balancing speed and stability



Ambition

Foster decisive change...

Optimize speed...

Promote agility and flexibility...

Meet CEO expectations...

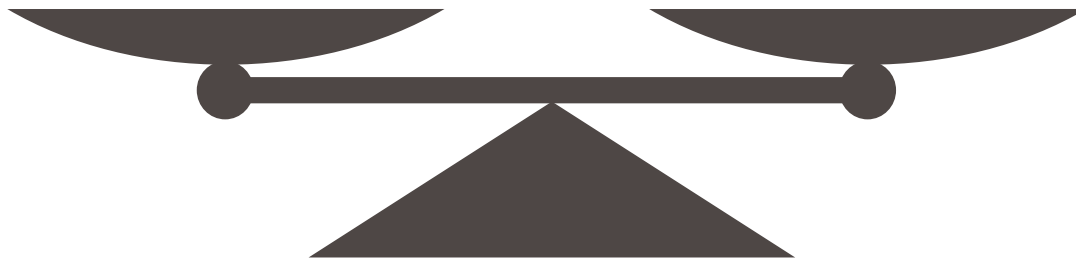


Readiness

... calibrating mindset and capabilities' starting point

... despite decision-making hurdles

... in line with local constraints



Balance

- Challenge status quo in close complicity with key stakeholders
- Mobilize people positively, connecting them with a sense of opportunity
- Provide feedback and escalate sensitive topics (What and How) in a manner conducive to productive resolution and win-win situations



Selected Case Studies

| Project | Client | Description |
|-----------------------------------------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengthening Frontline Leadership to Improve Sales Execution | Global Environmental Services Leader | <ul style="list-style-type: none"> • Launch of a <i>Test Lab</i> to assess adoption and blockers of sales methodology in real settings • Two-sprint field intervention with KAMs to drive immediate improvement and embed new commercial practices • Hands-on shadowing, coaching, and training to strengthen TL leadership, confidence, and tool usage • Enhanced KAM readiness to cascade methodology and sustain performance improvements • Creation of global-ready deliverables (e.g., <i>KAM Excellence Guide</i>) to scale learnings across markets |
| Improvement of F2F sales for SMB segment | Global Telco | <ul style="list-style-type: none"> • Assessment of sales capabilities for salesforce focused on Small and Medium Businesses • Shadowing of individual salesreps and Sales Managers • Participation in sales planning and sales team meetings • Identification and testing of improvement actions: operational processes and tools, sales practices, team dynamics and ways of working • Alignment sessions with Sales Director and Management team |
| Creating a Performance-Driven Sales Culture | Global Industrial Group | <ul style="list-style-type: none"> • Accompaniment of sales teams (~35,000 employees) and sales leaders to align on performance expectations, KPIs, and high-performance behaviours • Implementation of structured coaching, leadership training, and data-driven decision-making to enhance accountability • Deployment of a "Train the Trainers" model to accelerate transformation and ensure long-term adoption across regions • Strengthened collaboration, improved sales effectiveness, and enabled a high-performance sales culture |
| Field Sales Enhancement program | Global Pharma | <ul style="list-style-type: none"> • Accompaniment of a sales force of 10 Managers and 100 Salesreps in order to ensure adoption of sales operating practices (planning, reporting, CRM, etc.) and high-performing team dynamics, attitudes, and behaviors • Application of shadowing, coaching, and training methodologies • Support to Sales, Marketing and HR Directors in sponsorship role • Enabled 2-digit sales growth |
| Leadership Development for Implementation of Matrix Organisation with Sales focus | FMCG | <ul style="list-style-type: none"> • Development of sales leadership capabilities across 10 key European markets to enhance execution in a matrix organisation • Shift from traditional sales roles to transversal commercial leadership, integrating sales, key accounts, and category management • 12-month structured program focused on sales leadership, high-performing teams, and strategic alignment • Improved sales execution, customer engagement, and cross-functional collaboration, increasing responsiveness to market dynamics |



WALK

Meaningful Business
Transformation

WALK WITH US!

www.walkleadership.com

WALK is a global consultancy focused on producing meaningful business transformation through leadership development and cultural change. Combining a team of strategy consultants, organizational psychologists, and leadership facilitators, WALK works with large organizations to ensure effective execution of their business initiatives. We do so by aligning people with strategy and empowering them to embrace a new leadership paradigm for the digital age. WALK's solutions include leadership development programs, alignment of executive teams, organizational engagement at scale, design and deployment of a digital culture, and implementation of new ways of working.

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