



Responding to changes in the market environment.

CUSTOMER



**Nestlé**

EMPLOYEES



281,000

BRANDS



6,000

SALES 2010



CHF 109.92 b

## Sales and Marketing

NESTLÉ USED SILEGA NAVIGATOR™ TO TRAIN KEY ACCOUNT MANAGERS TO ACHIEVE NEXT GENERATION NEGOTIATIONS AND DEVELOP WIN-WIN RELATIONSHIPS WITH CUSTOMERS.

# Stay competitive in changing times

96% of Silega Navigator™ participants say they now use the ABC System® incorporated in this program in their regular day-to-day activity.

## Customer

Nestlé S.A. is the world's largest food and nutrition company. The company operates in 86 countries around the world, and employs over 280,000 people.

Nestlé has some 6,000 brands, with a wide range of products across a number of markets, including coffee (Nescafé, Nespresso, etc.), bottled water, milkshakes and other beverages, chocolate, ice cream, breakfast cereals, infant foods (now including Gerber products), performance and healthcare nutrition, seasonings, soups and sauces, frozen and refrigerated foods, confectionery, and pet food.

## Background

Account managers must adapt to different demands made by consumers. While employees come from a wide range of backgrounds, all have the opportunity to grow and develop. Through annual reviews and career discussions, employees can apply training suited to their needs. Before undertaking training and development, employees should identify gaps in their knowledge and skills. During Nestlé's 2011 annual convention, the main need was to develop negotiation skills.

Nestlé realized that while they were experts at functional skills, some key account managers would benefit from improving negotiation styles in order to improve relationships with key customers.

## Main business objectives

- Develop outstanding negotiation skills
- Grow key accounts
- Reinforce application of sales process

## Solution used

Solution used Silega Navigator and customization. Silega worked with Nestlé to develop a highly customized Navigator simula-

tion. Silega Navigator focuses on three key themes to guide appropriate behavior in negotiations and develop win-win relationships with the customer. The key themes are linked to critical success factors, which break down further into specific behaviors. This framework helps to identify areas of opportunity and create a specific plan for development.

## Results

"I can see the impact of our improved negotiation skills on a daily basis. We are now thinking and acting more like business partners. Because of the training programs, everyone feels a part of the success of the company and is working to improve the numbers every day." - Participant

Nestlé measured that key account managers significantly increased their sense of ownership in the business. They become more organized, productive, and flexible, and are better able to meet the needs of internal and external customers.

Trainees were empowered with new skills and abilities in areas such as negotiation and relationship management, making them even more effective.

Silega provides tools for highly structured monitoring and evaluation of training and development. These include learning guides, scheduled tasks, timetables, measures, and checklists.

## The future

"Silega has the unique ability to make learning funny and exciting. Your content is leading edge and your delivery is engaging. We will continue to use Silega's solutions for our future training events!"

*E.G. Sales Manager*



# Nestlé



REGION

North America



TARGET AUDIENCE

Key Account Managers (KAM)

## About Silega

Silega is a global full-service training company. We help our customers quickly improve performance by developing their competencies for greater success. Our areas of expertise include business simulations, executive workshops, measurement tools, training transfer, coaching, and consulting.

## About Silega Navigator™

This program simulates 4 business years. Teams represent different parts of the business supply chain (from providers to retailers). Participants compete to create and sell different solutions and have the opportunity to choose among six main products. In order to be successful, they have to manage relationships with other players, calculate costs and profit, and establish a marketing strategy. Participants must deal with fierce competition, tight resources, changing customer requirements, different market niches, lack of sufficient information, time pressure, and expectations from stakeholders and top management.