



Cummins

'Driving Toward Success'



Overview

Through an in-depth consulting process, Unboxed observed multiple approaches across Cummins' business units, which resulted in varied experiences for customers. Focus group participants also noted those customer interactions were mostly transactional, leaving them with little opportunity to further the relationships. Most importantly, Cummins stakeholders emphasized how their existing training did not meet expectations to drive engagement and retention primarily due to a lack of a coaching culture.

From this, Cummins, which was looking to improve and enhance their 'sales culture', had already identified the need for a transformation. Together, with the results of the consultation process, selected Unboxed to build a new sales training and onboarding program. Unboxed developed training that focused on not only what the Cummins sales process is, but how to execute it successfully through soft skills.

One of Cummins' primary goals for the learning strategy was to develop a company-wide sales methodology to drive true behavior change. The result of this came to be Cummins training program, 'Driving Toward Success'. As 'Driving Toward Success' was developed and launched, it allowed managers to ground their coaching efforts in consistent learning. Sales professionals were immersed in a blended learning program that emphasized not only coaching, but also onboarding, core sales skills, and cultivating a consultative mindset to help them reach success within the company.



The Solution

DRIVING TOWARD SUCCESS

To begin, Unboxed addressed issues that Cummins was facing with ideas surrounding change management even before 'Driving Toward Success' was designed. The initial phase of the program included surveys and focus groups with Cummins sales professionals and managers. This consulting phase illuminated several potential challenges and opportunities, which Unboxed specifically addressed when developing the learning journey.

For example, sales managers expressed concerns that they didn't know all the details of what their team members were being trained on. This made it challenging for them to offer specific feedback and support to team members. So, Unboxed developed the program with specific resources that managers can use to support their team members' development, with specific action items and discussion prompts. This also made change management easier because key people within Cummins knew they were "heard" and supported and they became champions for 'Driving Toward Success.'

Change management was also directly addressed within the program's deliverables through which Unboxed developed a video with messaging directly from Cummins leadership, as well as internal communications. This content described the program, its benefits, and how it would be implemented. To support that, Unboxed also created an editorial calendar for Cummins with a specific timeline to deliver the communications.

'Driving Toward Success' is a holistic sales training program. In addition to covering the knowledge, skills, and behaviors needed to execute the Cummins Sales Process, the program also supports learners' professional and personal development.

Unboxed designed a blended learning experience that covers each step of the Cummins Sales Process, and the necessary skills and behaviors to execute it, in detail. The learning journey is made up of Four "Gears," tailored to support the Cummins Sales Professionals as they progress and develop in their role.

All training content was deployed through the Cummins Learning Center, with additional support from Unboxed. Unboxed has also partnered with Cummins to adjust the structure of each gear based on learners' development and feedback. The learning journey has also been customized to the needs of Cummins' independent distributors including it is also being translated into several key languages to meet the needs of Cummins global sales force.



Driving Toward Success (Gears)



1ST GEAR

Sales professionals and their managers receive PDF workbooks and toolkits that showcase the Learning Journey utilizing eLearnings, 1:1 meetings and additional learning opportunities. Existing knowledge is measured through a baseline assessment. Learners are then introduced to the structure and key roles within Sales at Cummins before advancing into the curriculum which focuses initially on Business Acumen 101. Sales professionals are introduced to the Behaviorally Anchored Rating Scale (BARS) methodology that is foundational to the training and is used as an assessment tool throughout the learning journey and beyond.



2ND GEAR

Learners focus on the sales process associated with 'Planning for the Sale,' which includes eLearnings introducing the required sales behaviors. It culminates in a virtual Instructor-led Training (vILT) to reinforce the learning and provide opportunity for practice and application.



3RD GEAR

Starting with a reinforcement quiz on "Planning for the Sale", development opportunities are identified, which learners work on through 1:1 meetings with their manager. Then following a similar process to Second Gear, Sales professionals focus on 'Making the Sale' through blended learning content.



4TH GEAR

Called "Putting it All Together," the final portion of this learning journey allows sales professionals to practice and apply everything that they've learned. It consists of a vILT where sales professionals work through a customer scenario, providing real-world application of Driving Toward Success' training. Fourth Gear concludes with a Summative Assessment to confirm learning gains since the Baseline Assessment, as well as a post-training survey to provide Kirkpatrick Model Level 1 data on training effectiveness.

The Measurable Benefits

In partnership with Cummins, Unboxed implemented a measurement strategy that had taken into account all four levels of the Kirkpatrick Model with the overarching goal to drive performance with strategic measurement and business insights.

LEVEL 1: REACTION

Unboxed performed a pilot training session of 'Driving Toward Success', complete with a post-pilot survey that all learners completed. In addition, a post-training survey that all learners complete after finishing all four "Gears" of the program revealed qualitative data about the success of the program. Learners specifically mention having a consistent methodology to identify and act on opportunities. They also appreciate that Driving Toward Success provides actionable templates and strategies that learners can immediately apply to their day-to-day roles.

LEVEL 2: LEARNING

There are more quiz and assessment elements throughout the training program, including an initial 25-question baseline assessment, which is mirrored at the completion of 4th Gear, when learners answering the same questions. The results are captured to illustrate progress and directly capture what was learned during the program. Additionally, there are short quizzes and knowledge checks in almost every eLearning course, as well as a longer retention quiz that appears in 3rd Gear, to keep the learning momentum moving forward.



89%

As of April 2022, data shows 89% of Cummins sales audience have completed all or most of Driving Toward Success.*

*Based on North American sales audience only

The Measurable Benefits

LEVEL 3: BEHAVIOR

A plan was set in place for Managers to complete continual evaluations of sales professionals, based on the Behaviorally Anchored Rating Scale, and report this data out, to measure on-the-job application of the learning and identify development opportunities.

LEVEL 4: RESULTS

Similarly, a measurement plan for Level 4 is being developed to tie to the global business impact of this Sales training, including organization specific KPIs, customer satisfaction, and NPS scores. All four levels are being considered as Cummins and Unboxed have begun early development of Advanced Sales training content.

KEY RESULTS:

The key result Cummins found most successful was Unboxed's effort to keep the end user top of mind. By creating a repeatable framework consisting of self-paced eLearnings, a workbook focused on role play and reflection opportunities, and vILTs, learners knew what to expect as they progressed through the program. Also, those role-play sessions allowed learners to be immersed in real-world scenarios that helped increase engagement and retention.

Cummins has already continued its relationship with Unboxed to develop a plan and training content specifically focusing on sustainment of 'Driving Toward Success' concepts for sales professionals. In addition, Cummins and Unboxed have begun development on an Advanced Sales Training program, focusing on understanding the customer and where they are in the buying journey. As part of that, Unboxed and Cummins will tailor Driving Toward Success and Advanced Sales content to learners in specific job families at Cummins. It also provides content for managers to identify and develop emerging Cummins sales leaders. In addition, we're developing new programs to reflect and fit into the reality of Cummins sales professionals' day-to-day lives such as upselling & cross-selling and negotiating with customers.

About Unboxed



CONSULTING



TRAINING CONTENT



LEARNING TECHNOLOGY

Unboxed partners with our clients to provide learning experiences, technology, and expertise to help achieve continuous learning and cultivate Skill Agility™, enabling the workforce of the future.

Organizations are challenged by the changing pace of business and need new skills to effectively meet business goals. We use dynamic learning experiences, custom and turnkey content, and technology to help leaders shift their mindsets, embrace continuous learning, and make skill building a constant for themselves and their teams.

These evolved learning experiences arise from our client-focused approach and expertise in identifying critical skills, curating content and data, and developing engaging, learner-focused curriculum strategies and technology. From vision to launch, Unboxed helps enable the workforce of the future. Our approach is different—get ready to Think Outside™.

CONTACT US:

unboxedtechnology.com

hello@unboxedtech.com

(888) 723-9770