



IDEA BRIDGE

## PEOPLE/CULTURE CHANGE MANAGEMENT

Creating momentum for change in a  
traditional sales team

### THE CONTEXT

This 250-year-old fragrance and beauty manufacturer has long been committed to innovation. From their humble beginnings as a perfume developer to offset odours in the glove tanning process to the \$7.7B annual revenue, multinational commercial fragrance and flavours giant they are today, change has been a constant.

### THE CHALLENGE

The North American sales force of this client's commercial fragrance division was under pressure to deliver top-line sales growth. The leadership of this sales team engaged in the development of an artificial intelligence tool to facilitate the sales process and bring in new business. This change in process was welcome for some and made others very uncomfortable as they saw the new tool as a threat to their expertise. Leadership's intent was not for the tool to take over from the sales teams but to supplement and accelerate the routine parts of the process, letting them focus more time on the human, high-touch aspects of the job.

"Thanks to the exceptional guidance and expertise of Idea Bridge, who adeptly applied their flavour of Lean Change Management, we quickly experimented our way to learning that allowed our sales force to embrace the new AI sales tool."

**ANTOINE**

Product Manager

### THE APPROACH

This challenge of changing the perception of the sales force to understand the intended value of the new tool was one that required a non-traditional, non-linear people change management approach which saw us:

- Implement a modified Lean Change Management, experimental process instead of a big-plan-up-front approach.
- Understand the impediments and challenges that caused nervousness with the new tool and sales process directly from the sales force.
- Run short, inexpensive change experiments that allowed for rapid, inexpensive learning and adaptation.

### THE RESULTS

With the increased adoption of the new tool by the North American division's sales force, 90% of their growth has come from new business. This is a new milestone for the division.