

Improving Global Account Management to Increase Sales

Fairchild Semiconductor

Background: As one of the world's oldest chipmakers, Fairchild Semiconductor (NYSE: SCS) makes semiconductors for tens of thousands of customers in the automotive, computer, consumer electronics, industrial, and telecommunications markets. Its diversified product line includes logic chips, discrete power and signal components, optoelectronics, nonvolatile memory chips, and many types of analog and mixed-signal chips.



Fairchild's 9,000 employees design and manufacture its products from its headquarters in South Portland, Maine, USA and numerous locations around the world. Representing Fairchild to customers and prospects, Fairchild's Global Account Managers (GAMs) coordinate a complex network of customer relationships. Effective GAMs possess the selling skills of the best sales professionals: equally confident in front of the CFO making a financial case for the Fairchild solution as they are in front of product designers speaking to the superior product capabilities. Effective GAMs demonstrate superior skills in communication, leadership, management, business and financial acumen, strategic planning, cultural empathy, advanced selling (internally and externally), market knowledge, and product knowledge.

Challenge: An internal analysis suggested that there was no consistent account management methodology and, consequently, no concise, structured format for developing, sharing and maintaining a global approach to account strategy across the organization.

The issue, Fairchild knew, required both attention to the process – communicating and sharing information globally – and the skills required to manage accounts globally.

Solution: To meet this challenge, Fairchild examined the offerings of several sales methodology training vendors and selected Entelechy to design, develop, and deliver a customized session on global account management. Entelechy suggested a clinic format where GAMs would bring in live accounts and work as teams to formulate an effective strategic account plan. Entelechy worked closely with Fairchild training staff, senior sales executives, and company officers to develop and implement this important piece of an overall global account direction for Fairchild.



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Entelechy was selected over several very large well-advertised companies for several important reasons:

- Customization. Fairchild did not want to take the same approach that every other company took – they wanted to use their knowledge of their business, their systems, and their teams to create a complete process that would be embedded in their operations to ensure a successful change in behavior.
- Flexibility. Early in the selection process it became clear that the best way for Fairchild to embed this process was to create ownership among the sales management; only Entelechy was able to ensure that Fairchild would have ultimate control over the final materials to use and modify as they saw fit.
- Full Circle. Entelechy worked closely with Fairchild to train sales managers and executives in the planning process; we also trained the managers to act as trainers to take the process forward to their teams and to provide ongoing coaching.

Results: The training department at Fairchild summed up the results this way:

“While we've only just begun with the implementation of our Global Account Management Clinic initiative, we are already seeing positive results. One of our account teams, just days after participating in our pilot clinic, took a completely different approach in preparing a sales presentation by incorporating the customer's critical successful factors, a key GAM concept. The reaction from the customer was impressive and the team felt they had successfully positioned Fairchild as a potential partner in the customer's eyes.”

“Entelechy has been very easy to work with on this project and has been a true partner throughout the process. [Entelechy's] extensive sales and training background made [them] the ideal facilitator for our launch of this program and [they] will continue to be a valuable resource for us as we bring this program in-house. To all involved, thank you for a successful pilot!”