

# Telstra Transforms Sales Enablement with Radical Simplicity

**Telstra is the largest Australian-based telecommunications company with over 30,000 employees in 23 countries. They offer a wide variety of technology products and services to a multitude of audiences, both enterprise and consumer. Telstra was faced with an unprecedented challenge when the Australian government mandated the transition of all wholesale fixed-broadband services to a nationalised wholesale broadband network. As the incumbent provider of wholesale telecommunications services, this shift introduced immense economic and competitive challenges. For Telstra, the writing was on the wall: adapt quickly or suffer severely.**

## THE SITUATION

Previously, the learning material was a conglomeration of generic and disparate programs, consisting of PowerPoints, WebEx sessions and ad-hoc videos. This disparate mass of content presented roadblocks to both those distributing the learning materials and the learners who needed to get it. As a result:

- Learning and Development wasn't valued as much as they could be
- The training provided wasn't consistently used
- The impact on peoples' capability and business results was limited

Telstra now needed a comprehensive digital learning program that could enable rapid and efficient distribution of global capability programs with thorough reporting to validate the efforts.

The sales organization in particular needed to be more effective and move faster to compete in the new competitive environment. The enterprise sales team was faced with selling complicated technology solutions. They needed to understand not only their company's products, but how Telstra works as an organization, and the myriad processes and systems used to aid clients. In addition to navigating the complex ecosystem of sales and corporate resources, Telstra also wanted to implement a new sales training methodology—the "Telstra Way"—based on

programs from the famous sales enablement training company Miller Heiman. The desire was to wrap all the knowledge and skill-building on a single platform for both new and existing salespeople.



**"Intrepid is perfect for modern, compact and time-efficient learning experiences. It delivers what learners need and expect, no fuss learning on the go, tailored to available time and environment. Most importantly, it makes learning fun."**

DMITRY ALEXANDROV  
ACCREDITATION TRAINING PROGRAM MANAGER, TELSTRA

## THE SOLUTION

Telstra's leadership quickly created the Telstra Enterprise Academy on the Intrepid platform. The Academy was designed to serve as an innovative learning hub for all Telstra Enterprise employees to access training, knowledge, and capability programs. The Academy was built with comprehensive learning tracks and timeline expectations for the development of key capabilities across 12 Enterprise role-types, from induction and onboarding all the way up to advanced professional & technical skills. Telstra's leadership

partnered with Intrepid to bring this vision to life on the Intrepid platform, focusing on targeted, accessible learning that is not only relevant, but drives measurable outcomes.

Focusing on quickly and easily getting the Telstra Way up and running, Intrepid structured the sales content into multiple categories (About Us, What's Hot, etc.) that streamlined accessibility and ease of navigation. In addition to creating an easy-to-understand and navigable site, the experience was humanized with videos of real Telstra sales leaders and guides. This provided crucial context for the experiment and let learners know the site was endorsed by leadership and relevant to their work. Gamification was also used with points for content consumed, badges for tasks fulfilled, and leaderboards showing top point-getters

The Telstra-integrated Miller Heiman programs brought their Strategic and Conceptual Selling certification program to 1400 enterprise sales employees worldwide. The Miller Heiman training had previously only been offered at Telstra through the classroom, which was expensive in terms of time and resources, and took learners away from valuable selling opportunities. The new rebranded layout on the Intrepid platform delivered immediate access to all Strategic and Conceptual Selling modules, with the added context of empowering sales to be more collaborative, agile and effective. The Telstra Way quickly provided a common framework, toolset, language, and way of thinking that allowed them to boost customer service and overall productivity.



**"This platform has enabled us to shift the dial and do so much more with so little, creating a true learning culture."**

DAMIEN LORSCHY, PEOPLE SERVICES, GLOBAL BUSINESS SERVICES, TELSTRA

demonstrating mastery of the systems. All this encouraged healthy competition among the learners.

Telstra's Capability and Growth team, a six-person team, was able to hit the ground running, launching the first program within 8 weeks of implementation design session with Intrepid. The accessibility of building and launching on the Intrepid platform enabled the Academy to quickly integrate into Telstra's Learning and Development workflow. Within 6 months of launching the Academy on Intrepid, the team had doubled the amount of enterprise-original content hosted on platform, all done completely in-house, by a lean, agile team of 3 instructional designers. Additionally, the architecture of Intrepid allowed Telstra to build targeted programs focused on unique personas, delivering a hyper-relevant learning solution for myriad teams.

Everything on platform was made available on-demand so learners could move at their own pace. Communication regarding context and a path to proficiency was included in the structure of the learning experience, allowing for quick gaining of proficiency for both professional capabilities and technical knowledge.

Telstra also built a special module showcasing new and topical content, updated quarterly, where learners are encouraged to partner in a community and discuss new activities, leveraging some of the platform's social forum and comment features as they arise to more easily highlight key insights. This segment of the Academy functions as a fresh source of the latest insights for learners and is reinforced through regular, targeted engagement communications for learners and their leaders.



**"The Academy provides our sales and service people across the globe with a platform that is their 'go to' place for learning. What resonates really well for our teams is that the content is current, interactive and can be consumed on-the-go. I love seeing how teams learn together in the Academy and how it has sparked a new level of curiosity."**

NICK COLLINS, PRESIDENT OF SALES & SERVICES, TELSTRA INTERNATIONAL

## APPLICATION & MEASUREMENT MOVING FORWARD

A key component of the new Telstra approach is the ability to validate and measure after-class application on the job. The Academy creates opportunities for learners to apply their new skills and behaviors on-the-job well after class has ended. For example, at the conclusion of the Strategic and Conceptual Selling course, mastery quizzes and final assignments call for participants to demonstrate a working knowledge of the subject matter, and to practice the skills taught during the course on real-life business opportunities.

Participants' review each others' work so they can easily receive valuable feedback from both peers and superiors. This empowers learners and the organization to mutually deliver coaching, feedback and critical insights without barriers or the physical limitations of being in the same place at the same time. Additionally, the badges, points and reporting tools in the platform allow the organization to track completion and have a clear view into user activities, participation and overall point of view, delivering critical operational transparency.

"We couldn't have trained 1400 people globally with the time and budget we had, without (Intrepid)."

-Damien Lorsch, Telstra

## PROGRAM RESULTS

- Telstra implemented Strategic and Conceptual Selling on platform – certifying 1400 enterprise sales while saving two days and over \$2.8 million in payroll initially with additional programs in progress
- Launched their first program with a six-person team within eight weeks of the initial design session
- Within six months of launching on Intrepid, Telstra doubled the volume of enterprise original content on platform with a lean, agile in-house team
- Integrated the Telstra Way methodology on platform, consolidating all sales modules into a single, accessible tool with transparent reporting of user activity
- Telstra created visibility into learner proficiency against professional capability and technical knowledge to drive accountability



**"There is no question of the positive impact that this has in the sales capability uplift."**

YVONNE JAMES, DIRECTOR STRATEGIC ACCOUNTS,  
MILLER HEIMAN GROUP