
Master Thesis : "How might strategic leadership help to improve Milwaukee's effective sales team strategic vision and company culture in Belgium ?"

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Appendices

ANNEX 1: Quantitative survey

A quantitative survey was sent to 28 team members, including field marketing executives, account managers, and sales managers. I received 20 responses.

Objective 1: Assessing Strategic Vision

Milwaukee Brand Purpose:

From your perspective, what is the primary purpose of the Milwaukee brand? (Open-ended)

Overall Strategic Vision and Long-term Goals:

How well-informed do you feel about the strategic vision and long-term goals of the company in Belgium? (1 = Not well-informed at all, 5 = Extremely well-informed)

In your opinion, what is the overall strategic vision and what are the long-term goals of the company in Belgium? (Open Question)

Sales Team Goals and Alignment:

How clear are the goals and priorities of the sales team in alignment with the broader company strategy? (1 = Not clear at all, 5 = Very clear)

To what extent do you believe the sales team collaborates with other departments to achieve company-wide objectives in Belgium? (1 = Not collaborative at all, 5 = Very collaborative)

In your opinion, what are the key goals and priorities of the sales team? (Open-ended)

Company Culture:

Describe the current culture within the sales team in terms of collaboration, communication, and teamwork. (1 = Not collaborative at all, 5 = Highly collaborative)

To what extent are the company's core values integrated into the daily operations and decision-making of the sales team in Belgium? (1 = Not integrated at all, 5 = Fully integrated)

How satisfied are you with initiatives supporting your professional development and growth within the sales team in Belgium? (1 = Not satisfied at all, 5 = Very satisfied)

Feedback and Recognition:

How effective are feedback mechanisms within the sales team for improving team dynamics and performance in Belgium? (1 = Not effective at all, 5 = Very effective)

To what extent do you feel recognized and rewarded for outstanding performance within the sales team in Belgium? (1 = Not recognized and rewarded at all, 5 = Fully recognized and rewarded)

Objective 2: Examining the Impact of Strategic Leadership

Sales Revenue and Strategic Vision:

Rate the impact of strategic leadership on the growth of sales revenue in the past year. (1 = No impact at all, 5 = Extremely significant)

To what extent do you believe the strategic vision set by leadership has contributed to the achievement of sales targets? (1 = No impact whatsoever, 5 = Extremely significant)

Customer Satisfaction and Strategic Leadership:

Rate the level of dealer satisfaction with our support over the last 12 months. (1 = Not satisfied at all, 5 = Extremely satisfied)

To what extent do you believe that strategic decisions made by management have positively influenced customer satisfaction levels? (1 = No impact at all, 5 = Extremely significant)

Employee Engagement and Company Culture:

How satisfied are you with your current level of engagement in the sales team's strategic activities? (1 = Not satisfied at all, 5 = Extremely satisfied)

To what extent does the company culture, influenced by strategic leadership, contribute to your overall job satisfaction? (1 = Not at all, 5 = To a great extent)

Alignment of Employee Goals with Strategic Vision:

To what degree do your individual performance goals align with the strategic vision set by leadership for the sales team? (1 = Not at all, 5 = To a great extent)

How effectively does management communicate and cascade strategic goals down to individual team members? (1 = Not at all, 5 = Very effectively)

Training and Development Impact:

How effective do you find training and development initiatives in enhancing your skills for achieving strategic goals? (1 = Not at all, 5 = Very effectively)

Has participation in training programs positively affected your ability to contribute to the sales team's strategic vision? (1 = Not at all, 5 = To a great extent)

Leadership Communication and Employee Satisfaction:

Rate the effectiveness of leadership communication in developing a positive work environment. (1 = Not at all, 5 = Very effectively)

To what extent do you believe that effective communication from management contributes to overall employee satisfaction? (1 = Not at all, 5 = To a great extent)

Innovation and Adaptability Impact:

How would you rate the organization's ability to adapt to market changes and innovations in the past year? (1 = Very low ability to adapt, 5 = Very high ability to adapt)

To what extent do you feel that strategic leadership encourages and supports innovative ideas? (1 = Not at all, 5 = To a great extent)

Team Collaboration and Company Culture:

How well do you think team collaboration is promoted as part of the company culture influenced by strategic leadership? (1 = Very low promotion of collaboration, 5 = Very high promotion of collaboration)

To what extent does a collaborative culture contribute to achieving sales team strategic objectives? (1 = Not at all, 5 = To a great extent)

Management and Leadership:

How would you rate the effectiveness of current leadership in driving and supporting sales strategies? (1 = Not effective at all, 5 = Extremely effective)

To what extent do you feel that communication from upper management is clear and transparent regarding company goals and strategies? (1 = Not at all clear, 5 = Extremely clear)

How satisfied are you with the current level of support and guidance provided by your immediate supervisor in executing sales strategies? (1 = Very dissatisfied, 5 = Very satisfied)

Do you believe that management actively seeks and values input from employees regarding sales strategies and overall company culture? (Yes/No)

Company Culture:

How would you rate the overall company culture? (1 = Very negative, 5 = Very positive)

To what extent do you feel that your achievements and efforts are recognized and rewarded within the company? (1 = Not at all, 5 = Very much)

How well does the company promote a work-life balance for its employees? (1 = Poorly, 5 = Excellently)

Do you believe there are opportunities for professional growth and development within the company? (Yes/No)

Sales Strategies:

How well-defined do you think the current sales strategies are within the organization? (1 = Not at all defined, 5 = Extremely well-defined)

To what extent do you feel that sales strategies align with customer needs and expectations? (1 = Not at all aligned, 5 = Perfectly aligned)

How satisfied are you with the tools and technology provided for executing sales strategies? (1 = Very dissatisfied, 5 = Very satisfied)

Do you believe that the current sales training programs adequately prepare you for the challenges in the market? (Yes/No)

Overall Satisfaction and Engagement:

On a scale of 1 to 10, how likely are you to recommend this company as a great place to work? (1 = Not likely at all, 5 = Extremely likely)

How satisfied are you with the overall employee experience, including management practices and company culture? (1 = Very dissatisfied, 5 = Very satisfied)

To what extent do you feel engaged and motivated to contribute to the success of the company? (1 = Not at all engaged, 5 = Extremely engaged)

Sales Strategic Vision:

How well do you understand the company's current sales strategic vision in the Belgian market? (1 = Not at all, 5 = Very well)

To what extent do you believe that the company's sales strategy aligns with the specific needs and preferences of customers in Belgium? (1 = Not at all aligned, 5 = Perfectly aligned)

How satisfied are you with the clarity and communication of the company's sales goals and objectives for the Belgian market? (1 = Very dissatisfied, 5 = Very satisfied)

To what extent do you feel empowered and equipped to contribute to the success of the company's sales strategy in Belgium? (1 = Not at all empowered, 5 = Extremely empowered)

Do you believe that the company's sales strategy effectively addresses the competitive landscape in Belgium? (Yes/No)

On a scale of 1 to 10, how confident are you in the successful execution of the company's sales strategy in the Belgian market? (1 = Not confident at all, 10 = Extremely confident)

To what extent do you feel that the company's management in Belgium demonstrates a commitment to employee well-being and work-life balance? (1 = Not at all, 5 = Very much)

Overall Satisfaction and Recommendations:

How satisfied are you overall with your experience working for the company in Belgium, considering both the sales strategy and company culture? (1 = Very dissatisfied, 5 = Very satisfied)

If you could change one thing about the company's approach to sales or company culture in Belgium, what would it be? (Open-ended)

Results of the conducted Survey:

In the pursuit of advancing sales excellence within the Belgian landscape, our research critically examines the role of strategic leadership in shaping the vision and company culture of Milwaukee's effective sales teams. The quantitative phase of our study involved reaching out to 28 individuals actively engaged in sales-related roles across Belgium. We are pleased to report that 20 of these professionals actively responded, providing a valuable and substantial dataset for our analysis.

Q1. From your perspective, what is the primary purpose (doel, but) of the Milwaukee brand?

The survey results reflect diverse perspectives on the primary purpose of the Milwaukee brand. A common thread among the responses is the brand's commitment to innovation, market leadership, and providing solutions to end-users.

Respondents envision Milwaukee as a trusted supplier, developing loyalty among trade professionals (5%), and positioning itself as a one-stop supplier with an unwavering commitment to top-quality products (5%). A recurring theme is the ambition to secure a prominent market position, as evident in responses emphasizing the goal of becoming the number one brand (30%).

Innovation emerges as a cornerstone, with a dedicated focus on disruptive innovation and providing cutting-edge solutions to end-users (20%). The brand's dedication to understanding and meeting the needs of end-users is a recurrent motif, emphasizing a customer-centric approach (25%).

Efficiency and safety are integral aspects of the brand's purpose, with a commitment to creating tools that lead to safer and more efficient job sites (10%). Market expansion and growth are also key considerations, as indicated by responses expressing a desire for rapid growth and market dominance (15%)

Quality and reliability are emphasized, with respondents highlighting the importance of being a reliable partner and producing high-quality products (15%). These aspects contribute to the overarching goal of making Milwaukee the preferred choice for professionals.

The answers underscore Milwaukee's multifaceted purpose, encompassing innovation, market leadership, customer-centricity, and a commitment to quality. The alignment of these themes with the goal of making all existing tools cordless and owning the end-user positions Milwaukee as a dynamic and forward-thinking brand in the power tool industry.

Q2. How well-informed do you feel about the strategic vision and long-term goals of the company in Belgium?

Approximately 5% of respondents expressed that they find the information unclear (Score 1), while a notable 30% provided a score of 2, indicating that they consider the information somewhat clear. A larger segment, comprising 35% of respondents, rated their understanding at 3, suggesting a moderate level of clarity. Additionally, 30% of participants felt very clear about the strategic vision and long-term goals, assigning a score of 4.

It is noteworthy that none of the respondents gave the highest score possible (Score 5), indicating an exceptionally clear understanding. While the majority falls within the moderately to very clear categories, the presence of responses in the somewhat clear category emphasizes the importance of refining communication strategies. Addressing the concerns raised by those who find the information somewhat clear may contribute to an overall enhancement of employee understanding and alignment with the company's vision. These insights provide valuable feedback for the company to fine-tune its internal communication approaches and ensure that employees across the board feel well-informed about the strategic direction and long-term goals in Belgium.

Q3. In your opinion, what is the overall strategic vision and what are the long-term goals of the company in Belgium?

The survey responses reflect diverse perspectives on the overall strategic vision and long-term goals of the company in Belgium. The following themes emerged based on the provided answers, with percentages representing the frequency of each theme:

Market Share and Product Focus (40%):

A significant portion of respondents (40%) emphasized gaining market share, increasing turnover, and focusing on specific product categories, indicating a strategic focus on product penetration and revenue growth.

Brand Leadership (30%):

Thirty percent of respondents expressed the aspiration to become the number one brand and market leader in various categories, underscoring the importance of brand dominance and leadership in the company's strategic vision.

Customer-Centric Approach (15%):

Fifteen percent of respondents highlighted the importance of offering a full package, best service, and improving products to meet the needs of professional end-users. This suggests a customer-centric approach to business strategy.

Innovation and Employee Investment (10%):

Ten percent of respondents indicated a commitment to innovation and investing in employees for long-term success, suggesting a focus on staying competitive through continuous improvement and workforce development.

Growth and Expansion (20%):

Twenty percent of respondents expressed a desire for growth in various categories, trades, and overall market expansion, indicating a strategic vision of reaching new markets and customer segments.

Relationship Building (10%):

Ten percent of respondents emphasized building strong relationships, leveraging them for sales, and becoming the number one brand. This suggests a focus on partnerships and collaborative approaches to market leadership.

Brand Awareness (10%):

Ten percent of respondents mentioned gaining extra brand awareness, indicating a recognition of the importance of brand visibility in the market.

These percentages provide a quantitative breakdown of the prevalent themes in respondents' perceptions of the company's strategic vision and long-term goals in Belgium. The diverse perspectives highlight a comprehensive approach to achieving market dominance, encompassing market share growth, brand leadership, customer-centricity, innovation, employee investment, and strategic expansion.

Q4. How clear are the goals and priorities of the sales team in alignment with the broader company strategy?

No participants rated the alignment as "unclear" (Score 1). Fifteen percent of respondents expressed a moderate level of clarity (Score 2), while 20% considered the alignment moderately clear (Score 3). A substantial 50% of participants indicated a high level of clarity (Score 4), demonstrating a robust understanding of how the sales team's goals align with the broader company strategy. Additionally, 15% perceived the alignment exceptionally clearly (Score 5).

These results collectively suggest that, according to the surveyed individuals, there is a prevailing sense of clarity regarding the goals and priorities of the sales team in alignment with the broader company strategy. The absence of responses indicating complete lack of clarity and the significant proportion expressing high or exceptional clarity underscore a positive alignment between the sales team's objectives and the overarching organizational strategy.

Q5. To what extent do you believe the sales team collaborates with other departments to achieve company-wide objectives in Belgium?

Approximately 15% of respondents perceive collaboration at a minimal level (Score 1), while a significant 35% believe in limited collaboration (Score 2), suggesting room for improvement in developing inter-departmental cooperation. A quarter of participants (25%) see collaboration at a moderate level (Score 3), and 20% perceive substantial collaboration (Score 4). A smaller percentage, 5%, believes in extensive collaboration (Score 5).

The majority of responses (60%) fall within the range of limited to substantial collaboration, indicating a mixed perception of the current level of collaboration between the sales team and other departments. Addressing concerns related to limited collaboration may contribute to enhancing overall cooperation and alignment with company-wide objectives in Belgium.

Q6. In your opinion, what are the key goals and priorities of the sales team?

The survey responses provide a comprehensive view of the perceived key goals and priorities of the sales team in Belgium. Participants were asked to articulate their opinions on the matter. The themes emerging from the responses are diverse:

Approximately 15% of participants, underscore the importance of strategic planning and execution. This involves creating clear account plans, executing them effectively, and maintaining a focus on growth in revenue and margin. The strategic partnership and acquiring new customers are also emphasized in this context.

Another 15% of responses, emphasize the role of the sales team in developing market presence, promoting the brand, gaining market share, and creating brand awareness. This theme centers around the team's efforts to support dealers and ensure effective brand promotion.

The largest segment, constituting 40% of responses, unequivocally focuses on sales and revenue generation. Priorities include achieving targets, selling as much as possible, creating demand, and sustaining/growing current business.

Approximately 20% of responses highlight the significance of customer focus and support. This involves providing the best service, supporting dealers, focusing on end-users, and creating value through optimized partnerships and guided sales.

A smaller segment, accounting for 10% of responses, emphasizes the importance of teamwork, achieving targets collectively, and increasing sales and market share through collaborative efforts.

Lastly, 10% of responses underscore the necessity of continuous improvement through training and tools, ensuring that the sales team is well-equipped with the knowledge needed to outperform the competition.

The key goals and priorities of the sales team in Belgium, as perceived by respondents, encompass strategic planning, market presence, sales and revenue generation, customer focus, team collaboration, and continuous improvement through training and tools.

Q7 Describe the current culture within the sales team in terms of collaboration, communication, and teamwork.

Approximately 80% of respondents view the current culture within the sales team as moderately to exceptionally collaborative. Thirty percent indicate a moderate level of collaboration (Score 3), 35% perceive a very collaborative culture (Score 4), and 15% describe it as exceptionally collaborative (Score 5).

While 20% of respondents provided scores indicating lower collaboration (Score 1 and 2), the majority holds a positive view of the current culture, emphasizing a collaborative environment within the sales team.

Q8 To what extent are the company's core values integrated into the daily operations and decision-making of the sales team in Belgium?

Approximately 42% of respondents perceive a moderate level of integration (Score 3), while a significant portion, 43%, see a high to exceptionally high integration (Score 4 and 5). This suggests a positive overall trend, with a substantial proportion of participants acknowledging a meaningful alignment of the sales team with the company's core values in their daily activities.

However, 15% of respondents provided scores indicating lower integration (Score 1 and 2), signaling a potential area for improvement in fully embedding the company's core values into the daily operations and decision-making processes of the sales team.

Q9 How satisfied are you with initiatives supporting your professional development and growth within the sales team in Belgium?

Approximately 55% of respondents express moderate to exceptionally high satisfaction (Score 3 to 5), indicating an overall positive trend. This suggests that a significant portion of participants is content with the initiatives in place to support their professional development and growth within the sales team.

However, 15% of respondents provided scores indicating lower satisfaction (Score 1 and 2), signaling potential areas for improvement in certain aspects of these initiatives.

Q10 How effective are feedback mechanisms within the sales team for improving team dynamics and performance in Belgium?

Approximately 65% of respondents express moderate to high effectiveness (Score 3 to 4), indicating a generally positive trend in the perceived impact of feedback mechanisms on team dynamics and performance within the sales team.

35% of respondents provided scores indicating lower effectiveness (Score 1 and 2), highlighting potential areas for improvement in feedback mechanisms.

Q11 To what extent do you feel recognized and rewarded for outstanding performance within the sales team in Belgium?

Approximately 50% of respondents express a moderate to very high extent of recognition (Score 3 to 5), indicating a positive trend in acknowledgment and reward for outstanding performance. However, 35% perceive a limited extent (Score 2), and 15% feel the recognition is at a low extent (Score 1).

Q12 Rate the impact of strategic leadership on the growth of sales revenue in the past year.

Approximately 55% of respondents perceive a moderate to very high impact (Score 3 to 5), indicating a positive trend in the perceived influence of strategic leadership on sales revenue growth. However, 25% see a limited to low impact (Score 1 to 2), suggesting potential areas for improvement in the alignment of leadership strategies with sales revenue goals.

Q13 To what extent do you believe the strategic vision set by management has contributed to the achievement of sales targets?

Approximately 50% of respondents believe in a moderate to high extent of contribution (Score 3 to 4), indicating a positive trend in the impact of the strategic vision on achieving sales targets. However, 30% perceive a limited contribution (Score 2), and 20% feel the contribution is at a low extent (Score 1).

Q14 Rate the level of dealer satisfaction with our support over the last 12 months

Approximately 50% of respondents believe in a moderate to high extent of contribution (Score 3 to 4), suggesting a positive impact of the strategic vision on achieving sales targets. However, 30% perceive a limited contribution (Score 2), and 20% feel the contribution is at a low extent (Score 1).

Q15 To what extent do you believe that strategic decisions made by management have positively influenced customer satisfaction levels?

Approximately 45% of respondents believe in a moderate to high extent of positive influence (Score 3 to 5), indicating a positive trend in the perceived impact of strategic decisions on customer satisfaction. However, 25% perceive a limited positive influence (Score 2), and 30% feel the positive influence is at a moderate extent (Score 1).

Q16 How satisfied are you with your current level of engagement in the sales team's strategic activities?

Approximately 50% of respondents express a moderate to high level of satisfaction (Score 3 to 4), indicating a positive trend in their engagement with the sales team's strategic activities. However, 20% report a limited satisfaction (Score 2), and 30% feel the satisfaction is at a moderate extent (Score 1).

Q17 To what extent does the company culture, influenced by strategic leadership, contribute to your overall job satisfaction?

Approximately 55% of respondents believe in a moderate to high extent of contribution (Score 3 to 5), indicating a positive trend in the perceived impact of company culture on overall job satisfaction. However, 20% perceive a limited contribution (Score 2), and 25% feel the contribution is at a moderate extent (Score 1).

Q18 To what degree do your individual performance goals align with the strategic vision set by leadership for the sales team?

Approximately 65% of respondents believe in a moderate to high degree of alignment (Score 3 to 5), indicating a positive trend in the perceived connection between individual performance goals and the strategic vision. However, 15% perceive a limited alignment (Score 2), and 20% feel the alignment is at a moderate extent (Score 1).

Q19 How effectively does management communicate and cascade strategic goals down to individual team members?

Approximately 50% of respondents perceive a limited to moderate effectiveness (Score 1 to 3), suggesting potential areas for improvement in the communication and cascading of strategic goals. However, 30% believe in a high degree of effectiveness (Score 4).

Q20 How effective do you find training and development initiatives in enhancing your skills for achieving strategic goals?

Approximately 50% of respondents find training and development initiatives to be moderately to highly effective (Score 3 to 5), indicating a positive trend in the perceived impact of these initiatives on skill enhancement for achieving strategic goals. However, 20% perceive a limited effectiveness (Score 2), and 30% find the effectiveness to be at a lower extent (Score 1).

Q21 Has participation in training programs positively affected your ability to contribute to the sales team's strategic vision?

Approximately 40% of respondents believe that participation in training programs has moderately to highly positively affected their ability to contribute to the sales team's strategic vision (Score 3 to 4), indicating a positive trend. However, 30% perceive a limited positive impact (Score 2), and 30% feel the impact is at a lower extent (Score 1).

Q22. Rate the effectiveness of leadership communication in developing a positive work environment.

Approximately 45% of respondents rate leadership communication as moderately to highly effective (Score 3 to 5), indicating a positive trend in the perceived impact of communication on developing a positive work environment. However, 20% perceive a limited effectiveness (Score 2), and 35% find the effectiveness to be at a lower extent (Score 1).

Q23. To what extent do you believe that effective communication from management contributes to overall employee satisfaction?

Approximately 60% of respondents believe that effective communication from management contributes moderately to highly to overall employee satisfaction (Score 3 to 5), indicating a positive trend. However, 20% perceive a limited contribution (Score 2), and 20% feel the contribution is at a lower extent (Score 1).

Q24. How would you rate the organization's ability to adapt to market changes and innovations in the past year?

Approximately 40% of respondents rate the organization's ability as moderate to highly effective (Score 3 to 5), suggesting a positive trend in its adaptive capabilities. However, 20% perceive a limited ability (Score 2), and 40% feel the ability is at a moderate extent (Score 1).

Q25 To what extent do you feel that strategic leadership encourages and supports innovative ideas?

Approximately 70% of respondents feel that strategic leadership moderately to highly encourages and supports innovative ideas (Score 3 to 5), indicating a favorable trend. However, 15% perceive a limited level of encouragement and support (Score 2), and 15% feel it is at a moderate extent (Score 1).

These findings suggest that strategic leadership is generally effective in developing an environment that encourages and supports innovative thinking.

Q26 How well do you think team collaboration is promoted as part of the company culture influenced by strategic leadership?

Approximately 40% of respondents feel that team collaboration is moderately to highly promoted as part of the company culture influenced by strategic leadership (Score 3 to 5), indicating a positive trend. However, 20% perceive a limited promotion of collaboration (Score 2), and 40% feel it is at a moderate extent (Score 1).

Q27 To what extent does a collaborative culture contribute to achieving sales team strategic objectives?

Approximately 70% of respondents believe that a collaborative culture contributes moderately to highly to achieving sales team strategic objectives (Score 3 to 5), indicating a favorable trend. However, 15% perceive a limited contribution (Score 2), and 15% feel it is at a moderate extent (Score 1).

These findings suggest that a collaborative culture is generally viewed as beneficial in contributing to the attainment of sales team strategic objectives.

Q28 How would you rate the effectiveness of current leadership in driving and supporting sales strategies?

Approximately 40% of respondents rate the effectiveness of current leadership as moderately to highly effective (Score 3 to 5), indicating a positive trend. However, 30% perceive a limited effectiveness (Score 2), and 30% feel the effectiveness is at a moderate extent (Score 1).

These findings suggest potential opportunities for leadership to further enhance its effectiveness in driving and supporting sales strategies.

Q29 To what extent do you feel that communication from upper management is clear and transparent regarding company goals and strategies?

Approximately 35% of respondents feel that communication from upper management is moderately to highly clear and transparent (Score 3 to 5), indicating a positive trend. However, 25% perceive a limited clarity and transparency (Score 2), and 40% feel it is at a moderate extent (Score 1).

Q30 How satisfied are you with the current level of support and guidance provided by your immediate supervisor in executing sales strategies?

Approximately 40% of respondents express moderately to highly satisfaction (Score 3 to 5), suggesting a positive trend in their satisfaction with the support and guidance from immediate supervisors. However, 30% report a limited satisfaction (Score 2), and 30% feel satisfaction is at a lower extent (Score 1).

Q31 Do you believe that management actively seeks and values input from employees regarding sales strategies and overall company culture?

Approximately 60% of respondents believe that management actively seeks and values employee input (Yes responses), indicating a positive perception. However, 25% express a belief that management does not actively seek and value input (No responses), suggesting areas for potential improvement.

The response "Yes, No" suggests a nuanced or uncertain perspective from one respondent.

Q32 How would you rate the overall company culture?

Approximately 40% of respondents rate the overall company culture as moderately to very positive (Score 3 to 5), indicating a generally favorable perception. However, 25% express a more neutral stance, providing a rating of 3, and 35% rate the culture at a lower extent (Score 1 to 2).

Q33 To what extent do you feel that your achievements and efforts are recognized and rewarded within the company?

Approximately 40% of respondents feel that their achievements and efforts are moderately to highly recognized and rewarded (Score 3 to 5), indicating a positive trend. However, 30% express a more neutral stance, providing a rating of 3, and 30% feel recognition and reward are at a lower extent (Score 1 to 2).

Q34 How well does the company promote a work-life balance for its employees?

Approximately 35% of respondents feel that the company moderately to highly promotes a work-life balance (Score 3 to 5). 30% express a more neutral stance, providing a rating of 3, and 35% feel the promotion of work-life balance is at a lower extent (Score 1 to 2).

Q35 Do you believe there are opportunities for professional growth and development within the company?

Approximately 90% of respondents believe that there are opportunities for professional growth and development (Yes responses), indicating a strong positive perception. However, a small fraction of respondents (10%) provided responses that include both "Yes" and "No," suggesting a nuanced or uncertain perspective from a few individuals.

Q36 How well-defined do you think the current sales strategies are within the organization?

Approximately 35% of respondents believe that the current sales strategies are moderately to very well-defined (Score 3 to 5), indicating a positive trend. However, 20% express a more neutral stance, providing a rating of 3, and 45% feel the sales strategies are not well-defined (Score 1 to 2).

Q37 To what extent do you feel that sales strategies align with customer needs and expectations?

Approximately 25% of respondents feel that sales strategies moderately to highly align with customer needs and expectations (Score 3 to 5), suggesting a positive trend. However, 55% express a more neutral stance, providing a rating of 3, and 20% feel the alignment with customer needs and expectations is at a lower extent (Score 1 to 2).

Q38 How satisfied are you with the tools and technology provided for executing sales strategies?

Approximately 30% of respondents express moderately to very high satisfaction (Score 4 to 5), indicating a positive trend. However, 25% provide a more neutral stance with a rating of 3, and 45% feel satisfaction is at a lower extent (Score 1 to 2).

Q39 Do you believe that the current sales training programs adequately prepare you for the challenges in the market?

Approximately 45% of respondents believe that the current sales training programs adequately prepare them for market challenges (Yes responses), indicating a positive perception. However, 55% expressed a belief that the training programs do not adequately prepare them (No responses).

Q40 On a scale of 1 to 10, how likely are you to recommend this company as a great place to work?

Approximately 30% of respondents provided a high likelihood of recommendation with scores ranging from 8 to 10. However, 40% of respondents gave scores between 5 and 7, and 30% gave lower scores below 5.

These findings suggest a mixed sentiment among respondents regarding their likelihood of recommending the company as a great place to work.

Q41 How satisfied are you with the overall employee experience, including management practices and company culture?

Approximately 30% of respondents express moderately to very high satisfaction (Score 4 to 5), suggesting a positive trend. However, 25% provide a more neutral stance with a rating of 3, and 45% feel satisfaction is at a lower extent (Score 1 to 2).

Q42 To what extent do you feel engaged and motivated to contribute to the success of the company?

Approximately 75% of respondents express very high engagement and motivation, providing scores of 4 or 5. The remaining 25% provide a slightly lower score of 3.

These findings suggest a positive trend in terms of employees feeling engaged and motivated to contribute to the success of the company.

Q43 How well do you understand the company's current sales strategic vision in the Belgian market?

Approximately 35% of respondents express moderately to very high understanding, providing scores of 4 or 5. However, 25% provide a neutral score of 3, and 40% feel the understanding is at a lower extent (Score 1 to 2).

Q44 To what extent do you believe that the company's sales strategy aligns with the specific needs and preferences of customers in Belgium?

Approximately 30% of respondents express moderately to very high belief in alignment, providing scores of 4 or 5. However, 20% provide a neutral score of 3, and 50% feel the alignment is at a lower extent (Score 1 to 2).

Q45 How satisfied are you with the clarity and communication of the company's sales goals and objectives for the Belgian market?

The survey results suggest varied levels of satisfaction with the clarity and communication of the company's sales goals and objectives for the Belgian market, rated on a scale from 1 (low satisfaction) to 5 (high satisfaction).

Approximately 15% of respondents express moderately to very high satisfaction, providing scores of 3 or 4. However, 40% provide a neutral score of 2, and 45% feel satisfaction is at a lower extent (Score 1).

Q46 To what extent do you feel empowered and equipped to contribute to the success of the company's sales strategy in Belgium?

The survey results suggest mixed perceptions regarding the extent to which respondents feel empowered and equipped to contribute to the success of the company's sales strategy in Belgium, rated on a scale from 1 (low empowerment) to 5 (high empowerment).

Approximately 25% of respondents express moderately to very high empowerment, providing scores of 3 or 4. However, 35% provide a neutral score of 3, and 40% feel empowerment is at a lower extent (Score 2).

Q47 Do you believe that the company's sales strategy effectively addresses the competitive landscape in Belgium?

Approximately 90% of respondents believe that the company's sales strategy effectively addresses the competitive landscape, as they provided "Yes" responses. However, 10% expressed some ambiguity or uncertainty by choosing "Yes, No."

Q48 On a scale of 1 to 10, how confident are you in the successful execution of the company's sales strategy in the Belgian market?

Approximately 15% of respondents express moderately to very high confidence, providing scores of 8, 9, or 10. However, 60% provide scores between 5 and 7, indicating a more neutral stance. Additionally, 25% express lower confidence with scores below 5.

Q49 To what extent do you feel that the company's management in Belgium demonstrates a commitment to employee well-being and work-life balance?

Approximately 15% of respondents express moderately to very high satisfaction, providing scores of 4 or 5. However, 40% provide a neutral score of 3, and 45% feel satisfaction is at a lower extent (Scores 1 to 2). These findings suggest potential opportunities for the organization to assess and potentially enhance its efforts to demonstrate a commitment to employee well-being and work-life balance.

Q50 How satisfied are you overall with your experience working for the company in Belgium, considering both the sales strategy and company culture?

Approximately 65% of respondents express moderately to very high satisfaction, providing scores of 4 or 5. However, 30% provide a neutral score of 3, and 5% feel satisfaction is at a lower extent (Score 1 to 2).

Q51 If you could change one thing about the company's approach to sales or company culture in Belgium, what would it be?

Here are some clustered insights and valuable points highlighted from the responses:

1. Customer-Centric Focus:

Shift away from a cash cow mentality.
Understand clients and their end users.

2. Communication and Collaboration:

Improve communication between different departments.
Develop collaboration between teams.
Enhance communication between Belgium and Holland.

3. Clear Strategy and Planning:

Provide clear future goals and strategies.
Offer a yearly roadmap and monthly overviews for better planning.

4. Employee Satisfaction and Recognition:

Focus on employee satisfaction.
Recognize and reward outstanding performance.

5. Training and Development:

Invest in training and knowledge.
Ensure sales training programs adequately prepare employees.

6. Service Quality and Support:

Enhance overall service quality, including e-service.
Listen to frontline employees and provide support for service excellence.
Provide more in-field support and less administrative burden.

7. Equality and Employee Well-being:

Promote equality in the workplace.
Focus on employee well-being and work-life balance.

8. Innovative Thinking:

Encourage thinking outside the box in terms of sales and events.
Support innovative ideas.

9. Recruitment and Workforce Stability:

Recruit colleagues to stabilize the workforce structure.
Adapt to changes introduced by new leadership.

10. Tailoring Approach to Trades:

- Tailor the approach to specific trades.
- Listen more to the needs of different trades.

11. Clarity and Transparency:

- Communicate upcoming promotions and plans in advance.
- Provide clear strategy defined by management and marketing.

ANNEX 2: Qualitative interviews

Qualitative interviews were conducted with a diverse group of eight team members, each occupying pivotal roles within the organization. Among those interviewed key insights were gathered from Bruno de Loof, Jean-François, and Illias Malehou, all of whom hold positions as Key Account Managers within the company. Gregory Malfeyt shared his perspectives as the Sales Manager for AHS, while Dennis Funke provided valuable input in his capacity as Sales Manager for PPE. Julien Gérard, the Business Development Manager for Plumbing, Thierry Carlier, an Account Manager specializing in OPE and Stefaan Deruyck an Account Manager PT contributed their expertise as well. These interviews proved instrumental in gaining comprehensive insights into various facets of the team's operations, offering valuable perspectives on their respective areas of focus and expertise. Interviews have been conducted in various languages, including English, French, and Dutch. The initial interview proved lengthy due to an abundance of technical questions. Consequently, the interview structure transitioned towards fewer inquiries, focusing on simpler, more easily comprehensible questions.

2.1 interview Bruno De Loof – Key Account Manager (Translated from Dutch to English)

Strategic Vision:

Could you articulate the company's overall strategic vision and long-term goals? *The strategy focuses on innovation and upgrading existing tools. Ensuring strong presence at the largest sales points in Belgium to expand our product range there. Focus on cordless products. Job Site Solutions is also a strategy, targeting end-users. Trades are increasingly utilized to highlight our specialization in areas such as plumbing and industry. Expanding the structure/hierarchy. Shared focus on people. Training sales and product-specific skills.*

How well do you think the sales team's objectives align with the broader company strategy? *The objectives are challenging but achievable given the current market share (20% annual growth).*

Understanding Goals: What do you consider to be the sales team's most important goals and priorities? *Collaboration. Cohesion between categories and trades. Utilization of structure. Not solely achieving sales targets.*

Single-use of CRM. Objectives must be achieved through planning, at least 2 to 3 quarters in advance. Communication with marketing is crucial.

How are these goals communicated to and understood by team members? *Through yearly KPIs. Ideally, there should also be quarterly goals. Reviewing quarterly and ensuring communication flows well across departments and trades.*

Alignment with Market Trends: How does the sales team adapt to and align with market trends in the Belgian market? *Market knowledge by being present enough at our dealers/customers.*

Could you provide an example of a strategy change or adjustment made by the sales team in response to market changes? *A customer indicated increased demand for Personal Protective Equipment. Consequently, we temporarily shifted focus to this category to expand our offerings.*

Collaboration with Other Departments: In what ways does the sales team collaborate with other departments to achieve company-wide objectives? *Currently, they don't collaborate much. Everyone focuses on their own goals.*

Can you share an example of successful collaboration between departments that contributed to the company's strategic goals? *Implementing accessories at Lecot. Numerous meetings between the Country Manager and Manager AHS resulted in a proposal that expanded our offerings in 80 Lecot stores.*

Company Culture: How would you describe the culture within the sales team regarding collaboration, communication, and teamwork? [There's frustration due to limited communication but potential for better teamwork exists.](#)

What steps are being taken to promote a positive and inclusive team culture? [Limited to only half-year and year events. I believe we need better organizational structure to maintain a positive atmosphere in the company.](#)

Alignment of Values: How are the company's core values integrated into the daily work and decision-making of the sales team? [Exceptional people, hardworking in a challenging industry. Constant innovation. Strong in event execution and branding.](#)

Could you provide examples of how these values are demonstrated within the team? [Hosting events like the 100-year tours.](#)

Employee development initiatives: What initiatives has the company undertaken to support the professional development and growth of sales team members? [Good habits subscription, restructuring the large team into smaller ones for better focus on people, TTI Learn, Yearth courses.](#)

How does the sales team contribute to the overall learning culture within the company? [Currently, the sales team doesn't contribute much to the learning culture. Some individuals share their knowledge, but there's room for improvement.](#)

Feedback Mechanisms: How is feedback collected within the sales team and how is it used to improve team dynamics and performance? [Currently, team members often perceive feedback as criticism rather than constructive feedback.](#)

Can you share an example of a time when feedback led to a positive change in approach or team culture? [No.](#)

Recognition and Rewards: How does the company recognize and reward outstanding performance within the sales team? [With bonuses and mentions.](#)

In your opinion, how does this recognition affect motivation and morale? [Personally, it positively impacts my morale and contributes to a positive mindset.](#)

Adaptability to Cultural Differences: How does the sales team adapt its strategies to accommodate cultural nuances in the Belgian market? [We don't adjust strategies on a personal level; everyone is treated equally. We do consider language differences in various regions.](#)

Can you share an example of how cultural awareness has influenced the team's sales approach? [No.](#)

Objective 2: Research on the impact of strategic leadership on the strategic vision of the sales team and company culture in Belgium

Leadership and Vision: How do you define strategic leadership and what role do you think it plays in shaping the strategic vision of a sales team? [Setting goals, communicating how we'll achieve them. Decision-making. It should be adaptable/dynamic, goal-oriented, communicative, and willing to make decisions.](#)

Can you share an example from your experience where strategic leadership had a positive influence on the long-term vision and goals of a sales team? [Removing negative elements can only benefit your strategy. Unpopular decisions can also contribute to the right strategy, such as canceling a large promotion.](#)

Alignment of Leadership with Company Culture: How do you ensure that your leadership style aligns with and improves the existing company culture, especially in a multicultural context like Belgium? [Treating everyone equally, without favoritism. Showing respect and care to everyone, regardless of background.](#)

Share an example of how you successfully integrated strategic leadership principles into the culture of a company in your previous role? [As an account manager, I involved Field Marketing Executives in everything I did, proactively engaging them in my strategy.](#)

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? [I have quarterly meetings with my team to review the previous quarter and focus on the new one.](#)

How do you promote collaboration between the sales team and other departments in an interdisciplinary setting to achieve strategic goals? [Encourage mandatory collaboration. However, some feel they contribute more than others. Ideally, all categories should plan together.](#)

Adaptability and Innovation: How do you encourage a culture of adaptability and innovation within the sales team to respond to changing market dynamics in Belgium? [Overall, the sales team is adept at handling change. For example, if sales are slow, team members adjust their plans by organizing additional sales events.](#)

Share an example of a time when you led your team through a period of significant change and how this impacted both the team's vision and company culture. [No answer.](#)

Key Performance Indicators (KPIs) and Measurement: How do you establish and measure key performance indicators that reflect the success of the sales team's strategic vision? [Seeing development in team members' work methods. Utilizing constructive feedback. Determining through collaboration.](#)

Learning and Development: How do you prioritize and facilitate continuous learning and development within the sales team to support the execution of the strategic vision? [By assigning training on, for example, good habits, presentation techniques, Excel.](#)

Share an example of a successful learning and development initiative you implemented to enhance the team's capabilities? [Developing presentation techniques and self-confidence, encouraging collaboration with other teams, and emphasizing self-development for the future as a team lead.](#)

2.2 Interview Jean-François La Rocca – Key Account Manager (Translated from French to English)

Objective 1: Identify and analyze the existing strategic vision of the sales team and company culture in Belgium

Strategic Vision: Can you formulate the overall strategic vision and long-term goals of the company? [To become the number 1 distributor of Power Tools on battery. Providing professional tools to professional users through a network of professional resellers.](#)

Understanding Objectives: What do you consider to be the main objectives and priorities of the sales team? [To develop and manage/control the reseller network.](#)

Alignment with Market Trends: How does the sales team adapt to and align with market trends in Belgium? [It adapts and innovates creatively by creating demand, often leading us to set the trends.](#)

Collaboration with Other Departments: In what ways does the sales team collaborate with other departments to achieve company objectives? [It strives to implement all campaigns developed by marketing, for example, while providing feedback to internal departments.](#)

Company Culture: How would you describe the culture within the sales team in terms of collaboration, communication, and teamwork? *There's very good collaboration and teamwork, which is one of our strengths in the market. Communication is good but could still be improved, although it's not easy given the dynamic environment we operate in.*

Alignment with Values: How are the company's core values integrated into the daily activities and decision-making of the sales team? *If by values you mean self-reliance, we are very strong. However, I find that the company's values are not well known and rather theoretical. I feel that the values the company advocates for, such as being focused on individuals, are illusions.*

Feedback Mechanisms: How is feedback collected within the sales team, and how is it used to improve team dynamics and performance? *Feedback is collected directly by managers through meetings or trackers. Depending on the feedback, activities are either repeated, removed, or improved. I feel listened to.*

Recognition and Rewards: How does the company recognize outstanding performance within the sales team? *Apart from a thank you and verbal recognition, not much follows.*

Objective 2: Examine the impact of strategic leadership on the strategic vision of the sales team and company culture in Belgium.

Leadership and Vision: How do you define strategic leadership, and what role do you think it plays in shaping the strategic vision of a sales team? *Communicating the strategy clearly and ensuring it is implemented within the team. The company could improve mainly on communication. The role is very important because it's through strategic leadership that we communicate the goal and the desire to achieve it.*

Alignment of Leadership with Company Culture: How do you ensure that your leadership style is aligned with and strengthens the existing company culture, especially in a multicultural context like Belgium? *To achieve this, you need to spend time with people. Accepting differences to understand how they operate.*

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? *By always being positive and explaining things well. By showing the benefits sought for the company.*

Adaptability and Innovation: How do you encourage a culture of adaptability and innovation within the sales team to respond to changing dynamics in the Belgian market? *I make them understand that it's not by following others that we come first.*

Learning and Development: How do you prioritize and facilitate continuous learning and development within the sales team to support the implementation of the strategic vision? *I try to share my experiences as much as possible, but also success stories and sharing in general.*

2.3 interview Gregory Maelfeyt – Sales Manager Accessories, Handtools and Storage (Translated from Dutch to English)

Objective 1: Identify and analyze the existing strategic vision of the sales team and company culture in Belgium.

Strategic Vision: Can you articulate the overall strategic vision and long-term goals of the company? *Quality & sustainable products: including innovation of new products such as Forge Batteries. Expanded Product Assortment: New NPIs in all Core Verticals. Focus on end-user needs: JSS Plan Brand loyalty: Seldis Story.*

Understanding Objectives: What do you believe are the main objectives and priorities of the sales team? Closing sales, Market penetration in all categories, transferring product knowledge & customer satisfaction, Building long-term relationships with dealers, Teamwork among different teams
Alignment with Market Trends:

How does the sales team adapt to and align with market trends in the Belgian market? Market analysis, e.g., competitor analysis Benchmarking: Focused on product level: What are our strengths? Customer feedback. Collaboration with Other Departments:

In what ways does the sales team collaborate with other departments to achieve company-wide objectives? Monthly Cluster meetings, Duo visits together with the customer, Daily phone calls to exchange information. Hopefully in the future, CRM and transparent reporting systems

Company Culture: How would you describe the culture within the sales team in terms of collaboration, communication, and teamwork? Collaboration, communication, teamwork should be part of the Milwaukee Culture & DNA, but there's still much room for improvement.

Alignment with Values: How are the core values of the company integrated into the daily activities and decision-making of the sales team? Could not answer.

Feedback Mechanisms: How is feedback collected within the sales team, and how is it used to improve team dynamics and performance? Currently only through the Weekly Sales teams together with Sales Managers, who then provide feedback to the Country Sales Manager

Recognition and Rewards: How does the company recognize outstanding performance within the sales team? Currently only through annual KPIs and annual discussions to see if someone qualifies for promotion.

Objective 2: Investigate the impact of strategic leadership on the strategic vision of the sales team and company culture in Belgium.

Leadership and Vision: How do you define strategic leadership, and what role do you think it plays in shaping the strategic vision of a sales team? Providing a convincing vision for the sales team, indicating where they want to go and what they want to achieve. By giving a clear direction and purpose, leaders inspire team members and unite them around common goals, promoting alignment and engagement. Go with the Flow: Leaders must adapt to changes in the market and be able to adjust quickly. Fully utilizing team members, trying to maximize potential.

Alignment of Leadership with Company Culture: How do you ensure that your leadership style aligns with and strengthens the existing company culture, especially in a multicultural context like Belgium? Embrace cultural differences as strengths rather than obstacles and create an inclusive environment where everyone feels valued and respected. In summary: Acknowledge & Value these differences. Ensure that your leadership style aligns with the company's core values and principles. Directness & clarity in communication with respect to your team

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? By Developing a clear and compelling story that articulates the company's strategic vision in a way that resonates with the sales team. Emphasize the purpose, values, and long-term goals of the organization and highlight the impact of their work on achieving these goals. Two-way communication: Open dialogue, feedback, etc.

Adaptability and Innovation: How do you encourage a culture of adaptability and innovation within the sales team to respond to changing market dynamics in Belgium? Lead by example, Open

communication, empower team members to make autonomous decisions, Acknowledge & Reward innovative thinking.

2.4 Interview Julien Gérard – Business Development Manager Plumbing (Translated from Dutch to English)

Objective 1: Identify and analyze the existing strategic vision of the sales team and company culture in Belgium.

Strategic Vision: Could you articulate the overall strategic vision and long-term goals of the company? **Moving from being the third to the top spot, selling aggressively. Clear goal of revenue growth, but lacking clarity on how and with what strategy.**

Understanding Goals: What do you believe are the key goals and priorities of the sales team? **Their sole objective is achieving sales targets.**

Alignment with Market Trends: How does the sales team adapt to and align with market trends in the Belgian market? **They maintain a flexible mindset and are quick to respond to market changes.**

Collaboration with Other Departments: In what ways does the sales team collaborate with other departments to achieve company-wide objectives? **Internal collaboration within the sales team is challenging. Some view collaboration as a threat. Finance department has slow response times unless multiple reminders are sent. Marketing is not proactive.**

Company Culture: How would you describe the culture within the sales team in terms of collaboration, communication, and teamwork? **Communication is open and smooth. Sales team culture is positive but individualistic. Everyone is focused on their own goals without a strong sense of teamwork.**

Alignment with Values: How are the company's core values integrated into the daily operations and decision-making of the sales team? **Unclear about the company's core values. There's a desire to be a market disruptor, but the exact meaning is unknown.**

Feedback Mechanisms: How is feedback collected within the sales team, and how is it used to improve team dynamics and performance? **Limited feedback due to difficulties in using CRM systems.**

Recognition and Rewards: How does the company recognize excellent performance within the sales team? **Little emphasis on recognizing positive results. Occasional pat on the back.**

Objective 2: Investigate the impact of strategic leadership on the strategic vision of the sales team and company culture in Belgium.

Leadership and Vision: How do you define strategic leadership, and what role do you think it plays in shaping the strategic vision of a sales team? **There's a framework providing necessary tools for the sales team, but there's a lack of clear strategy and vision. There's a sense of selling as much as possible without much concern for how or to whom. This develops competition among account managers.**

Alignment of Leadership with Company Culture: How do you ensure that your leadership style aligns with and strengthens the existing company culture, especially in a multicultural context like Belgium? **I try to be more empathetic and complement my colleagues, but in a company focused heavily on revenue, this is challenging. I strive to show interest and empathy.**

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? **Communication mainly occurs during meetings. We aim to cultivate a culture of quick response. The vision for my category mainly focused on expanding products with existing customers and expanding the network.**

Adaptability and Innovation: How do you encourage a culture of adaptability and innovation within the sales team to respond to changing market dynamics in Belgium? [We try to keep people sharp and develop a mindset where people actively seek opportunities.](#)

Learning and Development: How do you prioritize and facilitate continuous learning and development within the sales team to support the execution of the strategic vision? [This is not actively pursued except for sharing tips and tricks during joint customer meetings.](#)

2.5 Interview Stefaan Deruyck – Account Manager Power Tools (Translated from Dutch to English)

Objective 1: Identify and analyze the existing strategic vision of the sales team and the company culture in Belgium.

Strategic Vision: Can you articulate the overall strategic vision and long-term goals of the company? [Succinctly put, the goals are to meet budget targets and achieve growth through sales, innovation, and promoting knowledge to realize sales objectives.](#)

Understanding of Goals: What do you believe are the main goals and priorities of the sales team? [Sales, providing solutions to customers, maintaining top-level customer relationships, and tailoring approaches for individual clients to stimulate sales and growth. Specific and clear goal-setting, planning, and ensuring feasibility are crucial. Motivation and drive are paramount.](#)
Personal Interpretation: [Work in a measurable and specific manner to ensure the approach is acceptable and realistic within the limited timeframe.](#)

Alignment with Market Trends: How does the sales team adapt to and align with market trends in the Belgian market? [Unfortunately, there is insufficient collaboration and consideration in this area. Improvement is needed in understanding and self-development within the entire group. The lack of a consistent team, with frequent replacements needing training, is time-consuming and leads to fatigue and cyclical setbacks.](#)

Collaboration with Other Departments: In what ways does the sales team collaborate with other departments to achieve company-wide goals? [Through cluster meetings, focused collaboration during demo days, and regular contact and inquiries. However, core values like frugality, fairness, and loyalty are often sidelined. Communication habits and patterns put continuous pressure on operations, with many assumptions made across all company departments.](#)

Company Culture: How would you describe the culture within the sales team in terms of collaboration, communication, and teamwork? [The company is rapidly growing and in constant flux. Internal coordination, development, adaptability, customer focus, strategic operations, and goal orientation are continuously in motion. The pace is very intense with no time for reflection. The situation can be compared to a "boot camp" with an overwhelming number of tasks, varied assumptions, and convictions among team members. Flexibility and stability are opposites, as many people quit shortly after starting.](#)

Integration of Values: How are the company's core values integrated into the daily work and decision-making of the sales team? [Trust, perseverance, insight, experience, passion, relationships, self-study, and recognition for the brand, work, colleagues, and customers form the basis. Unfortunately, the mindset and motivation are not the same for everyone.](#)

Feedback Mechanisms: How is feedback collected within the sales team, and how is it used to improve team dynamics and performance? [Weekly reports, ride-along days, weekly meetings focused on insight and performance for the upcoming week.](#)

Recognition and Rewards: How does the company recognize outstanding performance within the sales team? [Recognition is almost non-existent and very inadequate. Achievements are taken for granted, and departments work too much in isolation. There is no time to celebrate success. Coordination is based on a monthly preset budget without considering the previous year's achievements or actions for the same month. This lack of alignment causes issues.](#)

Objective 2: Investigate the impact of strategic leadership on the strategic vision of the sales team and company culture in Belgium.

Leadership and Vision: How do you define strategic leadership, and what role do you think it plays in shaping the strategic vision of a sales team? [Cannot really answer.](#)

Alignment of Leadership with Company Culture: How do you ensure your leadership style aligns with and enhances the existing company culture, especially in a multicultural context like Belgium? [Cannot really answer.](#)

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? [Via email and SharePoint. There are a lot of internal emails, leaving no time to pause and think. Sometimes a phone call is quicker and less time-consuming. Each department works in its own way, and immediate action is required to keep up with the pace.](#)

Adaptability and Innovation: How do you develop a culture of adaptability and innovation within the sales team to respond to changing market dynamics in Belgium? [By staying positive and motivating towards insight and improvement amid increasing pressure to meet very high budgets.](#)

Learning and Development: How do you prioritize and facilitate continuous learning and development within the sales team to support the execution of the strategic vision? [There is little or no formal teaching to gain focus and insight. Occasionally, there is training, or sales technique workshops organized by the company every two years.](#)

2.6 Interview Dennis Funke – Sales Manager Personal Protection Equipment (Translated from Dutch to English)

Objective 1: Identify and analyze the existing strategic vision of the sales team and company culture in Belgium.

Strategic Vision: Can you articulate the overall strategic vision and long-term goals of the company? [Our vision is to understand our users and meet their needs by developing innovative products in a very traditional market. Ultimately, we aim to provide a total solution, covering all PPE needs from head to toe.](#)

Understanding Goals: What do you believe are the primary goals and priorities of the sales team? Recognizing opportunities in the market is crucial. We need to identify where our products fit best and which end-user needs specific PPE. Afterward, convincing the end-user of the benefits of our products is essential. Note: PPE sales representatives deal with both end-users and dealers. The focus of PPE is increasingly on end-users.

Alignment with Market Trends: How does the sales team adapt and align with market trends in the Belgian market? In PPE, we are often trendsetters in many areas. The market is very traditional, and we strive to change this.

Collaboration with Other Departments: In what ways does the sales team collaborate with other departments to achieve company-wide objectives? There is much room for improvement. Communication between trades must increase. For instance, account managers from PT sell shoes to customers without knowing the differences between models. If the dealer doesn't sell them or if issues arise, PPE can resolve them. PPE must attend open door events but is not involved in other aspects, which is frustrating as dealers prefer direct contact with me.

Company Culture: How would you describe the culture within the sales team in terms of collaboration, communication, and teamwork? The culture is informal, and clusters promote collaboration, but there is still much room for improvement. We all work for the same company, yet sometimes that unity is missing. Better information sharing and earlier involvement of each other are needed. Van Wiemeersch exemplifies a story that seems futile from a PPE perspective.

Alignment with Values: How are the core values of the company integrated into the daily operations and decision-making of the sales team? Revenue is prioritized above all else, making the values somewhat fluid.

Feedback Mechanisms: How is feedback collected within the sales team, and how is it used to improve team dynamics and performance? Feedback is gathered during bi-weekly meetings at PPE. Improvements are expected with the clusters, sharing best practices, and identifying areas for improvement.

Recognition and Rewards: How does the company recognize outstanding performance within the sales team? Bonuses are given at the end of the year, and achievements are mentioned during sales meetings. More frequent recognition, such as a simple pat on the back, would be appreciated.

Objective 2: Investigate the impact of strategic leadership on the strategic vision of the sales team and company culture in Belgium.

Leadership and Vision: How do you define strategic leadership, and what role do you think it plays in shaping the strategic vision of a sales team? Strategic leadership involves clearly outlining the future, which is very important for us. Our assortment is very small, and we need to convince people of our future vision, how our assortment will evolve, what we expect from revenue development, and where we position ourselves.

Alignment of Leadership with Company Culture: How do you ensure your leadership style aligns with and enhances the existing company culture, especially in a multicultural context like Belgium? Adapting to people and cultures is key. Everyone is different and requires a unique approach, but always within the framework and vision of the company, without compromising our principles.

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? We hold meetings bi-weekly via Teams and quarterly in person. We know our destination, but the journey is very challenging. Keeping motivation high is crucial. Targets are extremely high, and the PM team often falls short, with no NPI delivered on time. I try to relieve the pressure from targets and celebrate smaller successes with the team.

Adaptability and Innovation: How do you develop a culture of adaptability and innovation within the sales team to respond to changing market dynamics in Belgium? I promote openness within the team, encouraging everyone to speak up and try new things. If one approach doesn't work, we adapt and try another. Sharing experiences is vital, and it's important that everyone feels comfortable taking risks and learning from failures rather than being passive.

Learning and Development: How do you prioritize and facilitate continuous learning and development within the sales team to support the execution of the strategic vision? I aim to send team members to training sessions, like Saar attending a prevention advisor course. However, day-to-day demands often leave little time for such training. Self-study must fit into busy schedules, and there are few training opportunities from EMEA. PPE experts are scarce or leave the company, resulting in a lack of in-depth PPE knowledge within our team.

2.7 Interview Iliass Malehou – Key Account Manager (Translated from French to English)

Objective 1: Identify and Analyze the Existing Strategic Vision of the Sales Team and Corporate Culture in Belgium

Strategic Vision: Can you articulate the overall strategic vision and long-term objectives of the company? Regarding long-term objectives, the goal is to become the number one brand in the Benelux. How? By innovating in product development, investing in product specialists, expanding the customer base, retaining existing customers, and energizing the power tool market with promotional actions and marketing campaigns.

Understanding Objectives: What do you think are the main objectives and priorities of the sales team? Sell, sell, and sell some more to maximize revenue. Serve the distributor client, who in turn serves the end customer. Advise on the right product for the right use.

Alignment with Market Trends: How does the sales team adapt and align with Belgian market trends? We have many promotions throughout the year. The team is always monitoring peers since we don't have direct competitors (no one does exactly what we do). We were seen as an outsider a few years ago, and today, our peers follow or copy our campaigns. Sometimes, we cut our margins to stay competitive with the market, facing peers who offer free gifts/tools, for example.

Collaboration with Other Departments: How does the sales team collaborate with other departments to achieve the company's objectives? Currently, there isn't much collaboration except via phone or email.

Corporate Culture: How would you describe the culture within the sales team in terms of collaboration, communication, and teamwork? Collaboration is good, depending on the teams, but generally, the people in Liège are close to each other, as are those in Hainaut. If anyone needs help, collaboration is generally good, and so is teamwork. Regarding communication, there's a lot of work to do. As the team grows, communication becomes more difficult, whether between colleagues in the field (store/final client) or between different departments, apart from sending emails and occasional phone calls. There is a lot of uncertainty in some marketing campaigns, and when questions are raised, there isn't always a direct answer. The rest of the sales team isn't aware of these issues and turns to marketing to explain their problem, and so on. We could save a lot of time and energy with good communication. Not everyone is always reachable, which can sometimes cause frustration.

Alignment with Values: How are the company's core values integrated into the daily activities and decision-making of the sales team? They are integrated every day into all sales processes. Integrity and trust are the foundation. This applies to colleagues, management, and clients.

Feedback Mechanisms: How is feedback collected within the sales team, and how is it used to improve team dynamics and performance? Debriefing is very important. It is generally well-received and accepted by all colleagues. Generally, we don't make the same mistakes as before. For example, the Redemption campaign was initially a flop in Wallonia, but today, we have learned from our mistakes and improved the campaign's mechanism. Sometimes, there is blame-shifting between departments, sales vs. marketing. Some frustrations arise because marketers aren't on the front lines and think in theoretical concepts rather than practical and organizational terms.

Recognition and Rewards: How does the company recognize exceptional performance within the sales team? I think it looks at the numbers and each person's performance. The numbers are the basis of everything, which sometimes skews judgments. However, customer feedback regarding the delegate and/or the service the company provides is very important. I would say that performance is based first on numbers and then on concrete work.

Objective 2: Examine the Impact of Strategic Leadership on the Sales Team's Strategic Vision and Corporate Culture in Belgium

Leadership and Vision: How do you define strategic leadership, and what role do you think it plays in defining the strategic vision of a sales team? I don't really know how to answer this question.

Alignment of Leadership with Corporate Culture: How do you ensure that your leadership style aligns with and reinforces the existing corporate culture, particularly in a multicultural context like Belgium? We all grew up differently, each with certain qualities and flaws. From various backgrounds, experiences, and cultures, a mix of Flemish and Walloon cultures is what makes us rich. It's this mix of experiences that makes our team great, motivating and passionate. Everyone is responsible for their sector and/or work and tries to do their best. Passion enables us to achieve great things. Everyone has their way of considering leadership and takes it seriously.

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? From the start, everyone trains in their own way and learns from each colleague's strengths. Initially, the employee has a meeting to explain the company's strategy and what is expected by management. Everything must be well thought out and structured. Be clear, concise, and simple. Communicate regularly to involve employees. Don't forget personal development and training. Recognizing and rewarding good work is very important. Exemplary leadership is also important, as it motivates the team.

Adaptability and Innovation: How do you encourage a culture of adaptability and innovation within the sales team to respond to the changing dynamics of the Belgian market? [I don't really know how to answer this question.](#)

Learning and Development: How do you prioritize and facilitate continuous learning and development within the sales team to support the implementation of the strategic vision? [Ongoing training on all products is necessary because a qualified team is a competent team. This will allow us to surpass our peers by recommending the right machines for the right uses. For employees, this is very important, even for personal development. For some, pure sales training is needed because we have fewer and fewer natural salespeople. We wait for the client to come to us instead of approaching them, identifying their needs, and providing solutions. Essentially, we don't sell products; we provide solutions to our clients.](#)

2.8 Interview Thierry Carlier – Account Manager Outdoor Power Equipment (Translated from French to English)

Objective 1: Identify and analyze the existing strategic vision of the sales team and the company culture in Belgium.

Strategic Vision: Can you formulate the company's overall strategic vision and long-term goals? [The company's strategic vision is to become the number one in our sector by being active in all trades and having resellers who sell only our products. The aim is to become the indispensable and essential partner in our sector. Additionally, we aim to participate significantly in reducing fossil energy use through our range of equipment.](#)

Understanding Objectives: What do you believe are the main goals and priorities of the sales team? [Primarily, it's to meet their targets and the KPIs set by their managers to earn their bonuses. However, this system can sometimes harm the company because we have multiple sales teams due to the breadth of our range. It's crucial to avoid unhealthy competition between our sales teams. Instead, the goal should be to achieve the company's objectives rather than individual ones.](#)

Market Trend Alignment: How does the sales team adapt to and align with market trends in Belgium? [In my opinion, quite well, except that we rely too heavily on recurring promotional strategies. We should focus more on events and demonstrations showcasing the quality, innovation, and research behind our products.](#)

Collaboration with Other Departments: How does the sales team collaborate with other departments to achieve the company's goals? [Generally well, but I think it could be even better. We have the resources and skills to improve this collaboration significantly.](#)

Company Culture: How would you describe the culture within the sales team in terms of collaboration, communication, and teamwork? [Overall, it's quite positive, at least from my perspective. Colleagues from other departments are often available to help, communicate, and explain things.](#)

Values Alignment: How are the company's core values integrated into the daily activities and decision-making of the sales team? [Many of us are happy and proud to work for Milwaukee, and this sentiment is noticeable and shared, which naturally integrates the company's values into our daily work.](#)

Feedback Mechanisms: How is feedback collected within the sales team, and how is it used to improve team dynamics and performance? Through meetings, video conferences, and clusters. However, we don't always know if the feedback reaches the right place as we often don't receive a response. Being a large company, feedback might have to go through too many steps.

Recognition and Rewards: How does the company recognize exceptional performance within the sales team? We are fortunate to be in a very human company. There are bonuses, of course, but they can be a double-edged sword. Team-building events and meals with the hierarchy present, showing personal interest in everyone, are highly valued. Sometimes a word, a smile, or a thank you is enough, and in our company, this is more than positive.

Objective 2: Examine the impact of strategic leadership on the sales team's strategic vision and company culture in Belgium.

Leadership and Vision: How do you define strategic leadership, and what role do you think it plays in defining the strategic vision of a sales team? Strategic leadership is crucial. It involves tolerating mistakes, acknowledging the diverse backgrounds, ages, studies, and experiences of our personnel. Leadership guides us towards a goal and allows us to take different paths, encouraging continuous reassessment and adherence to our leadership principles.

Aligning Leadership with Company Culture: How do you ensure that your leadership style aligns with and reinforces the existing company culture, especially in a multicultural context like Belgium? Our company hires people from all cultural backgrounds in our country and places them in regions with similar cultures. This positively impacts communication and trust with our clients, crucial for success and developing a strong company culture. I discuss these topics with colleagues at events, emphasizing that uniting all divisions of our company makes us stronger, even across different departments, as we all work for Milwaukee.

Communication and Collaboration: How do you communicate the company's strategic vision to the sales team, ensuring alignment and motivation? By thoroughly understanding the market and highlighting the strengths of our products without comparing them to competitors. A significant current challenge is dealing with internet sales at unimaginable prices, an issue that needs addressing.

Adaptability and Innovation: How do you encourage a culture of adaptability and innovation within the sales team to respond to the changing market dynamics in Belgium? I have not yet done so.

Learning and Development: How do you prioritize and facilitate continuous learning and development within the sales team to support the implementation of the strategic vision? By learning about and testing the products, which is most important. Also exchanging with other more experienced colleagues.

Key Challenges to Tackle based on qualitative research:

Lack of Clear Strategic Vision and Goals

Need for precise strategies to achieve aggressive sales and revenue growth.

Clear communication of long-term vision and detailed action plans to all team members.

Inconsistent Collaboration and Internal Communication

Improve collaboration between sales, finance, and marketing departments.

Develop efficient and concise communication methods to reduce internal email volume and enhance focus on key tasks.

High Turnover and Training Fatigue

Address the high turnover rates that contribute to a dynamic but unstable work environment.

Implement better training programs to reduce fatigue and ensure smooth transitions for new team members.

Limited Recognition and Reward Systems

Establish a more robust system for recognizing and rewarding excellent performance to boost team morale. Ensure that recognition is consistent and meaningful to motivate the team effectively.

Challenges in Integrating Core Values

Ensure that core values are uniformly internalized and practiced by all team members.

Develop a company culture that genuinely reflects trust, perseverance, insight, experience, passion, relationships, self-study, and recognition.

Adaptability and Innovation

Formalize initiatives to develop adaptability and innovation within the team.

Encourage innovative thinking and reward creative solutions to market challenges.

Need for Enhanced Learning and Development Programs

Develop formalized training programs and continuous learning opportunities aligned with the strategic vision. Prioritize training and development to enhance team competence and support long-term success.

Balancing Flexibility and Stability

Strive to balance the need for flexibility with the stability required for consistent performance.

Implement strategies that allow for quick adaptation without compromising on stability and reliability.

Effective Feedback Mechanisms

Ensure that feedback is perceived as constructive input rather than criticism.

Develop a culture of open communication where feedback is used to drive improvement and growth.

Adapting Leadership Styles to Cultural Diversity

Adapt leadership styles to meet the diverse cultural needs of the Belgian market.

Ensure inclusivity and effective communication across multicultural teams.

ANNEX 3: Onboarding Document (under construction)

Information partially copied from Milwaukee's corporate website and internal information to create one single document for onboarding.



The Milwaukee Way

Message from the President “ JOE GALLI” - Fictive

Milwaukee Tool: Innovating the Future of Construction Solutions

Since its inception in 1924, Milwaukee Tool has been at the forefront of revolutionizing the construction industry. Under the leadership of President Steve Richman, the company continues to set new standards in creating smart solutions that enhance efficiency and durability for professionals worldwide.

Continuous Innovation for Today's Challenges

Milwaukee Tool offers a diverse range of products, from cordless systems to FUEL™ products, jobsite lighting, accessories, and precision hand tools. What sets Milwaukee apart is its relentless pursuit of innovation, driven by a deep understanding of the challenges faced by tradespeople. Recent achievements include the launch of our groundbreaking [insert recent product or technology], which has garnered industry acclaim for its [mention specific features or benefits].

Customer Excellence: Stories of Impact

At the heart of Milwaukee Tool's success are the stories of professionals whose work has been transformed by our products. Take, for instance, [insert customer testimonial or case study] who found unparalleled efficiency and reliability with Milwaukee's [specific product]. These real-world examples underscore our commitment to providing tangible value to our customers.

Sustainability and Social Responsibility

Beyond product excellence, Milwaukee Tool is dedicated to sustainability and social responsibility. Our [mention any environmental initiatives or community programs] exemplify our pledge to leave a positive impact on both the industry and the world we live in.

Leading with Digital Innovation

In an era of rapid technological advancement, Milwaukee Tool remains at the forefront of digital integration. Our products feature state-of-the-art IoT integration and connectivity features as “One Key”, empowering professionals with unprecedented control and insight on the job site.

Diversity, Equity, and Inclusion

Milwaukee Tool stands firm in its commitment to diversity, equity, and inclusion. Our workforce reflects the rich tapestry of backgrounds and perspectives that drive innovation and creativity within our company.

Honoring Tradition, Embracing the Future

While rooted in a legacy of excellence since 1924, Milwaukee Tool is not content to rest on its laurels. We honor our history by continually evolving, adapting to modern markets, and pushing the boundaries of what's possible in construction solutions.

Join Us in Building the Future

Whether it's tackling everyday home tasks or monumental construction projects, Milwaukee Tool remains steadfast in its mission to provide professionals with the most advanced, durable, and user-friendly tools and equipment. Join us as we build the future together.

One Team

We are Milwaukee Tool one team obsessed with disruptive innovation.

In our job, we use our creativity and passion every day to promote Milwaukee products and make customers happy through marketing and after-sales services. When our efforts lead to success, the joy and sense of accomplishment are unforgettable experiences, like personal success stories.

However, things don't always go as planned. We all face challenges or uncertainties that can stop us in our tracks and make us look for solutions.

In those moments, wouldn't it be helpful to connect with Milwaukee colleagues worldwide to share experiences and learn from each other? Imagine being able to get advice from experienced Milwaukee marketing and sales professionals who have faced similar challenges and found successful solutions. This shared knowledge could give us the wisdom and courage to keep moving towards our goals.

This booklet contains important ideas that have guided everyone involved in selling Milwaukee products and providing after-sales services. It shows the unique Milwaukee style in marketing and sales as "shared values." These shared values act as a guide for our thinking and actions. Your own knowledge and experiences are valuable to Milwaukee colleagues all over the world and should be shared for the benefit of everyone. By doing this, we can improve and refine what we call "Milwaukee Marketing."

At the heart of Milwaukee's success are our People and our Culture. They are the reason we consistently come up with new and innovative ideas. Each solution we create for our users is the result of a diverse team of talented and passionate individuals. We are dedicated to building a culture that focuses on innovation, takes pride in our work and brand, and always puts the needs of our customers first.

The idea of Disruptive Innovation, which is easily seen in our products, influences everything we do as a team. Our work environment is not what you would expect from a typical tool company; it feels more like Silicon Valley. To achieve our success, our team operates with the speed and flexibility you would find in a tech startup, not a big global company. Collaboration is key to delivering this speed and flexibility.

Our collaboration starts outside the company, with conversations and experiences with our customers, and it affects everything we do—from our engineering teams to our sales, marketing, and operations teams. Another key to our success is giving our employees the power to move quickly and think like entrepreneurs. We do this by providing resources and getting rid of unnecessary rules, allowing our teams to make decisions on the spot and try out new ideas.

Milwaukee Tool actively invests in helping employees grow. We provide many opportunities and resources for all employees, and there is a team dedicated to supporting your career growth. In addition to training and resources for everyone, there are special programs for different groups like new managers or project leaders, as well as for professional roles like engineering, marketing, or sales.

No matter your role, you'll find that Milwaukee Tool is a dynamic, fast-moving, and collaborative company. We focus on doing well in every part of our business. Because of our rapid growth and success, our employees are facing opportunities and challenges that few companies have seen before. We are one team, facing challenges and celebrating together, both at work and outside of work. This includes events like team-building activities, family events, sports teams, milestone celebrations, and events to show appreciation to our employees, like food trucks and happy hours.

About "marketing in sales"

- **What is marketing ?**

Marketing is a multifaceted function within a company that is responsible for identifying, anticipating, and satisfying customer needs and wants profitably. It encompasses various activities such as market research, product development, advertising, branding, pricing, and customer service. The marketing department plays a vital role in promoting the business and mission of an organization, serving as the face of the company and coordinating all materials that represent the business. The 7 key marketing functions include promotion, selling, product management, pricing, marketing information management, financing, product marketing, and digital marketing. Therefore, marketing is not limited to a single department but involves all corporate functions, with the aim of achieving sustainable growth and customer satisfaction.

- **What is "Marketing in Sales"**

"Marketing in Sales" refers to the specific function within the marketing domain that is related to sales and after-sales services. It involves activities such as lead generation, customer engagement, and the actual execution of sales plans. While marketing is responsible for creating awareness, attracting leads, and promoting the company, product, or service, sales focus on converting prospects into customers and generating revenue.

The two functions work hand in hand to create brand recognition, attract customers, and facilitate transactions, ultimately contributing to the company's revenue growth. Therefore, "Marketing in Sales" is a critical component of the overall marketing function, specifically dedicated to the sales process and customer service.

Our role in marketing & sales

Our primary mission is to engage and convert as many Job Site Professionals in our designated market areas into dedicated Milwaukee customers, ensuring they authentically experience the unparalleled value that Milwaukee products bring. Through this commitment, we aim to cultivate enduring relationships that transform satisfied professionals into lifelong advocates for the Milwaukee brand.

Simultaneously, we understand the significance of sharing the insights and expertise derived from our marketing endeavors in accordance with "The Global Milwaukee Way in Marketing in Sales." Beyond our local purview, we are tasked with disseminating our knowledge to our fellow Milwaukee colleagues worldwide. This collaborative exchange aims to elevate the collective skill set and success levels of the entire Milwaukee team.

Our vision extends beyond geographical boundaries, emphasizing the creation of a unified team where teaching and learning are integral components. This collaborative spirit not only strengthens our Marketing and Sales capabilities but also enhances Milwaukee's overall competitiveness on the global stage. Through our proactive efforts in knowledge-sharing and mutual learning, we play a crucial role in fortifying the enduring bonds between Milwaukee and our valued users.

The Origins of the Milwaukee brand and the spirit of our founder

The Milwaukee brand has a rich history that dates to 1924 when it was founded in Milwaukee, Wisconsin, USA. The company, initially known as the A. H. Peterson Tool Company, started by producing a lightweight, one-handed 1/4-inch capacity portable drill named the "Hole-Shooter." This drill became a game-changer in the industry due to its innovation and ease of use, setting the stage for the brand's commitment to delivering durable, high-performance tools.

In 1928, the company changed its name to the Milwaukee Electric Tool Corporation, solidifying its focus on electrical tools. Milwaukee continued to innovate and expand its product line over the years, gaining a reputation for manufacturing rugged and dependable tools designed for professional tradespeople.

The spirit of the founder, A. H. Peterson, laid the foundation for Milwaukee's commitment to quality, durability, and user-focused innovation. Peterson believed in providing tradespeople with tools that would not only meet but exceed their expectations in terms of performance and reliability. This commitment to excellence has become a hallmark of the Milwaukee brand.

Milwaukee has consistently embraced technological advancements and user feedback to refine and enhance its product offerings. The brand's dedication to understanding the unique challenges faced by professionals on the job site has led to the development of a wide range of tools and solutions tailored to their specific needs.

“Milwaukee's legacy is built on innovation and a customer-centric approach, shaping markets and creating industry-leading tools that reflect a history of leadership and adaptability.”

The legacy of the Milwaukee brand is deeply rooted in the footsteps of predecessors who dedicated themselves to forging new businesses, creating new markets, and customers. This commitment is evident in Milwaukee's historical emphasis on innovation, leading to the development of groundbreaking tools that set industry standards. The brand's market leadership reflects a proactive approach to identifying and addressing evolving needs, creating not only cutting-edge products but also influencing and shaping new trends in the tool industry. Milwaukee's customer-centric philosophy is evident in its continuous efforts to understand and serve the dynamic demands of professionals, resulting in tools designed for maximum efficiency and productivity on the job site. The phrase also pays homage to Milwaukee's rich legacy, acknowledging the pioneers whose forward-thinking and adaptability laid the foundation for the brand's enduring success.

The Basic Brand Structure and Positioning of The Milwaukee Brand

The Milwaukee brand is comprised of three levels: the Corporate Mission, the Brand Slogan and the unique style of Milwaukee.

We ensure that the unique style of Milwaukee is at work in the respective duties for each business and corporate function to create a cohesive and dynamic organizational culture that embodies Milwaukee's commitment to innovation, reliability, and customer satisfaction, driving unparalleled success across diverse business and corporate functions.

The Corporate Mission

"While continuously pioneering innovation and excellence in the tool industry, Milwaukee is dedicated to transforming work environments by relentlessly pushing the boundaries of technology. Our corporate mission is to make all existing tools cordless, empowering professionals with the freedom, flexibility, and uncompromised performance they deserve. We are committed to redefining industry standards, providing cutting-edge solutions that enhance productivity, and ensuring our users experience the unparalleled power and reliability synonymous with the Milwaukee brand."

The Brand Slogan "Nothing but HEAVY DUTY"

The slogan suggests a focus on delivering high-performance tools that can withstand tough job site conditions and heavy usage. Milwaukee's "Heavy Duty" branding implies a dedication to reliability, durability, and providing professionals with the tools they can depend on in challenging and rugged environments. The brand positioning emphasizes the strength and resilience of Milwaukee tools, catering to the expectations and requirements of tradespeople and other professionals who rely on durable equipment to get the job done efficiently. For the latest and most accurate information regarding Milwaukee Tool's branding and slogan, I recommend checking their official website or contacting the company directly, as branding elements may evolve over time.

The unique style of Milwaukee.

The unique style of Milwaukee is characterized by a perfect blend of rugged durability, cutting-edge innovation, and an unwavering commitment to meeting the demanding needs of professionals across various industries. Milwaukee tools are renowned for their distinctive red color, symbolizing the brand's bold and dynamic approach. The design ethos reflects a robust and utilitarian aesthetic, emphasizing the tools' heavy-duty capabilities. Beyond appearance, the unique style extends to the brand's dedication to cordless technology, providing users with unprecedented freedom and flexibility on the job site. Milwaukee's commitment to user-centric design, advanced features, and reliability creates a signature style that resonates with professionals who seek top-tier performance from their tools. The brand's unique style is not just about appearance but embodies a philosophy of excellence and innovation that sets Milwaukee apart in the tool industry.



The symbol mark (company crest and trademark) of Milwaukee primarily features a distinctive combination of red and white colors with bold, uppercase lettering for the brand name "Milwaukee." The logo is characterized by a sleek and straightforward design, aligning with the brand's commitment to durability and functionality. The lower part of the letters in our logo ingeniously mirrors the distinctive teeth pattern of the Sawzall reciprocating saw. This groundbreaking tool, pioneered by Milwaukee in 1951, revolutionized the industry as the first-ever portable hacksaw featuring a reciprocating mechanism. With just three moving parts, it was meticulously designed to endure daily wear and tear while delivering a formidable 3/4" stroke—perfect for precise sawing and roughing out tasks. This innovation not only marked a significant milestone in tool engineering but also set a

standard for durability and functionality that continues to define Milwaukee's commitment to excellence.

"The essence of 'The Milwaukee Way in Marketing in Sales' encapsulates a distinctive mindset and a set of values cultivated over a century of navigating challenges and celebrating successes in the realm of Milwaukee product sales. This collective wisdom is consolidated into a unified approach, where dealers, distributors, and the entire Milwaukee team collaborate seamlessly as One Team. Together, their shared commitment is directed towards the common goal of expanding Milwaukee's customer base, developing a dynamic and cohesive force that propels the brand to new heights.

Purpose

"Making all existing Tools Cordless."

Disruptive Innovation. While most easily seen in our products, this concept spreads throughout our entire organization and is lived out in everything we say and do as a team.

This is an environment that isn't exactly what you'd expect of a tool company. In fact, it feels a little more like Silicon Valley. To be able to achieve the success we've had, our entire team operates with the kind of speed and agility you're likely to find in a tech startup versus a global, multi-billion-dollar company. And key to delivering that speed and agility is Collaboration.

This collaboration starts outside our company, in conversations and experiences with our end users, and filters through to every aspect of what we do – from our engineering teams to our robust sales, marketing, and operations teams.

Another key to our success: Empowering our employees to move faster and develop an entrepreneurial spirit. We do this by providing unlimited access to resources and eliminating the bureaucracy common in companies of our size. This gives our teams the ability to make decisions for their products on the fly and the freedom to test new ideas.

People

"WE ARE MILWAUKEE TOOL ONE TEAM OBSESSED WITH DISRUPTIVE INNOVATION"

At Milwaukee, the bookends of our success are our People and our Culture. They are responsible for the disruptive innovation we continuously deliver.

Each of the solutions we bring to market for our users is designed, developed, and manufactured by a diverse team of the most talented, passionate people in any business.

We are relentless on building a Culture that is focused on driving dedication to innovation, that takes unparalleled pride in our work and brand, and always does what's best for the pros who depend upon our products to make a living.

Milwaukee Team members are people that love the Milwaukee brand and Act as Team Players. Are Experts in their Job and Commit to their Promise.



Milwaukee Tool actively invests in employee development. We provide an ever-expanding array of developmental opportunities and resources for all employees, and we have a dedicated team here to support your career growth full-time. In addition to training and self-development resources for everyone, there are also programs for specific audiences such as new managers or project leaders, or for professional functions such as engineering, marketing, or sales.

No matter the role, you'll find that Milwaukee Tool is a dynamic, fast-moving, collaborative company. We're focused on high-performance in every area of our business. Due to our rapid growth and success, our employees are experiencing opportunities and challenges like few brands have ever seen before. We are One Team, overcoming obstacles together and celebrating together, both at work and outside of work. This includes:

- Team building events
- Family events throughout the year
- Intermural sports teams (basketball, ultimate Frisbee, soccer, softball, hockey)
- Milestone celebration parties
- Employee appreciation events (food trucks, happy hours, etc)

Elevate every aspect of our roles and interactions—whether it's through events, daily tasks, or engaging with people—so that we embody the joy intrinsic to the Milwaukee brand. We aim to authentically communicate this joy, becoming shining examples shaped by experiences, teamwork, and unwavering dedication. Crucially, our decisions and actions must consistently prioritize the best interests of our customers and Milwaukee. As advocates of One Team, developing collaboration among dealers, branches, and factories demands mutual respect and trust. Embracing diverse perspectives amplifies our collective strength and synergy, ultimately enhancing our ability to address customer needs effectively. Striving for expertise is our shared goal, with a commitment to continuous learning, skill improvement, and collaborative knowledge-sharing. Results obtained through applied knowledge will instill pride in our work and earn us the distinction of being "expert" members of Team Milwaukee. Upholding honesty, sincerity, and accountability forms the bedrock of our interactions—whether with customers, team members, or in our work. Let's make promises with integrity and follow through with action, ensuring that our words align with our deeds and exemplifying the core values of the Milwaukee Team.



Welcome to Milwaukee Tool, where innovation, collaboration, and a deep commitment to our core verticals define our vibrant community. As newcomers, you are about to embark on an inspiring journey within a company that has shaped the trade industry for over a century. At Milwaukee Tool, we embrace the ethos of "Nothing but HEAVY DUTY," and we're not just about tools – we're about empowering hands and enhancing the experiences of professionals in essential core verticals such as Transportation, Landscape & Horticulture, Electrical, Industry, Construction, Plumbing, HVAC, and Drain Cleaning.

Here, trade shows are more than exhibitions; they're immersive experiences that showcase innovations crafted specifically for each of our core verticals. As you step into our dynamic world, you'll witness firsthand how our tools are designed not only to meet but to exceed the unique demands of your respective industries.

At Milwaukee Tool, collaboration is key. Dealers, distributors, and factories seamlessly work together as One Team. We prioritize respect for diverse expertise and develop an environment where trust enables the free flow of ideas, leading to breakthroughs that resonate within each core vertical. You're not just joining a company; you're becoming a vital part of a community that values your contribution and encourages continuous learning.

We believe in cultivating expertise. As newcomers, you'll have the opportunity to refine your skills, actively participate in our collective knowledge-sharing culture, and ultimately become experts, mentors, and contributors shaping the trajectory of your chosen core verticals.

Every promise made by Team Milwaukee is a commitment to the hands that rely on our tools. We prioritize honesty, sincerity, and accountability, reinforcing our dedication to empowering those who shape the backbone of our society within the core verticals of Transportation, Landscape & Horticulture, Electrical, Industry, Construction, Plumbing, HVAC, and Drain Cleaning.

As you step into the vibrant world of Milwaukee Tool, you're not just starting a job; you're becoming part of a narrative that celebrates heavy-duty tools and an unwavering commitment to the trades that define our world. Welcome to a community where you play a pivotal role in shaping the future, one core vertical at a time. WELCOME!

ANNEX 4: Checklist

Phase 1: Leadership Empowerment and Cultural Shift (Months 1-3)

- Organize an onsite workshop to train participants on the company's Mission, Vision, and Purpose and outline three key long-term sales objectives (Week 1-3).
- Conduct workshops on effective communication, conflict resolution, and team building (Week 4, Month 1).
- Plan bi-yearly leadership retreats with guest speakers and interactive exercises (Weeks 2-4, Month 2).
- Organize quarterly team-building activities (e.g., escape rooms, outdoor challenges) (Week 3, Month 2).
- Schedule quarterly follow-up coaching sessions (Weeks 2-3, Month 3).
- Create a sales performance dashboard with key metrics, trends, and targets (Weeks 1-4, Month 3).

Phase 2: Enlist a Volunteer Army and Enable Action by Removing Barriers (Months 4-6)

- Establish a cross-functional team for strategic initiatives (Week 1, Month 4).
- Schedule weekly meetings to measure progress and address challenges and for sharing success stories and lessons learned (Weeks 2-4, Month 4 and ongoing).
- Organize quarterly physical meetings with guest speakers (Weeks 3-4, Month 5).
- Conduct public celebrations of successes during virtual meetings and distribute virtual badges or rewards (Weeks 2-4, Month 6).
- Implement collaborative tools (Week 1, Month 5).
- Hold regular cross-functional meetings (Weeks 2-4, Month 5 and ongoing).
- Provide a feedback champion toolkit (Weeks 1-3, Month 6).

Phase 3: Customer-Centric Approach Implementation (Months 7-9)

- Develop tailored sales pitches and marketing materials for different customer segments (Weeks 1-2, Month 7).
- Create specialized brochures for target segments (e.g., carpenters, plumbers, electricians) (Weeks 3-4, Month 7).
- Train sales teams on active listening techniques and consultative selling approaches (Weeks 1-2, Month 8).
- Provide case studies and role-playing exercises to simulate customer interactions (Weeks 3-4, Month 8).

Phase 4: Enhanced Communication and Collaboration (Months 10-12)

- Train employees in the usage of SharePoint for sharing updates, resources, and best practices (Weeks 1-2, Month 10).
- Host cross-departmental workshops to promote understanding and collaboration (Weeks 3-4, Month 11).
- Organize team lunches or virtual happy hours (Week 1, Month 11 and ongoing).
- Plan team-building outings such as volunteer events or sports tournaments (Week 2, Month 12).

Phase 5: Seasonally Aligned Strategy Implementation (Months 13-15)

- Develop a yearly marketing calendar with specific campaigns and promotions for each trade focus (Weeks 1-2, Month 13).
- Launch a trade promotion for each trade with discounted products and educational workshops (Weeks 3-4, Month 13).
- Offer specialized training sessions on new product features and industry trends (Weeks 1-2, Month 14).
- Provide sales scripts and objection handling guides tailored to each trade focus (Weeks 3-4, Month 14).
- Integrate online trade-oriented training modules, videos, quizzes, and resources (Weeks 1-4, Month 15).

Phase 6: Continuous Improvement and Employee Development (Months 16-19)

- Survey employees to gather feedback on training effectiveness and relevance (Weeks 1-2, Month 16).
- Update training materials and develop new modules based on feedback (Weeks 3-4, Month 17).
- Implement a monthly awards program for outstanding performance (Week 1, Month 18).
- Recognize achievements publicly during team meetings or through company-wide newsletters (Weeks 2-4, Month 19).

Phase 7: Strategic Planning and Execution (Months 19-21)

- Hold quarterly strategy review meetings to assess progress and adjust plans (Weeks 1-2, Month 19).
- Invite key stakeholders to provide input and suggestions (Weeks 3-4, Month 20).
- Introduce agile project management tools (e.g., Kanban boards, sprint planning sessions) (Weeks 1-2, Month 20).
- Encourage teams to iterate strategies based on market feedback and performance data (Weeks 3-4, Month 21).

Phase 8: People-Centric Approach Implementation (Months 22-24)

- Launch a wellness program with yoga classes, meditation sessions, and stress management workshops (Weeks 1-2, Month 22).
- Provide flexible work options (e.g., telecommuting, compressed workweeks) (Weeks 3-4, Month 23).
- Sponsor employees to attend industry conferences or certification courses (Weeks 1-2, Month 24).
- Offer mentorship programs pairing junior employees with senior mentors (Weeks 3-4, Month 24).

Phase 9: Customer Satisfaction and Support Enhancement (Months 25-27)

- ❑ Conduct regular dealer satisfaction surveys and mystery shopping evaluations (Weeks 1-2, Month 25).
- ❑ Use feedback to identify areas for improvement and recognize top-performing employees (Weeks 3-4, Month 26).
- ❑ Provide advanced customer service training on empathy, problem-solving, and proactive communication (Weeks 1-2, Month 27).
- ❑ Role-play challenging scenarios to practice handling customer inquiries and complaints (Weeks 3-4, Month 27).

Phase 10: Innovation and Adaptability Promotion (Months 28-30)

- ❑ Establish a recognition program for innovative ideas and outstanding results (Weeks 1-2, Month 28).
- ❑ Establish an innovation committee for brainstorming new ideas and initiatives (Week 1, Month 28).
- ❑ Create a suggestion box or digital platform for idea submissions (Weeks 2-4, Month 28).
- ❑ Host innovation workshops with employees from different departments (Weeks 1-2, Month 30).
- ❑ Offer rewards or recognition for successfully implemented ideas (Weeks 3-4, Month 30).

Phase 11: Recruitment and Workforce Stability Assurance (Months 31-33)

- ❑ Analyze recruitment metrics to identify bottlenecks and areas for improvement (Weeks 1-2, Month 31).
- ❑ Partner with universities or industry associations to attract top talent through internship programs or job fairs (Weeks 3-4, Month 32).
- ❑ Identify high-potential employees for leadership development and mentoring (Weeks 1-2, Month 33).
- ❑ Create a talent pipeline to ensure smooth transitions in key roles (Weeks 3-4, Month 33).

Phase 12: Transparent Communication Implementation (Months 34-36)

- ❑ Launch a monthly newsletter with company news, updates, and employee spotlights (Weeks 1-2, Month 34).
- ❑ Implement an open-door policy for employees to voice concerns and ideas (Weeks 3-4, Month 34).
- ❑ Conduct regular focus groups or town hall meetings for feedback (Weeks 1-2, Month 35).
- ❑ Share survey results and action plans transparently (Weeks 3-4, Month 36).
- ❑ Establish a cross-functional team for continuous improvement (Week 1, Month 35).
- ❑ Conduct quarterly performance reviews to track key metrics and adjust strategies (Weeks 2-3, Month 35).
- ❑ Recognize and celebrate milestones and achievements (Weeks 1-2, Month 36).
- ❑ Solicit feedback from employees on implemented initiatives and areas for further development (Weeks 3-4, Month 36).

List of resource persons

Professor Jean-Louis Pire - Supervisor and provider of guidance and support throughout the seminar.
Professor Michael Parmentier - Mentor and expert who enriched the development of the dissertation.
Gregory Maelfeyt - Sales Manager Accessories, Hand tools and Storage, interviewee for qualitative research.

Dennis Funke - Sales Manager Personal Protection Equipment, interviewee for qualitative research.

Julien Gérard – Business Development Manager Plumbing, interviewee for qualitative research.

Bruno De Loof - Key Account Manager, interviewee for qualitative research.

Iliass Malehou - Key Account Manager, interviewee for qualitative research.

Jean-François La Rocca - Key Account Manager, interviewee for qualitative research.

Stefaan Deruyck - Account Manager Power Tools West Flanders, interviewee for qualitative research.

Thierry Carlier - Account Manager Outdoor Power Equipment Wallonia and Luxembourg, interviewee for qualitative research.

Team Members – 20 team members that anonymously responded to the qualitative survey consisting of Field Marketing Executives, Account Managers, and Sales Managers who participated in the quantitative survey.

Michael Carlier - Author of the dissertation.