

# From recruitment to a full-service HR provider



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“The lesson participants valued most was how to create active references. The simple question: ‘Can you introduce me somewhere?’ led to great outcomes.”

## From recruitment to a full-service HR provider through new consultative sales behaviours

### Challenge

Luba traditionally focused on recruitment. The company was positioned as an employee supplier, offering recruitment and placement services to small and medium enterprises. However, Luba’s management aimed to broaden their offering by also arranging employee transfers and exits. The goal was to become a trusted partner for their clients by managing the entire employee flow. Therefore, a change in their current client approach was needed, but Luba didn’t know how to achieve this.

In 2014, the management team invited Krauthammer to facilitate a workshop during a summer event. Krauthammer follows the principle of consultative-based selling (believing in partnerships and being an advisor towards their clients) so they invited Luba to evaluate the workshop afterwards and to discuss their needs. It was soon determined that the implementation of a new sales process was needed if Luba wanted to change from a supplier to a partner for its clients. Having experienced the consultative-based selling approach directly through Krauthammer, Luba felt that this way of doing business could help them achieve their objective.

### Solution

#### 1st step: Workshops to assess the current state

Several workshops were held together with the Luba management team to assess the current situation. During these workshops, the Krauthammer consultants and the Luba management framed the new sales process, following the principles of consultative-based selling.

#### 2nd step: 5-day training for the management team to boost the new sales process

The second step was to design a 5 day training for the management team to enable them to manage and coach employees on the new sales process: 3,5 days were dedicated to sales and 1,5 days to managing and coaching. Programme elements for sales were “first contact”, “value proposition”, “objections handling” and “active references”. In the part of “managing and

“The continuous evaluation is something I appreciate. For example, the frequent short phone calls from the Krauthammer Account Manager asking how the training was, what went well and what could be improved? It is a structured evaluation but still personal. I find this structure also back in the trainings: short bits of theory, a very clear setting of the framework, and then practice. “

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“There is a kind of easiness that the trainers have and everything goes very smoothly. It looks easy, but I know that it's the many hours of background training that make it look so easy. The great enthusiasm of the trainers also helps. You really have to be made of ice not to fall for it.”

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coaching” topics like “setting objectives”, “feedback”, “employee motivation” and “delegation” were covered.

### **Additional step: 4-day sales programme for consultants & branch managers**

In addition to the management team, consultants and branch managers also followed a 4-day sales programme.

“I was impressed by the terminology introduced in the trainings. Krauthammer created a new language between our management, consultants and branch managers, which helps us to understand each other better. This common language also speeded things up in the training room.”

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### **Boot camps to keep the learning fresh**

After the training, boot camps were organised in order to help keep up with the learnings and experiences that were made. The topic of each session is defined by the group, composed of branch managers and consultants. The Krauthammer consultant acts here like a facilitator.

## **Results**

Firstly, the quality of the client conversations has improved and Luba's new sales approach is lived within the organisation: “When we first came in, we only wanted to get the vacancy. Today, we ask more questions and we have different conversations. The customer takes us more seriously and for many of them, we are now a trusted partner,” Doornenbal explains.

“Secondly, cross-selling has increased due to the improved communication between consultants and branch managers. Both followed the same sales training which has now resulted in a better understanding and intensified cooperation (the branch managers focusing on recruitments and the consultants on employee transfers and exits).”

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Thirdly, the different phases of the sales process are integrated in Luba's CRM-system, and the sales process is transparent now. Management can easily check which sales funnel a company is currently in. Also, how many companies turn into customers and how many companies leave after a certain phase. The CRM is also a tool to help managers coach more precisely by looking at the phase that their direct report is good at, or where there's room to improve.

In total, 30 employees (including the management team) were trained. Today, Luba continues developing its sales process, and Krauthammer is still working with the consultants and branch managers on improving their sales skills.

### About Luba

Founded in 1968 in Leiden, Luba was one of the first staffing companies in the Netherlands. The company operates on a national level, working both online and via 50 offices in the Netherlands. In 2015, Luba helped more than 7.200 people to find a job. Customers appreciate Luba's services and rate it 8.2 out of 10.

### About Krauthammer

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