

# launch

NAVIGATORS IN THE AGE OF TRANSFORMATION®

Case Study:

**FedEx**<sup>®</sup>  
Corporation



Project Requirements:

## Aligning Internal Departments:

Launch Consulting optimized and streamlined operations to reduce redundancy and increase efficiencies.

As the Customer Technologies (CT) organization continues to expand, this partnership between Launch and FedEx was created to better understand the distribution of current CT developer and support staff skills so a more targeted educational roadmap could be created.

The logistics industry has become increasingly competitive, and FedEx needed a new approach to B2B sales that would help it remain an industry leader. This approach would need to go beyond the current relationship-based approach to a more consultative model that would help FedEx retain and grow its customer base. The FedEx Sales Leadership Team needed help moving to this new consultative model by using our consulting expertise to analyze and streamline internal approaches to training and coaching employees. Eventually, our consulting efforts moved to other business areas in FedEx to help streamline their approaches as well.



Launch was the partner of choice for the diagnostic process because they provided an external, data-driven perspective as well as a deep understanding (and empathy) for FedEx.

FedEx Leadership Team

## A Human Approach: Moments that Matter

Our goal at the beginning was to take a human-centered approach to arriving at real solutions, where we learned as much as we could about internal processes and used an empathetic approach to understanding the culture, values and day-to-day activities of employees and leadership. We were often mistaken for long time FedEx employees because we were able to quickly learn the terminology and express empathy for employees and FedEx customers. We combined our deep understanding of internal processes with an analytic approach to provide the best recommendations.

- Identify performance differentiators
- Create a consistent coaching language
- Develop an educational roadmap
- Empower an agile workforce



Launch's Solution:

Launch conducted hundreds of observations of sales representatives. This information was analyzed in order to identify competencies and behaviors that differentiate performance and departmental function, reduce redundancy and create the potential for over \$60 Million in additional revenue.



Project Results:

**2300** ASSETS GENERATED to Streamline Content Creation



**INCREASED EFFICIENCY**  
Increased Content Usage and Reduced Redundancy



**NEW COMMON DEFINITIONS**  
For Evaluating Team Members and Sales Staff

We collaborated with FedEx Sales Leadership to develop a problem definition, uncover key assumptions and build parameters for arriving at a solution. This initial meeting was a rigorous process that revealed key insights, such as a need for a consistent lexicon to define key performance indicators. We then conducted hundreds of observations of various sales transactions. Combined with extensive industry knowledge, we analyzed and built a solid framework for defining competencies and behaviors that we call “Moments that Matter.” This allowed us to outline what keeps “good” performers from becoming “great.” Our research developed into further discussion with the Sales Leadership Teams to calibrate key performance indicators across the 4 major sales units and enhance cross-department collaboration.

## Curriculum:

We evaluated learning assets and expanded on the concept of Moments that Matter by developing a curriculum that would close competency gaps and drive employee performance. We utilized the common lexicon created to describe key performance indicators and real-world scenarios pulled from our observations to create relevant, modularized training content tailorable to fit multiple sales units and their managers.

## Real Life Outcomes:

Launch’s analysis suggests that once FedEx brings 50 mid-level sales representatives to goal attainment by using suggested processes, FedEx will generate over \$60 million in revenue. With our framework, the Sales University that was created for FedEx employees was able to rapidly curate over 2,300 assets that fit the Moments that Matter and Microskills, significantly reducing the time needed to develop their own custom-content. Within Sales University, the curriculum roadmap is connected to the competency gap analysis. This allows the development team to prioritize the development of assets based around the content most likely to drive performance. The diagnostic results and emphasis on coaching tools has helped the Sales and Customer Technologies team by providing a common language and rubric for performance both within roles and across roles. Where teams were previously more siloed at FedEx, Sales and Customer Technologies teams have started sharing resources where competencies overlap – resulting in increased usage of content and reduced duplication of effort.

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## About FedEx:

FedEx Corporation is a leading U.S. multinational courier delivery services company helping consumers efficiently and economically send products almost anywhere in the world and businesses reach more than 6.5 billion potential customers globally.

## About Launch Consulting:

Founded in 2005, Launch is a veteran-owned company that takes a people-first approach to solving complex technology problems with innovative solutions. With over 500 technology leaders, designers, and engineers, they consistently push the boundaries of commonplace.

**Core Practice Areas:** Human Experience Design, Data Platform, and Cloud -- seamlessly combined by a Technology Concierge team to craft the transformative approach so often marketed but rarely delivered. Based in Bellevue, WA, they have regional offices in key markets across the nation, including Dallas, San Francisco, and Washington D.C.

### Contact Information:

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