NIIT

CASE STUDY · SALES CAPABILITY

Scaling Consultative Selling Capability with AI Across a Global Sales Force

How a purpose-built, AI-powered practice program enabled sellers to engage clients as strategic advisors, and what moved in the business as a result

Solution Partner
NIIT

Client
Global IT Infrastructure Leader · $16B Revenue

Program
ENGAGE: Consultative Selling with AI

Scale
200+ Sellers · 60+ Countries · 5-Day Journey

2x
Signings growth post-program
$25.9M to $52M

39%
Improvement in deal velocity
115 days to 70 days to close

~3×
Revenue per seller post-program
$0.54M to $1.57M

A Strategic Shift Toward Advisory Selling, and Three Things Previous Training Could Never Deliver

One of the world's largest IT infrastructure services companies, managing mission-critical systems for global banks, airlines, manufacturers, and insurers across 60+ countries, made a deliberate strategic decision: to move from technical delivery partner to trusted transformation advisor. An independent analysis of the go-to-market function confirmed the gap. Sellers defaulted to solution pitches before fully understanding what clients actually needed. With 92% of revenue from existing accounts, this was a growth risk and a relationship risk in equal measure.

The organization had invested in workshops and facilitated role play. Neither produced lasting change. The reason was structural. Three things that building genuine consultative capability requires had simply never been achievable through conventional training methods at enterprise scale.

Gap 01 · Practice Fidelity

No practice environment realistic enough to change behavior

Scripted role plays could not replicate what makes client conversations genuinely difficult, the unpredictability, the information withheld until trust is earned, the consequences of a poorly framed question.

Gap 02 · Continuity

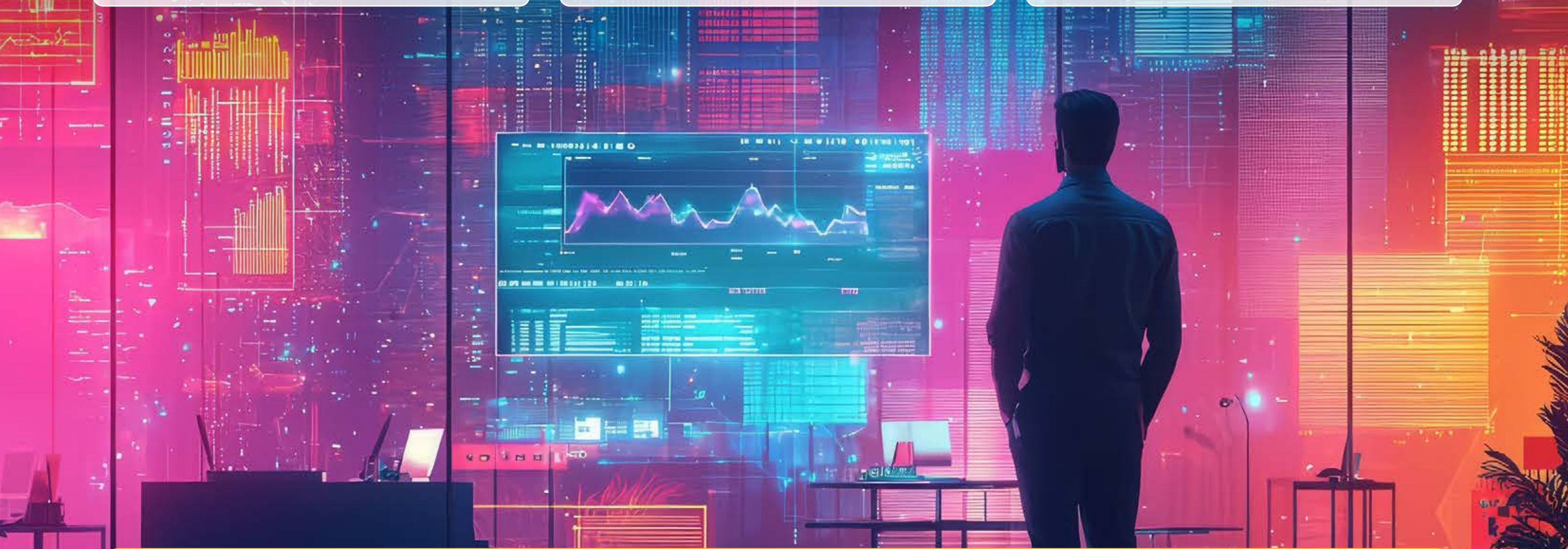
No way to practice selling as a connected journey

Real enterprise sales unfold across multiple stakeholders over weeks, where decisions in one conversation shape every conversation that follows. Training had no mechanism to simulate this.

Gap 03 · Measurement

No objective view of how sellers actually behaved

There was no reliable way to assess whether a seller genuinely listened, asked insight-driven questions, or built toward a business case, rather than defaulting to the pitch that felt most comfortable.



> "The knowledge was there. Sellers could articulate what consultative engagement looked like. What was missing was a practice environment realistic enough that the behavior would actually transfer, and an objective way to know whether it had. NIIT was asked to build both."
>
> **Program Design Brief, ENGAGE Initiative**

The Program Architecture and the Results It Delivered

PROGRAM ARCHITECTURE · AI COMPONENTS · BEHAVIORAL OUTCOMES · BUSINESS RESULTS

NIIT designed a five-day, ten-hour learning journey built around the **ENGAGE consultative selling framework,** five stages defining what a well-conducted sales conversation looks like across the full lifecycle: **Explore and Navigate, Gauge, Acknowledge, Guide, Establish.** Each day introduced one stage, applied it immediately through an AI-powered practice conversation, and reinforced it through a structured debrief. AI ran through every component of the program, not as a feature, but as the infrastructure that made the entire experience possible.

Core Program Components

THE IMMERSIVE SCENARIO · STERLING CREST

A Realistic Client Context Revealed Progressively Across the Week

Rather than a static case study, Sterling Crest Bank, a mid-sized financial institution navigating regulatory pressure, legacy infrastructure, and digital disruption, was introduced through AI-generated video briefings that unfolded across the five days. Two featured the company's sales professional sharing preparation strategies. Two featured a Sterling Crest internal champion revealing stakeholder priorities and internal dynamics. This gave sellers the kind of contextual depth that in a real engagement has to be earned over time.

PRE-SIMULATION PREPARATION · THE POINT OF VIEW ACTIVITY

AI Evaluated the Quality of Thinking Before the First Conversation Began

Before any stakeholder simulation, sellers developed a customized Point of View for Sterling Crest, synthesizing industry trends, client priorities, competitive pressures, and a clear narrative for why a global IT infrastructure leader was the right partner. The AI evaluated each POV across four dimensions: depth of customer understanding, sharpness of identified imperatives, relevance of industry context, and quality of solution alignment. Preparation itself became a measurable performance event, ensuring sellers entered every conversation with a genuine hypothesis rather than a generic pitch.

THE SIMULATION JOURNEY · FOUR AI AVATARS · ONE CONNECTED STORY

Live, Unscripted Conversations With AI Stakeholders Who Remembered Everything

Sellers engaged four distinct AI-generated executive personas in sequence, Chief Risk Officer (Origination), Chief Information Officer (Exploration), Chief Operating Officer (Value Creation), and Chief Information Officer (Solution Framing). Each avatar had a unique personality, functional perspective, and set of concerns: the CRO weighed regulatory risk and AI governance; the CIO focused on integration complexity; the COO prioritized operational continuity and cost. The AI retained full context across all four meetings. What was uncovered in Meeting 1 shaped what was available in Meeting 3, and what was missed did not reset. Each scored conversation allowed up to three attempts, with the highest score locked in. Once advanced, that meeting could not be replayed, mirroring the reality that no client conversation can be taken back.

BEHAVIORAL SCORING · CUSTOMER BUY-IN SCORE · FEEDBACK ARCHITECTURE

Every Conversation Scored Objectively, Feedback Delivered From the Stakeholder's Chair

Each simulation was evaluated in real time across four behavioral competencies, Business Acumen, Strategic Questioning, Discovery Depth, and Consultative Positioning, using a structured rubric defining what each skill looked like at every performance level. Scores accumulated into a cumulative Customer Buy-In Score that mapped directly to a deal narrative: 85% and above secured a discovery workshop commitment; below 55%, Sterling Crest moved on. Feedback arrived in two forms, first from the stakeholder's perspective describing what impressed them and what they missed, then as a skill-level debrief with specific coaching guidance for the next meeting.

PRACTICE MODE · FACILITATOR DASHBOARD · LEADERBOARD

The Learning Infrastructure That Extended Beyond the Scored Journey

Practice Mode allowed sellers to re-engage any conversation unlimited times, experimenting with different questioning approaches, positioning strategies, and engagement styles, observing how changes in their behavior produced different stakeholder responses. Facilitators had access to a real-time dashboard aggregating individual and cohort performance across all dimensions, enabling targeted debrief conversations. A participant leaderboard introduced peer accountability that consistently drove re-engagement and measurable improvement across cohorts.

The Daily Learning Rhythm

01

Concept Introduction

ENGAGE framework stage introduced through virtual instructor-led session with peer discussion

02

Case Context

Sterling Crest video briefing reveals a new layer of client complexity and stakeholder dynamics

03

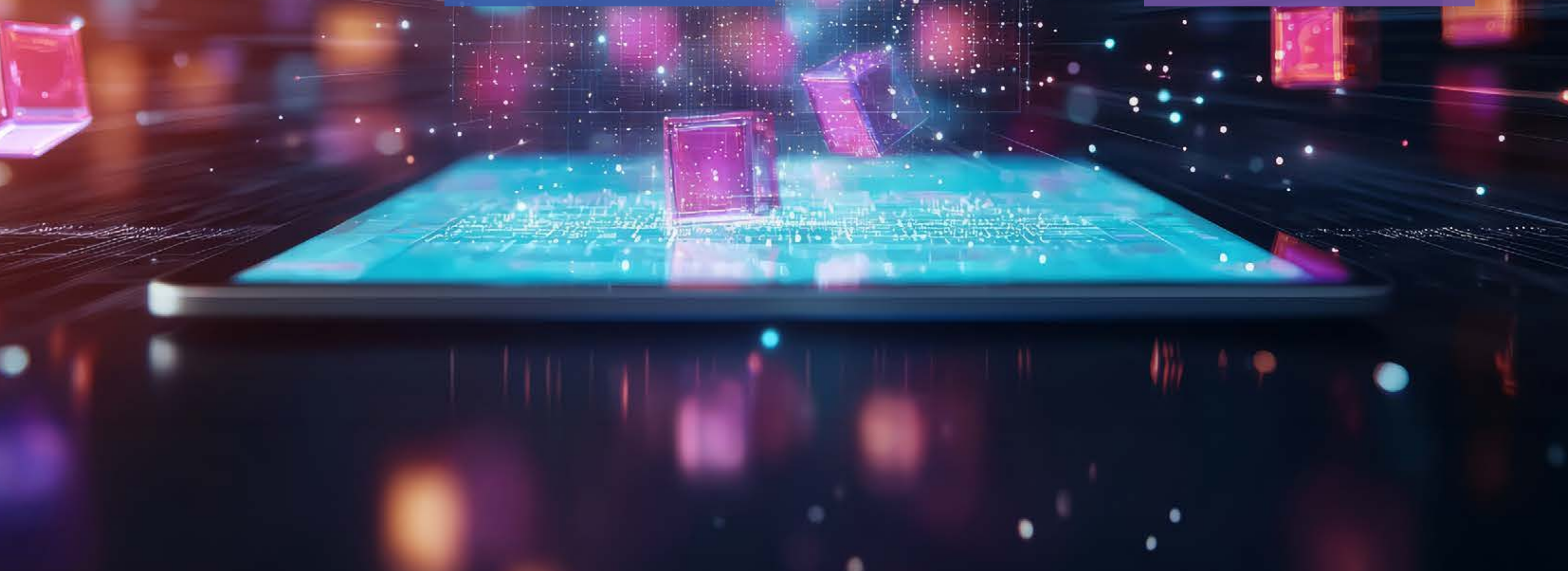
AI Simulation

Seller applies the day's concept immediately in a live, scored stakeholder conversation

04

Facilitated Debrief

Cohort reflects on performance data; facilitator surfaces patterns and reinforces key behaviors



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Business Impact

Across the cohort assessed pre and post program, total signings **more than doubled from $25.9M to $52M.** Average won revenue per seller **nearly tripled from $0.54M to $1.57M.** Deal velocity improved by 39%, sellers closed opportunities in **70 days versus 115 days** before the program. Total wins fell from 139 to 118, while average wins per seller rose from 2.89 to 3.57, sellers pursuing **fewer, better-qualified, higher-value deals.** Total pipeline held steady at scale ($852M to $853M across the cohort), while per-seller pipeline value rose from $10.39M to $11.38M, and opportunity count grew from 589 to 615. Each seller created an average of **$1.32M in net new opportunities** over the 180-day measurement window. Discovery Depth, the precise capability gap identified at program outset, showed the steepest behavioral improvement, **up 10.4 percentage points** between a seller's first and best simulation attempt.

Behavioral Improvement, First vs. Best Attempt

Business Acumen	+8.4pp
Strategic Questioning	+10.2pp
Discovery Depth	+10.4pp
Consultative Positioning	+10.2pp

Discovery Depth, the primary gap identified at program outset, showed the greatest improvement across all four dimensions

Commercial Outcomes · Pre vs. Post

Total signings	**$25.9M to $52M**
Avg. won revenue per seller	**$0.54M to $1.57M**
Deal velocity (days to close)	**115 to 70 days**
Avg. wins per seller	**2.89 to 3.57**
Avg. pipeline per seller	**$10.39M to $11.38M**
Avg. new pipeline per seller	**+$1.32M**
Opportunities per seller	**7.18 to 8.2**
Rated training immediately applicable	**82%**

Program Reach and Trajectory

200+ Sellers · 6 Months

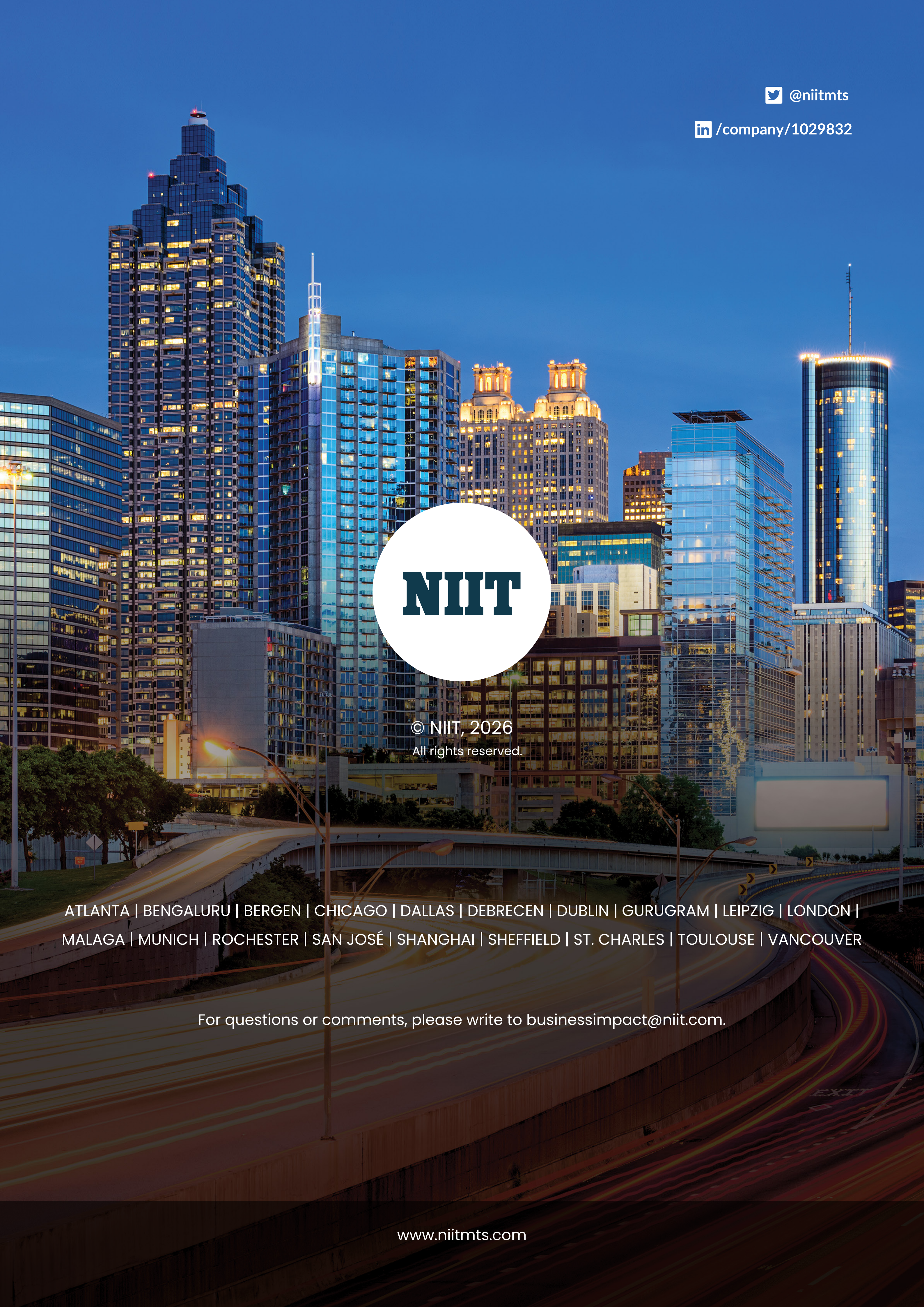
Deployed globally, October 2025 to March 2026

Now Live in Japanese

The program architecture scales across languages without rebuilding content

Expanding Beyond Sales

Leadership, consulting, and client engagement are next



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For questions or comments, please write to businessimpact@niit.com.

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