CASE STUDY

TELECOMMUNICATION

SALES EFFECTIVENESS

CLIENT BACKGROUND

Our client is a large fixed line telecommunication service provider, offering a full range of switched and dedicated local exchange network, national and international long distance services to residential and business and carrier customers.

The company is also a leading provider of data and communication services including advanced telecommunication services such as dedicated domestic and international leased lines, frame relay services, internet access, and other managed data services like Digital Subscriber Line (DSL).

Its nationwide network is a completely redundant meshed transmission network connected via a high speed backbone consisting of satellite, terrestrial, and submarine based facilities.

The company seems to be caught in the vicious web of price reductions, in an increasingly commoditized telecom market. The only way to regain top line growth was to gain market share via increased salesforce effectiveness.

It's services cover a population of over 25million.

Client Issues

The Company was in the midst of brutal trade war. Its key competitor had had recent success at poaching a few of its key people in the Salesforce. While the organization was extremely fatigued from the daily grind of retaining existing customers as well as pursuing new ones at the same time, there was a need to overhaul and revitalize existing systems and processes such that these would act as building blocks to sustain future Sales growth.

Client Considerations
- ➲ Senior Management had serious reservations about bringing in external Consultants lest they cause disruptions in the existing day-to-day Sales effort.
- ➲ The client wanted to see tangible bottomline benefits from the engagement.

That's why our client approached Abacus, experts at executing Sales Effectiveness Programs designed on the foundation of sustainable Change Management.
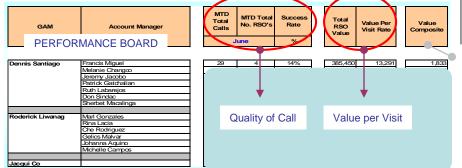
Our Approach

Step 1 – Exhaustive Zero Analysis of Existing Salesforce (includes **480 hours of Route Riding with Salesmen**; Review of Systems & Processes, Incentives, Performance management system, Communication & Reporting System; Organization Structure, and Sales Conversion Rate Study)

Step 2 – De-installation of Non-Value Added workloads

Step 3 – Skills Transfer for "Solution Selling"

Step 4 – Technology Transfer of Sales Planning Tools for greater Focus

Relationship Management Group Reports	
TO BE DISCONTINUED	**TO BE CONTINUED**
1 Transaction Journal (Marketing Version)	1 Call Report (DCR)
2 Industry Performance Report	2 Weekly Plan Itinerary
3 Monthly Highlights	3 Sales Plan (30-60-90 Strategies)
4 120 days Brigade	4 Daily Monitoring Sheet
5 Collection Update (TD List)	5 Success of the Week/Problem
6 Quarter Forecast Report	
7 DIBI Update	**61% de-installed**
8 SPM Progress report (ongoing projects, infra-build, network problem bucket)	

GAM	Account Manager	MTD Total Calls	MTD Total No. RSO's	Success Rate	Total RSO Value	Value Per Visit Rate	Value Composite
PERFORMANCE BOARD		June		%			
Dennis Santiago	Francis Miguel	29	4	14%	385,450	13,291	1,833
	Melanie Changco						
	Jeremy Jacobo						
	Patrick Gatchalian						
	Ruth Labarejos						
	Don Sindac						
	Sherbet Macalinga						
Roderick Liwanag	Marl Gonzales						
	Rina Lacia						
	Che Rodriguez						
	Gelics Malvar						
	Johanna Aquino						
	Michelle Campos						
Jacqui Co							

Quality of Call   Value per Visit

Step 5 – Institutionalization of Performance Boards (Weakest Performers awards Top Performers)

Step 6 – Alignment of Incentives to Strategic Objective

Step 7 – Set-up Executive Information System to proactively respond to market needs

Approach

Hands-on Skills Transfer

A key component of our engagement with any organization is a series of training workshops using various tools such as real life simulations, role playing, and case discussions. This is then followed by its real world application, the results of which are tied to each individuals performance evaluation.

Components of **Abacus's Basic Sales Training kit** includes:

A. Sales Planning and Preparation
  - ➤ The Buying and Selling process
  - ➤ Development exercise 1. *Good and Bad Selling*
  - ➤ What makes a successful Salesperson
  - ➤ Sales Planning
  - ➤ Preparing a Sales Plan
  - ➤ Development exercise 2. *Producing a Sales Plan*
  - ➤ Key Activities for Salespeople
  - ➤ Territory Planning
  - ➤ Development exercise 3. *Producing a Territory Plan*
  - ➤ Preparing for the Sales Call
  - ➤ Development exercise 4. *Planning the Sales Call*
  - ➤ Conceptualizing "Solution Selling"

B. Sales Call
  - ➤ Structuring the Sales call
  - ➤ Development exercise 5. *Agenda Setting*
  - ➤ Questioning Skills
  - ➤ Development exercise 6. *Ten Key Questions*
  - ➤ Effective Listening Skills
  - ➤ Development exercise 7. *Listening Skills*
  - ➤ Identifying Customer behavior and Needs
  - ➤ Development exercise 8. *Customer behavior*
  - ➤ Presenting the Solution
  - ➤ Development exercise 9. *Features, advantages, and Benefits*
  - ➤ Dealing with Objections
  - ➤ Development exercise 10. *Dealing with Objections*
  - ➤ Closing the Sale
  - ➤ Nine Closing Techniques
  - ➤ Development exercise 11. *Closing the Sales*
  - ➤ Development exercise 12. *Action Planning*

S&G Initiative Area	Benefits
1 PERFORMANCE BOARD	Dynamics of "**Peer Pressure**" help change attitude and in turn drive Performance
2 TRUE PERFORMANCE	Channels (Data) **SO's account for 20% of Revenues**
	Cross-Bundling of Voice and DSL in Channels group lays the foundation for increased Sales in the near term
3 DATA INFRASTRUCTURE TO GET ACTUAL PERFORMANCE	Appropriate **Systems Support** to assess true Sales numbers
	Resolve Data integrity issues across databases
4 TARGETS	**Exposed** "expected performance on New Installed" vs. "Base accounts"
	Cleaned-up Account Lists provided the platform to assess true performance the next time around
5 INCENTIVES	Sending out a clear message to the Salesforce that we are getting serious about Incentives
	Adequate support for ISA growth (ISA's currently account for 35% of Sales)
	Reduced Agency Churn rate
	Speed up timely release of Incentives (for Jan released last week; for Feb released this week)
6 MARKETING	**Create Marketing Turnaround** (move away from "Promotions" alone to "Strategic Think Tank")
	Answered "**What to sell, Where, and to what type of Customers**"
7 FOCUS - INTERNAL	**61%** Reports De-installed in Relationship Management Sales Group
	55% Reports De-installed in Channels Sales Group
	39% Reports De-installed in CBO Group
	Redefined Roles & Responsibilities - Marketing group. Redefined Roles & Responsibilities + Realign KPI's for CBO group - from "Reporting" to "Driving Flow Through"
	Simplify Roles & Responsibilities such that People can **Focus** on **Value-Added Work**
8 EXECUTIVE INFORMATION SYSTEM	Appropriate and f**ocused CHURN management** based on Contract Expiry Database
9 SKILLS	Channels - Metro Team-2 up 43% in MTD Sales over June
	Ensure **Sustainability** of implemented initiatives
10 COMMUNICATION	Create **Need** and **Urgency** to Change
Annualized Savings = US$ 2,746,361	

"Working with Abacus has been an extremely enriching learning opportunity The mindset and skills that they have imparted are crucial skill sets relative to our current strategic thrusts…

Culture Change is naturally a difficult process for any organization to traverse, but we feel that working with the Abacus consultants and their tools, we have quickly and effectively brought about a noticeable and measurable Change in a key part of our organization."

VP-HRD

"Abacus's work has, in essence, redefined the way our group operates and has paved the way for us to accomplish our Herculean business objectives…"

VP-Sales & Marketing

Ensuring the Change Sticks

As part of the internal team requirements, Abacus designed a Continuous improvement Audit, which focused on reporting, by- user compliance of the new system elements. The non-compliance was recorded, categorized and managed through training and support workshops. After the completion of the project, Abacus used the C.I.P results to ensure maximum client support.

Managing Operational Risk

Abacus introduced their "Iccarus" Risk Management tool, and is effectively used to ensure all Changes are assessed thoroughly before implementation takes place.

This very effective tool also ensured that all Changes were value added to the business process and objectives linked to drive key cost, revenue, and performance objectives.

As we progressed into the Change Program, the risk Management Tool was linked to the CIP to ensure maximum Change Management Discipline.