

The KONA Group

' Call Centre and field Sales Performance'

Case Study



The KONA Group

Over the last 15 years The KONA Group has become renowned as the 'go to' company for organisations who are looking to ensure that their Leaders, Managers and People are able to perform at the level required to ensure strategies are executed, performance objectives are achieved and critical business results are delivered.

Each member selected in the KONA team is a highly skilled business improvement specialist who works with our clients according to the specific skill-set and expertise required in each project. They are NOT theoretical 'by the book' trainers or academics who have never run a business, managed a team, or built a Pipeline

Cold Calling and Call Centre Sales Expertise

In many organisations the telephone appointment making and direct Sales are the back bone of their growth and while many organisations have excellent facilities, strategies, products/services and measurement tools and processes, the one key area that is lacking is in the actual conversations people (both inbound and outbound) have with customers
From our experience the main 'gaps' include:

1. Fear of picking up the telephone
2. Poor or no Time management
3. The ability to engage with a customer and quickly build rapport over the telephone
4. The be patience and slow down and find out more about the customer personally and their 'triggers'
5. The belief they need to focus on trying to get through the call to move onto the next one on the list, rather than the quality and conversation of the conversation
6. They have been thrown in at the deep end, with no formal conversational skills training
7. They struggle to respond to a customer when they say "NO"
8. They don't handle negativity or aggressive personalities well
9. They could not find the "need behind the need"
10. They were selling on cost not quality
11. They had little or no negotiation skills

What needed to change?

- More time with the sales team by managers mentoring and motivating
- Less administration and internal negotiation
- Less use of soft language
- Better pipeline management
- Better strategy
- Understanding of the power of negotiation
- Better relationship management

What do they need to do?

- Sales Managers needed Sales motivation training
- Training on the importance of margin = time
- Understand the importance of accretive language
- Develop a strong strategy and review on a quarterly basis
- Build a quarterly pipeline strategy 30/60/90 day plan
- Look at events and environments
- Stop trading on margin
- Learn how to schedule regular calls and build relationships

How Did KONA Help?

- One on one coaching with each manager
- Sales strategy facilitation with each team coupled with a time and motion study (ongoing)
- More advanced negotiation and presentation workshops
- Account planning and relationship building
- One day strategy session with each team manager
- Emotional intelligence workshop for the senior team

What Did it look like?

We would implemented a 30/60/90 day plan which will address the issue in an extremely tailored way. Our Client is quite a unique company and as such an “off the shelf” solution would not address their immediate needs.

Feathered in between the class based sessions KONA delivered one on one coaching sessions for the sales managers and in-field coaching for the sales team.

First 30 days Customisation

We developed tailor made workshop based training and one on one, based on proven Sales and Marketing methodologies and processes, including

- Negotiation,
- Exercises,
- Worksheets,
- Training collateral,
- Coaching

Training and Education Programs

Training and Education workshops that are practical, hands on, interesting and enjoyable.

Their sales team experienced situations as close as possible to real life to aid relevance, understanding and implementation.

Content of the Education Program workshops was developed specifically around what we learnt in our Assessment conversations however included the following example content:

Program 1:

- Why Understanding the Professions of Sales and Marketing is Critical
- Practical prospecting and qualification, enquiries and new clients
- Understanding Sales is NOT a 'Black Art'
- Personal Branding
- Creating a Point of Difference
- Basis of negotiation
- Sales Activity Planning

Program 2:

- How to Engage with a New/Prospect Client to Develop a Long Lasting Relationship
- Breaking the Ice
- Presentation skills
- Understanding the Client, not just the numbers
- Gathering Information
- Quality Questions
- Listening and Probing

Second Phase 60 Days

Program 3:

- Re-cap on phase 1 and 2
- How to Present Value that Differentiates Your Practice
- Understanding 'buying signals'
- Creating a Sense of Urgency
- Managing Objections
- Asking for a commitment
- Retaining Clients

Program 4: (managers only)

- How Retain/motivate High Performing Employees
- Develop Job Roles, Responsibilities and Accountabilities
- Source and qualify the right candidates
- Conduct face-to-face interviews including Core Competency and Behavioural Event Interviewing
- Implement KPIs and Performance Measures
- Managing NON performers (handling the awkward conversations)
- Ongoing Training and Coaching
- Succession Planning

Third 90 days

Coaching

A key component in driving sustained results from any Education Program and training is follow-up coaching

This is where we provided Consulting and Coaching follow-up to individual members to provide support and help to actually do what they say they are going to achieve of their result objectives.

In some cases to actually 'hand hold' them through the actions they needed to do Coaching was on the road with the sales team and in the office and included:

- Face to face one on one coaching
- Coaching clinics for small groups
- Telephone coaching
- Email accountability reporting and coaching

90 days ++

Ongoing Support and Follow up

As the business continue to grow and prosper whenever required KONA provided ongoing resources, support.

Outcomes

- Increased average daily time on the phone from 45 minutes to 3 hours
- Increased increase overall activity by 150%
- Increased outbound quotes by 88%
- Increased sales by 66%