

# Case Study



## Call Center Training

**Company:**  
Fortune 500  
Computer  
Manufacturer

### Challenges

A Fortune 500 computer manufacturer sells its products directly to end-users rather than via retail stores or computer resellers. The company segmented their call center sales and service activities into a number of areas to penetrate consumer, corporate, government, and international markets in addition to better leveraging service opportunities. The typical direct consumer transaction involves individual customers calling a direct number, while their larger corporate relationships are assigned to an outbound telephone sales representative for follow-up.

The company determined that in order to meet business objectives they needed to improve direct sales for this multiple division call center by increasing close ratios, capitalizing on cross-selling opportunities, and building better long-term relationships. The company also felt that for this strategy to be successful they were going to need full managerial support and reinforcement to help change the call center culture. The key business issues that the company felt their representatives and managers were facing included:

- o Keeping the dialogue customer-focused to identify needs and position what products the company has without dumping features
- o Upselling and cross-selling systems components and peripherals
- o Identifying the decision making process during a business call-in
- o Identifying and maximizing customer "buying signals"
- o Resolving tough customer questions and objections
- o Demonstrating a professional/positive attitude

### A Comprehensive Learning Solution

Richardson and the company developed a series of customized Teleselling and Coaching instructor-led training and eLearning programs. The solution was designed to help build call center excellence, increase sales effectiveness, and improve business performance. The solution included:

#### o Teleselling

- For New Hires - a one-and-one-half-day ILT program combined with eLearning for newly hired sales representatives
- For Incumbents - a one-day ILT program combined with eLearning for experienced sales representatives

#### *Solution Objectives:*

- Maximize time with a prospective customer
- Qualify and disengage if no immediate sales opportunity exists
- Maximize upselling and cross-selling opportunities
- Use effective tone, pace, pitch, volume, and customer-focused words
- Identify questioning process to help control the sale and move it toward a close
- Demonstrate how to position and differentiate products and services

#### o Sales Coaching

- Sales Managers in all call center segments - a one day ILT program combined with eLearning and one-on-one coaching.

#### *Solution Objectives:*

- Develop feedback skills and a integrated feedback process to reinforce and support the sales training and representative's development

### Results

An internal level four evaluation on training effectiveness created by the client indicated that for every \$1.00 spent on Richardson training, they experienced a return of \$321.00 in revenue.

A recent internal evaluation found that, after participating in Richardson sales training, there was an increase in average weekly margins of 10%. The client reported that this translated into \$5 million in overall margin increases. The head of global sales training credits the Richardson training as being instrumental to their success in this measure.

The clients' training director has engaged Richardson instructors to listen and critique call center conversations. He also credits Richardson with shortening call sales cycles from seven to four minutes.



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