

GLOBE TELECOM

Scoring double digit sales improvement

Globe Telecom is a leading full service telecommunications company in the Philippines, serving the needs of consumers and businesses across an entire suite of products and services including mobile, fixed, broadband, data connections, internet and managed services. Its principals are Ayala Corporation (22%) and SingTel (67%) who are acknowledged industry leaders in the country and in the region.

ANALYSIS

Despite an impressive growth in terms of subscribers over the past years, Globec Telecom Management was concerned about the lack of structure and control in Corporate Sales handled by its subsidiary Innove. Renoir was asked to assess the function & assist with a programme to improve both control and performance.

The Analysis revealed that:

- There was little, proactive sales team performance management
- The sales pipeline was dangerously lacking of leads
- The Sales Cycle was too long and the existing incentive scheme was not designed to drive performance in terms of getting new customers
- There were productivity gain opportunities and gaps in terms of Account
- Managers' skills levels
- There was no standardized training program for newly hired Account Managers

PROJECT APPROACH

The overall objective of this 18-week project was to improve the Sales Team's productivity by at least 20% and to begin a cultural change towards a performance oriented sales approach. Renoir also committed to designing and implementing a new Sales Pipeline & Management Control System.

The project structure was comprised of a Steering committee headed by the Chief Operations Officer of Innove, one 'Management Action Team' headed by the Head of Corporate Sales, and two Innove / Globe employees as a full time Task Force to work with Renoir in implementing the changes.

A new semi-automated Sales Pipeline Management Control System was developed along with the Corporate Sales Team to ensure proper buy-in. This new system was designed to provide Account Managers with a more "user-friendly" tool that they could remotely access as well as providing the Team Leaders with visibility in terms of workload, productivity and conversion rates (performance).

Key Results

Doubled Account Managers' productivity

20% increase in Sales leads

Installation of Sales pipeline Management Control System

Extensive training of 120 Account Managers

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This new system was organized into logical groupings of Forecast, Plan, Control and Report in order to get a clear picture about the overall management of the Sales process. Missing elements were added and existing elements were revised to be more effective. The focus was on planning and controlling activities. In addition, the new system had critical leading indicators to give management timely alerts and to address the root cause of the problems.

PROJECT RESULTS

This new system was implemented and coupled with advanced Scorecards designed to give maximum visibility to Team Leaders. The Scorecards allowed live representation of the Sales Pipeline at the Account Manager, Sales Team and Corporate Sales Department level. Scorecards and incentives were also used to develop a strong competitive culture within the group through a weekly "Best Performer" of the week.

A proper Sales Guideline was also developed in order to give all new Account Managers standardized training materials. It was also used to evaluate existing Account Managers and test their selling techniques, knowledge and aptitudes.

All 120 Account managers were trained in the use of the new system and a final exam with a passing grade requirement ensured both their theoretical understanding and practical aptitude.

After the original 18-week project, the Account Managers productivity more than doubled.

Globe decided to extend the program by another 10 weeks in order to ensure indepth implementation of all installed best practices.

THE RENOIR GROUP

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