

Procoachtm Case Study

Making people better at selling, giving customer service and managing others



Procoachtm sales through service

Company Background

Telewest, the broadband communications and media group, currently markets to 4.7 million UK homes and provides multichannel television, telephone and internet services to 1.75 million residential customers. Its consumer division, Telewest Broadband, has 538,000 broadband internet subscribers, 1.3 million TV and 1.6 million telephone customers. In addition, Telewest Business, the company's business division, supplies broadband communications to public and private sector markets.

The Challenge

Telewest Broadband operates in a highly competitive and price-sensitive market, meaning significant focus is given to reducing churn in its customer base. The company recognised the importance of establishing long-term, profitable relationships with customers as the most effective way to continue growing its customer base. In order to achieve this objective, Telewest Broadband realised its customer relations executives (CREs) were ideally placed to directly communicate the unique benefits of remaining a customer, yet this team operated within a customer service environment and its members had little sales experience.



Prosell

People • Performance • Improvement



The Solution

To assist with the required changes in approach, Telewest Broadband chose **Prosell** as its strategic performance-improvement partner. **Prosell** used a combination of its **Prolearn** and **Procoach[™]** services to implement an immediate, yet sustainable behaviour change to increase Telewest's save rate by 15% across all products within six months.

Detailed analysis revealed consistent skill gaps with a number of the CREs. **Prosell** introduced a series of **Prolearn** programmes which equipped the CREs with best-practice skills and behaviours as agreed with Telewest Broadband's senior customer relations managers.

Further analysis highlighted that customer relations managers were unable to effectively performance-coach the CREs in the new skills and behaviours they had acquired. Therefore, a **Procoach[™]** Licence to Coach programme was developed specifically for the managers to run alongside the **Prolearn** programme. This would ensure that managers would be able to sustain and reinforce the skills and behaviours being learnt by their teams attending the **Prolearn** programme.

Implementation

Prosell decided to capitalise on the inherent service culture that the customer relations department had successfully developed, by introducing a 'conversational sales' model that could be used with confidence by every member of the team and not perceived as a conflicting 'hard sales' approach.

Fifty CREs attended the **Prolearn** programme. Each two-day module used exercises and role-play situations to embed the skills and behaviours learnt.

Management support of this programme was essential; customer relations managers attended the **Procoach[™]** Licence to Coach programme in order to develop effective coaching and feedback skills to sustain the department's performance.

Learning points

Based on the results of this programme a number of conclusions can be drawn:

- There was a significant increase in the performance of the teams whose managers attended the **Procoach[™]** Licence to Coach programmes, as opposed to those that did not.
- Relying solely on training does not affect sustainable performance improvement. Coaching, however, encourages a long-term change in behaviours and skills.

Results

Behavioural results following the customer relations development programme:

Behaviour used	Percentage increase observed behaviour post training
Voice tone	13%
Signalling actions/intent	16%
Picking up on customers' feelings	17%
Acknowledging the customer	26%
Use of positive inclusive language	35%
Probing for needs	29%
Matching benefits to objections	38%
Closing	30%
Handling objections	31%

Results showed a significant shift in behaviour across the department, post programme. These results were further enhanced by the performance of the management team across the three business areas:

Of the managers who successfully completed the **Procoach[™]** Licence to Coach accreditation, their respective teams achieved an uplift of up to **47%** in save rates, when compared to those managers who did not.

To find out more about **Procoach[™]**, please contact us on **+61 (0) 2 9906 5755** for Australia and **+ 44 (0) 870 855 3000** for the United Kingdom or visit **www.prosell.com**

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