

Background:

This intervention was initiated for India's foremost and truly integrated telecommunications service provider. The Company, with a customer base of over 92 million including over 2.5 million individual overseas retail customers, ranks among the Top 5 Telecom companies in the world by number of customers in a single country. The company has an enviable corporate clientele including Indian and multinational corporations, and over 800 global, regional and domestic carriers.

The company has established a pan-India, next-generation, integrated (wireless and wireline), convergent (voice, data and video) digital network that is capable of supporting best-of-class services spanning the entire communications value chain, covering over 24,000 towns and 600,000 villages.

The Need

At the time of requesting the intervention, the client was facing a challenge with the influencing skills of their Enterprise Business Team. The three key areas of concerns that were uncovered by NIS Sparta consultants were as follows:

The key opinion leaders of Enterprise customers always seemed to have problems in service delivery and assurance. The main reason for this was that there was lack of coordination amongst various teams.

'Push' selling was practiced more than 'Pull' selling resulting in low conversion rate.

'Features & Advantages' were highlighted more than the 'Benefits' of the products.

The Solution

After a careful study, a dedicated NIS Sparta project team proposed to train the client's business team on 'SPIN®' selling techniques, as the products were of high-value and selling was Business-to-Business. The program seemed to be the right fit for their needs.

During the program, the Key Account Managers (KAMs) displayed more of 'giving' behavior compared to 'seeking'.

During the program, Persuasive Case Analysis (PCA) was done for key features of their products. This exercise helps to make it easier for the business people to be able to focus on benefits of their products while selling.

The selling process was re-defined for the participants as 'need-based' rather than the 'Spray & Pray' method.

The role plays were customized in consultation with Group Account Managers of this company's Enterprise Business and were recorded for reviewing and analysing behaviours.

The Results

The client was extremely satisfied with the program. In addition to the first program conducted by NIS Sparta, nine more programs have been conducted so far. Two 'ASMS®' programs have also been conducted subsequently. Over 100 KAMs were trained in SPIN® Selling techniques and 20 of them went through ASMS® programs (account management concepts) thereafter.

There has been a change in the behavior of the participants after the program, as acknowledged by their reporting managers. The confidence to interact with decision-makers of their Enterprise Customers has considerably gone up. Probing in a structured way has been displayed by the KAMs resulting in better needs analysis.

It has become mandatory for all the newly joined Key Account Managers (KAMs) of the company, to attend SPIN® Selling programs and subsequently 'ASMS® programs' after 6 months of implementation of SPIN® concepts in the field.