



Improving Employee Morale and Increasing Sales

Situation

Valmont, a Fortune 500 company in the industrial lighting industry was losing market share. A morale issue in their inbound customer service department resulted in poor customer service and there was an overall lack of sales focus in the customer service organization. In addition, the field sales representatives were not developing their territories to the satisfaction of management, instead preferring to call on well-established customers with whom they were friendly. To help improve these situations, the company called in Impact Learning Systems.

Action Taken

First, Impact interviewed customer service employees and developed an employee satisfaction survey to determine the reasons for the poor morale. Meetings were then held with management to be sure all employee issues were satisfactorily addressed so that the unit could once again strive for excellence in service.

Next, Impact evaluated the types of calls coming into the call center, then developed marketing strategies, call maps, and mini-scripts for each call type. A Reference Guide was also developed containing product information, script components, and answers to frequently asked questions.

Training for the customer service representatives consisted of customer service skills training, up-selling and cross-selling skills training, and practice using the Reference Guide. Training for supervisors consisted of a monitoring and coaching skills program so that they could reinforce learning over time.

After interviewing the field sales staff and doing ride-alongs, Impact created a course to help sales representatives identify the most promising accounts in their territory. Each representative also developed a time management plan to focus on the largest and most promising accounts. We then conducted telesales training to teach representatives to prospect, sell, and manage their smaller accounts by telephone so that they would have more time for face-to-face visits with larger accounts.

Results

Three months following implementation of the training, Valmont reported a 23% increase in sales over the three months prior to training.



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