



Sustainable sales in customer contact

An integral approach as the motor for selling



Ambition

Essent SME wants to stimulate cross-selling in the inbound customer service channel in order to bring the organisation to the next level of customer service and improve results. This requires a new way of working for team leads, coaches and contact center agents in order to create a more commercial service environment.

The focus of this case is the crucial role that the coaches played in realising the business and change objectives for the 'tone of voice' Sales & Service.

Approach

The EarlyBridge approach focused on the development and integration of three pillars to develop the commercial effectiveness of the Essent inbound contact center service organization:

- **1. Behaviour**
 - Learning to apply customer centric sales techniques effectively
 - Intensive coaching of the internal coaches
- **2. Managing**
 - Actively giving direction on all levels of the organization, staying true to the objectives and the keeping the focus on the desired behaviours

- Continuous and visual reinforcement of the behaviours

● 3. Support

- Eliminating barriers to clear the way for commercial success
- Developing tools for the organization to use to showcase customer centric behaviour

Results

Increased sales

Stable Average Handle Time

More happy employees

Applied methods

Sales techniques

The teams sharpened their sales skills in a series of pressure cooker workshops where they focused on the customer need and customer centricity. By using short, practical learning interventions, the agents learned to think and act from the customer perspective.

Coach-the-coach and involve the organisation

The coaches learned how to support the agents in developing the desired sales behaviours. Through coaching on-the-job, the coaches learned how to have a direct impact with agents in their day-to-day work environment.

Simultaneously, the approach was showcased throughout the organization to make stakeholders on all levels aware of the effect of this more hands-on approach to coaching and creating behaviour change.



Critical success factors

● Visibility

Presence on the work floor; coaches who are actively involved in directly giving feedback as a part of the day-to-day team

● Creating space for change

Taking on the challenge with commitment upfront and granting the organization enough time to learn new behaviours

● Celebrate success

Individual and collective successes were celebrated together where people could appreciate and learn from each other

earlybridge.

DRIVING CUSTOMER PERFORMANCE

EarlyBridge specializes in designing and improving customer experience and customer interaction.

We help organisations be more customer centric to improve business results.

See also our case:

*'ABN Amro:
More intelligent customer
contact'*

www.earlybridge.com