

'INTELLIGENT SELLING'

Introducing a consultative dialogue to drive profitable revenue



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Context

- Sales Revenue c £3.8bn
 - 100 Key Accounts £1bn
 - 800 Field Accounts £800m
 - 4000 Desk Accounts £800m
 - 400,000 SMEs £1.2bn
 - 400+ people



Context

- **Four Key Markets**

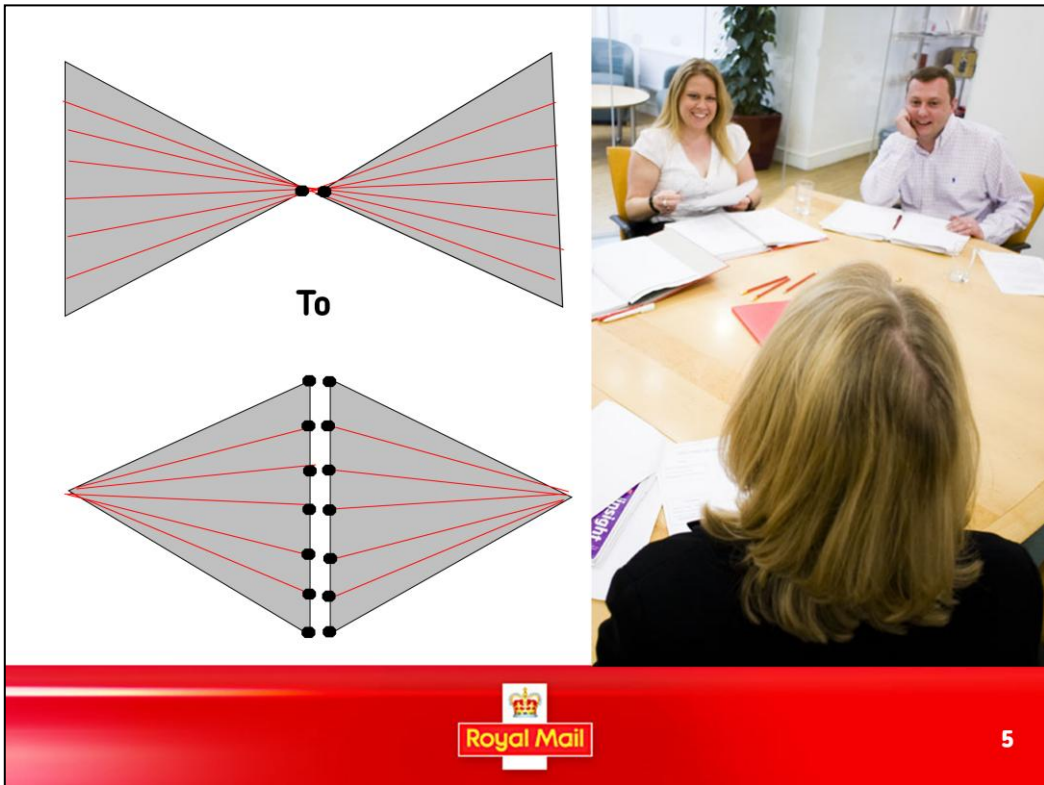
- Media
- Distribution
- Business Communications
- International



Context

- **Avoid Show up & throw up!!**
- **Understanding Customer Needs?**
- **Adding Value to Customer Business?**

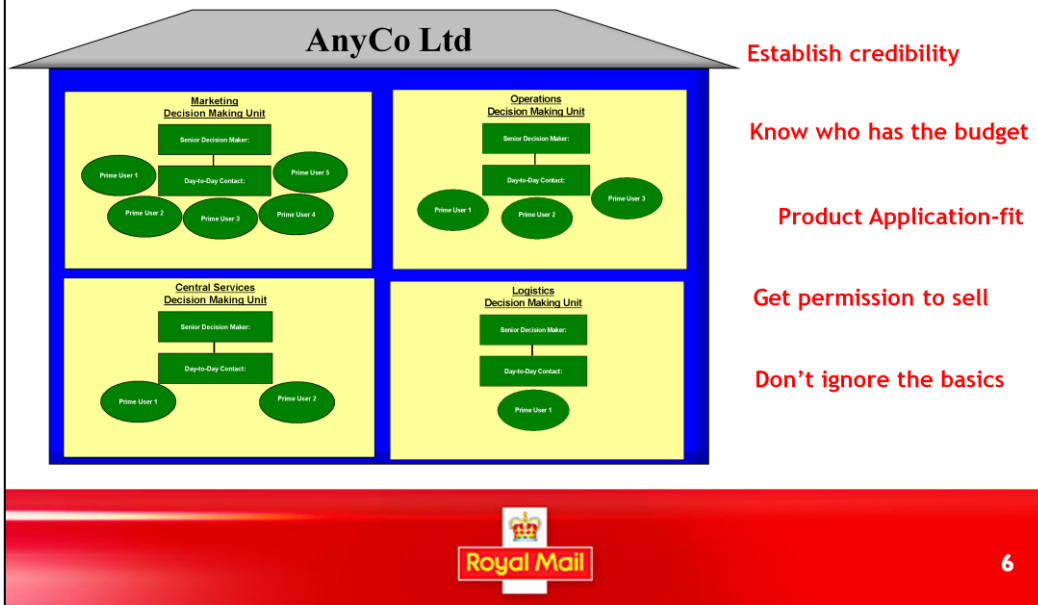




Trying to move from Bow Tie to Diamond – managing a range of relationships

Defining The Customer Strategy...and then an appropriate contact strategy

Relevant discussions with the right people



- Having undertaken value analysis of the base, it became apparent that we had to focus on 4 things:
 - 1. Focus on Relevant discussions with the Right People**
 - **DMU** is not formally known or understood
 - Need to establish **credibility and relevance** with SBDM if we are to develop the business
 - Need to **understand** our **customers** much, much better – on a 1-2-1 basis - and what business they do with the **competition** (and what business the competition is touting for)
 - Previous **site focus** could be inefficient / ineffective – plan, think and act at company level, whilst not ignoring the sites (let the customer tell us)
 - Understand if the **products** that customers currently use meet their actual **needs** or whether another product might be more suitable
 - **Where their budgets** were and who was responsible for each
 - 2. Understand our Product Application For EACH Customer (from their point of view)**
 - This ranges from the Basic Mailroom, to Advertising Mail, Operational Mail such as statements and finally Logistical Mail (the delivery of packages)
 - 3. We had to get 'Permission To Sell'**
 - How was the relationship with the customer , what issues were prevailing
 - We had to be an integrated seamless organisation that cared passionately about TOTAL service delivery.
 - Once we had built up trust and had earned permission to sell, then the customer (usually at a more senior level was prepared to engage).
 - 4. Don't ignore the Hygiene factors**
 - Our sales people were typical sales people – always looking for the next sale, whilst disregarding the boring products such as P.O. Boxes and Collections.
 - We had to ensure that the customer was using the right products for them...no matter how unsexy and small scale.
- The customer strategy was: “We will **retain** and **develop** our **chosen** customers by actively **demonstrating and proving** our worth, our value and our credibility through an ongoing **dialogue** that identifies and then meets their individual **needs**.”

The Consultative Selling Approach



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The Consultative Selling Approach or “Intelligent Selling”

We decide **to pilot** the new contact strategy with a small group of 50 SME customers using a telesales team of 5 salespeople based in Peterborough. **Control groups** were set up to measure our pilot group’s performance against.

- Firstly, we had to pull together an analytical **single view** of the customer, in order to lose our previous focus on individual sites. This was done in Excel for the pilot.
- Then there was a period of **research and assimilation** as the sales people checked out the data we held and sought to understand who the right people were in each customer that they needed to talk to.
- The sales people then told Marketing who they wanted the initial letter to go to. This letter was important. It was a very straight forward personal letter from Adam Crozier (our CEO) to the right person in each customer. It helped to **establish credibility** with the right people (usually much **more senior** than we had been dealing with) and **relevance** to them – why they should take part.
- The next stage was to carry out an **audit...or Consultation**. We were expecting the call to last no more than an hour...but some customers wanted more. One MD spent 2.5 hours on the phone with our sales person. Despite repeated attempts to close the call and reschedule, the MD said: “I have been in business for 30 years and this is the first time that Royal Mail has asked me what I want!! Let’s keep going!”
- Once the Consultation was complete, an **Action Plan** was developed and shared with the customer.
- Most importantly, the next stage was to **put out immediate service and operational ‘fires’**, sorting out quick-win credibility and trust-builders, before short to mid term sales opportunities were exploited.
- This would all take time and we had to do well at every turn – the sales person became the main point of focus with a **virtual team** from around the business supporting them and that particular customer.

The Consultation

Company details

Roles and responsibilities

How they market their product / service

Use of databases

Overtly stated needs

Plans for the future

Opinions of Royal Mail

Other Carriers

RELATIONSHIP
MANAGER: If you need to jump to a specific part of the interview, choose a section you wish to review, and press "Review sections" to view it.

- 1. Your Company
- 2. Responsibilities
- 3. Marketing
- 4. Databases
- 5. Customer Needs
- 6. The Future
- 7. Overall opinions of Royal Mail
- 8. Other Despatch Companies

Review sections

Save Completed



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- The questionnaire took a long time to develop – everyone has an opinion!
- But eventually, the final content was agreed. As you can see it gathered a wealth of data and was a pretty rigorous snapshot of the customer.
- With great templates, standard letters / e-mails and a detailed process map designed for the sales people, the key was to allow them the time to sell and not to fall back into our old habits.
- The data was stored in Excel and a condensed report was e-mailed back to the sales people, once all the data had been captured into a database.

The Results

- Revenue up 32% against a control group drop of 7%
- Rolled out to all Telesales and Field Sales
- 1,500 consultations have now been completed
- Opportunities in excess of £10m converted, with another £2.2m in progress



The Results

- **Conversion rate for new business up 3% in Field and 11% in Telesales**
- **Conversion rate in retention up 23% in Field and 17% in Telesales**
- **No of new business opportunities won up 6% in Field and 42% in Telesales**
- **No of retention opportunities won up 90% in Field and 157% in Telesales**



No headcount increase

Not all the results were a direct result of the consultations as we were having other developmental interventions with our people at the same time, but they were a significant contributor

More aware of the risks to our business and had put plans in place to mitigate

More aware of new opportunities to sell

The Learnings

- Clearing the noise
- Ask for information
- Listen to what they really want
- Permission to sell.
- Deliver your action plan
- Can work at any level.
- Source Tracking



**THANK YOU.
ANY QUESTIONS?**

