

PERFORMAX

CASE STUDY...

BC TEL Implements Sales Process

Selling is an art. Or so many people think. And it was probably true at one time for telecommunications companies operating in monopoly environments. But, as they say, the times are a'changing and never more so than at BC Tel where they have complemented the art of selling with the science of selling in order to compete effectively in an increasingly demanding and complex market.

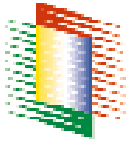
BC Tel services over 2 million customers, employs 13,000 people and has annual revenues of \$2.2 billion. Since the beginning of the deregulation process in 1980 with the open sale of equipment/hardware, the move into competitive data networking and then into the lucrative long distance market in 1993, the company has been continuously improving its ability to compete in the BC marketplace. With the deregulation of local access or dial tone this year, BC Tel is now engaged in a fully competitive marketplace.

Shifting from the art of sales to the science of selling began close to two years ago within the Corporate Sales Division of BC Tel, responsible for managing and maintaining the top 300 major accounts for the company.

Historically, the sales organizations' role was primarily one of defending marketshare, providing excellent customer service, and maintaining relationships. The sales process lacked discipline in identifying and tracking opportunities. As margins declined due to heavy competition, sales force effectiveness became an increasingly important objective.

Faced with customers demanding faster response, new and innovative offerings, better prices for commodity offerings, and the same level of high quality service they had come to expect from BC Tel, the sales organization realized they had to change. And change quickly. "Sales" could no longer mean being reactionary to customer issues and providing individualized support it had to become a whole lot more.

"The complexity of the sales process has increased dramatically and is still escalating," illustrates Bruce Calder, Vice President, Corporate Sales. "The emergence of information technology and telecommunications as a strategic resource for business has resulted in the need for our reps to become intimately involved in our customer's business. This requires an in-depth understanding of the threats facing our customers, the opportunities for growth, and the deployment of our technology applications to help solve their business issues."



PERFORMAX

“We needed to become a world class sales organization,” explains Rick Styles, Assistant Vice President, Business & Corporate Sales. “Our focus needed to change to proactively identify new opportunities and applications for our customers. We also knew we needed help to achieve this.”

After several attempts to undertake this transition internally, Bruce’s Team chose The PERFORMAX Sales & Marketing Group of Toronto to determine, build and implement the processes required to turn the division into an effective selling machine, and to also facilitate the cultural change required to support it.

According to Bruce, “We were impressed with PERFORMAX’s thorough, integrated, end-to-end sales effectiveness process and their depth and competency in sales management, versus the many other sales consultants we saw who lacked this vital dimension. Initial consulting identified the immediate need for funnel management and performance management tools. So we had to address these first.”

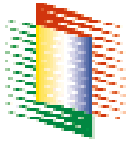
PERFORMAX customized a sales funnel process and opportunity management system unique to the requirements of BC Tel. Each member of the sales and sales management team were trained on the use of the funnel to track sales opportunities from early identification to close and to use the process as a management system. They were also taken through PERFORMAX’s intense *Opportunity Management* Workshop, which helped them to clearly understand their roles, and gave them the tools to plan and monitor how they are performing throughout the year.

Key to the success of the sales organization is a set of proprietary tools called The PERFORMAX System. The System is a customizable software application for sales and sales management based on an integrated set of Sales Processes. Created in a personal workbook for sales professionals and sales managers at all levels within BC Tel, the System breaks down the sales process into four key areas:

1. The Goal Sheet
2. The Personal Success Checklist Tool
3. The Strategy & Plan Tool
4. The Opportunity Tracking and Forecasting Tool

Because of previous efforts with automation, it was decided to focus on 1 and 4 above, with a plan to add 2 and 3 over time.

The System components were customized for the individual and designed to help the sales reps understand exactly what they need to do to be successful in their role. In the BC Tel environment, the system injected a level of discipline and organization into the



PERFORMAX

sales process by tracking the steps required for reps to create new opportunities and close sales.

“We’ve been extremely pleased with the results we have achieved so far with The PERFORMAX System,” said Bruce. “As sales managers we have not only implemented discipline around funnel management we have achieved a greater understanding of what is going on in our customer base than ever before, enabling us to provide timely and effective assistance to our reps.”

As The PERFORMAX System becomes more integrated in the day-to-day activities of the sales reps, a group not used to this type of systematic approach, the response has been encouraging. “A few of our reps see the System as more paperwork, but a good number of them are using it as their key work planner for their accounts and their working opportunities,” acknowledged Bruce.

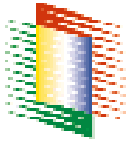
Nick Moss, Sales Rep with BC Tel, explains, “The streamlined processes provided by PERFORMAX have allowed me to quite accurately monitor my sales performance in comparison to my objectives. I used to monitor my performance on an ad hoc basis with ‘made at home’ tools. Now I know exactly where I am and what I need to do to achieve my goals.”

In addition, the System also provides valuable information and quick answers to sales reps and sales managers about the status of every opportunity in the funnel, and the type of project so that it is easy to spot sales staff who are selling new creative solutions, and those who are wed only to the traditional services. Monthly review meetings with their reps have become far more productive because they focus on realistic opportunities and the resolution of issues.

“As a management and coaching tool the PERFORMAX System is excellent,” remarked Rick. “The formality and rigor of the process puts the focus on the results we need to achieve, the customers and the resources required to make the sale.”

BC Tel is also finding that the adoption and use of the tools by reps is having a dramatic change on the way they conduct their activities. The most successful reps are now viewing their territories as a business and, as a result, are developing a sense of accountability.

Using the PERFORMAX System is having a number of spin-off benefits within BC Tel. The marketing department was recently able to design a new campaign working with the sales force that will allow for the accurate tracking of contact, activity and results.



PERFORMAX

This again underlines the secret to success of the PERFORMAX System; ie: that it offers value to each of its users.

After the initial training and roll out of the tools, PERFORMAX was engaged in management coaching to provide feedback on the use of the System during the monthly interviews. This played a significant role in the “institutionalization” of the processes at BC Tel.

The transformation of sales from art to science is well underway. The next phase in the process for BC Tel and PERFORMAX is to pursue the other elements of PERFORMAX’s Integrated Sales Management Process.

“PERFORMAX has made a significant contribution to the cultural change we had to make,” sums up Rick. “We’ve made the transition from art to science and are well on our way to realizing our vision of becoming a world class sales organization.”

#####

Headquartered in Toronto, Canada, PERFORMAX was founded in 1986 to provide a range of sales effectiveness solutions and consulting services to companies demanding improvement in sales productivity and revenues. Since its inception, PERFORMAX has partnered with over 90 companies, delivered its programs to over 10,000 sales professionals and sales managers in nine countries, and successfully enabled client organizations to achieve significant increases in sales force productivity and subsequent growth in corporate revenues and profitability.

For more information contact: Peter Michie, PERFORMAX (416) 243-2844