

Leading in a Customer-Centered Sales Environment

DIRECTV

Background: DIRECTV delivers all-digital satellite-based services to U.S. customers in homes and businesses using some of the world's most advanced technologies.

DIRECTV began in 1994 as the first company to deliver all-digital, high-power, multi-channel TV programming services via an 18" satellite dish. DIRECTV is now a leader in innovation and quality. In addition, DIRECTV has an unwavering commitment to provide extraordinary customer service.



DIRECTV has been ranked "Highest in Customer Satisfaction among Satellite/Cable TV Subscribers" in the Southern, Western, and Eastern regions of the United States, according to the J.D. Power and Associates 2007 Residential Cable/Satellite TV Customer Satisfaction Study.

Challenge: In 2009, DIRECTV's Customer Care organization recognized an urgent need for the leadership teams to receive sales and retention leadership training. With aggressive sales goals set for the organization, it became essential for the leadership team to enhance their sales, sales coaching, and leadership skills in order to lead their teams to successful attainment of the organizational sales goals.

The Customer Care Leadership Team had a strong foundation for managing and motivating Customer Service Representatives (CSR) and providing excellent customer service. The need to strengthen their ability to coach a sales and leadership mindset to their teams was the impetus of the sales leadership training program. The leadership training program was developed as a critical piece of a larger performance initiative and provided the foundation for improved sales skills and a positive change in mindset to embrace sales as an important extension of service. It was essential that this training significantly impact the success of DIRECTV sales efforts. The driving force of this initiative – and the result of this training – was to positively impact DIRECTV's business results.

In order for this training program to support DIRECTV's major initiative to transform to a sales performance culture, the following critical success factors were identified:

- A clear and effective sales process for retention and upgrading needed to be identified and established for the training to be effective and for the business goals to be realized.



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- The Customer Care Leadership Team had to embrace their accountability for sales results. Team Managers and Team Leaders have the ultimate sales responsibility for their teams and this accountability needed to be established and reinforced before, during, and after the training implementation.
- A shift in the leadership mindset to a culture focused on balancing sales and service needs. Culturally, the organization needed to balance the concerns of a service organization with sales drivers maintaining customer satisfaction as the umbrella over all behaviors.

As a result of the goals of the Customer Care organization needs assessment and data provided, Entelechy and DIRECTV partnered to develop a three-pronged training approach to increasing sales. This program played a critical part in taking the organization to the next level of operational excellence.

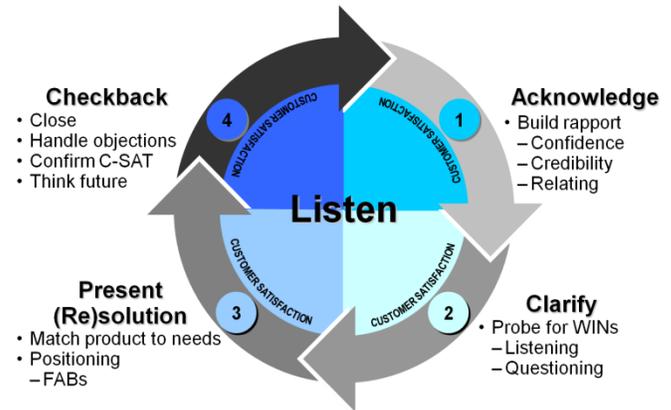
Solution: Working with DIRECTV's Project Team, Entelechy created *Leading in a Customer-Centered Sales Environment (LCCSE)*; a program designed to provide the training, tools, and processes necessary to create an environment where leaders are able to demonstrate a high level of expertise in the sales and retention process – and most importantly – effectively mentor and coach their teams to successfully balance the sales and service needs of DIRECTV's customers.

The DIRECTV LCCSE program focused on the Customer Care organization's leadership team, consisting of Site Directors, Team Managers, and Team Leaders. The training approach of LCCSE was extensive – rolling out over the course of twelve months – while remaining unique in its ability to provide a multi-layered method of creating a sales leadership environment. LCCSE built confidence and competence, empowering Team Leaders and Team Managers to help their Customer Service Representatives improve their retention and upselling/cross-selling results. LCCSE focused on providing DIRECTV leadership teams with foundational sales skills, a sales process, and the ability to use an established coaching model to support these skills.

The program's three-pronged approach provided managers and team leaders everything they needed to be the best sales leaders they could be. The approach used by Entelechy to increase sales and retention included:

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1. LCCSE: Interactive and experiential customized instructor-led training sessions to develop and encourage a new sales leadership identity throughout the leadership team. This new mindset enabled the Team Managers and Team Leaders to build these same sales skills and attitudes within their teams. Additionally, DIRECTV's sales process was introduced and practiced.



2. Super Chargers: Six, skill-focused workshops as reinforcement delivered over a period of a year. Creating a cultural shift toward sales effectiveness takes more than a one-time training program. The Super Charger workshops were designed to put the learning into action through on-the-job implementation and communication. Increasing learning retention and ongoing support is what yields business results.
3. Sales Coaching: To ensure each leader's skill development, sales coaches were engaged for a period of three months following the training program. Including sales coaching in the training approach took the importance of this program to a new level and clearly demonstrated the Customer Care organization's support of a sales culture within DIRECTV. Sales coaching is an impactful tool for both the leadership team and senior management. Sales coaching provided senior management with overall insights and recommendations to support the Customer Care leaders in accomplishing sales and performance expectations and each individual coachee received personalized guidance to help them achieve increased effectiveness as sales leaders.

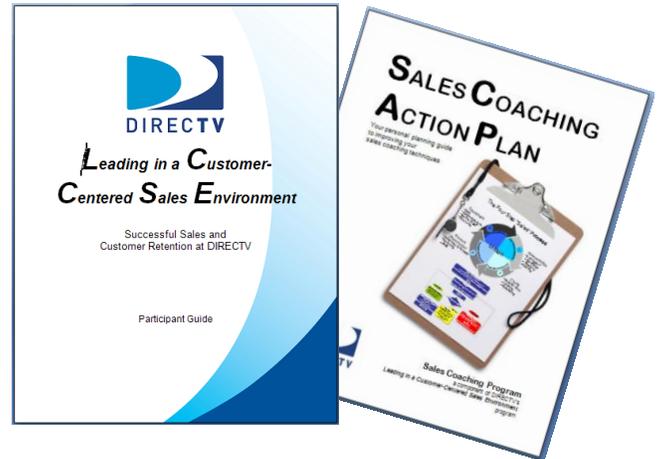
Expectations: Expectations are high with expected results to include:

- Meeting – and exceeding – stated sales goals.
- Improved retention rates.
- Increased percentage of upgraded accounts.
- Improved customer satisfaction.
- More confident and competent leaders who are able to help their employees improve their retention and upselling/cross-selling results.

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Maureen Williams, Director of Learning and Development, has commented on her experience partnering with Entelechy. She states:

"First, unlike many vendors, the solutions Entelechy provides aren't stale, generic, off-the-shelf materials..... Because they have taken such pains to understand our environment, our goals, and our people, the programs they have provided have gotten immediate buy-in from the executive sponsors to the front-line employees.



Entelechy recognizes that the training session alone is not the answer to every performance issue. They understand and their programs support the belief that on-the-job reinforcement is required for any change in behavior to really take hold..... Entelechy is different from other vendors in that these activities were built using real data that we provided, and they are built to fit within the restrictions of our call center work environment. This was a benefit no other vendor could provide.

.....Finally, Entelechy has been amazing at creating high quality programs on tight, high pressure timelines. And they do this without sacrificing the important pieces outlined above.I can honestly say that the final product exceeded our expectations.....

It is with complete confidence that I would recommend Entelechy's services to anyone looking for high impact, highly targeted solutions.