

November 7, 2008

Prepared by:
Beverly Crandon

Proprietary
And Confidential

Advanced
Interactive Media
Group

402 Spring Valley Road
Altamonte Springs,
Florida 32714
Main office
Phone: +1 (407) 788-
2780
Fax: +1 (407) 788-7061

ICMA Workshop



**Make your
call center
a profit center**

November 7, 2008

Presented by: Beverly Crandon

Workshop Synopsis:

Make your Call Center a Profit Center

November 7, 2008

Slides 2 to 4

- Web 2.0 has changed the way advertisers interact with traditional media or media in general, for example:
 - Increased usage of self service tools
 - Advertisers are blogging to bring awareness to their products, services or business
 - SEM and SEO are more important to advertiser now more than ever
 - Social networks and virtual worlds are being used, especially in the recruitment industry

Slide 5 to 6

- On average, inbound call volumes have decreased by 19% when comparing 2007 to 2006
- The decline in contact has affected both the commercial and private departments

Slides 7 to 14

- With changes to contact methodologies, inside sales teams still remain relevant to a publishers business:
 - Publishers are reviewing sales structures
 - They are looking to move more duties inside, due to efficiency gains, for example:
 - Have Tier A and B commercial customers handled by outside sales reps and then have Tier C and some B handled by the inside sales teams

Slides 17 to 75

- Given the relevance for inside sales teams in this new advertiser market place, sales leaders must position their teams for excellence.
- Creating an efficient outbound sales structure is important
- The imperatives to a successful sales team and structure are:

The Approach

- You must consider the competitive marketplace on each customer approach – don't behave as though you are the only game in town
- Think agency and not service center when working with advertisers

The Dialing Strategy

- A dialing strategy is very important!
- Dialing strategies must also be created, re-evaluated, and re-invented to ensure success
- Segmentation (customer, list, internal sales rep) is key to any good dialing strategy
- Some things to look at if you have having trouble with segmentation are:
 - Look at your market's key economic drivers
 - What industries perform especially well for you?
 - Would they perform better with a specific strategy?
 - What is your penetration in key consumer verticals?
 - Could a product or ad package be developed for that vertical?
 - Review incumbent customers and sales reports
 - What's worked well for you? Capitalize on those successes!
 - Focus on specific geographies. Do they,
 - Work better at different times
 - Buy particular products
 - Different reactions to different types of sales reps

The Product

- Determine the product based on the customers' needs. Consider things such as,
 - Bundles
 - Multimedia

- Online only
- Advertorials / customer profiles
- Longer buys
- What are customers telling you?
- Be creative!

Coaching Regiments/Employing the Right People

- Inbound calls down 19% (2007)
- Too many inbound reps
- Not enough outbound sales
- Publishers are moving inbound trained reps to outbound positions
- But outbound and solutions selling is not for everyone
 - These are two very important skills that today's successful sales rep must have
- Sales leaders also play a role in the success of their sales reps
- Leaders should review the following: *"Have I helped my sales reps with?"*
 - Online market awareness
 - Online market share
 - Vertical trends online
 - Online training (the terms)
 - Print, online: Complementary?
 - Coaching and performance improvement?
- When hiring a sales rep in today's market place, you should feel comfortable in their ability in the following areas:
 - How do they deal with rejection?

- Comfort level using the phone?
- Listening skills?
- Does he / she have the ability to ask appropriate probing questions?
- How perceptive is the representative?
- Does he/she understand relationship building?
- Flexible approach?
- Attracted to commission pay structures?
- Are they a self-starter?
- The ideal manager should fit the following profile:
 - Trained as a coach
 - **In actuality, 75% of their time should be spent coaching**
 - Motivator
 - Understands the market place – online and in print
 - Asks questions (of reps and leaders)
 - Knows top 5% of advertisers
 - Likes to ‘roll up their sleeves’ and get involved
 - Not afraid of change
 - Thinking about the *next* best thing

Slides 71 to 95

- Center Consolidation and Outsourcing have been the recent trend in the Call Center arena
- Consolidating makes sense when:
 - Groups with multiple centers
 - Activity declines at each center
 - Talent retention issues

- Cost savings possible?
- Some of the consolidation benefits are:
 - Management process unified
 - Customer-facing activity unified
 - Succession planning improves
 - Strategic initiatives strengthened
 - Revenue increases
 - Staff turnover declines
 - Customer relations improve
- There are some must do's when thinking about consolidating
 - Build a timeline ... *stick with it!*
 - Work with key department players
 - Involve HR and IT early
 - Build a solid communication plan
 - Streamline product offerings
 - Eliminate weak ones
 - Add bundles, standalone services
 - Involve reps in hiring process
 - Be creative in hiring
- Outsourcing makes sense when something falls out of your core competency
- Some of the benefits to outsourcing are :
 - Third-party centre handles calls
 - Call centre is all they do
 - Lets you think strategically about other internal initiatives
- There are some “must do's” and things you should remember when looking to outsource:
 - The vendor you choose represents you and your brand

- They still require management, so, appoint one person to act as the 'vendor manager'
- Communicate constantly
- Train continuously