PathStone Group

OPERATIONAL EXCELLENCE

STANDARDS FOR CUSTOMER SERVICE

- A company's ability to learn and quickly turn learning into action is its greatest competitive advantage.
- Quality is our best guarantee of customer loyalty and the best defence against the competition.

BACKGOUND

In the service sector, training and assessment are crucial processes since the "product" is "generated" only when the customer asks for it; there is no room for a delivery with faults. The delivery must be exact to satisfy the customer and maximize the chances of the customer in coming back.

THE SITUATION

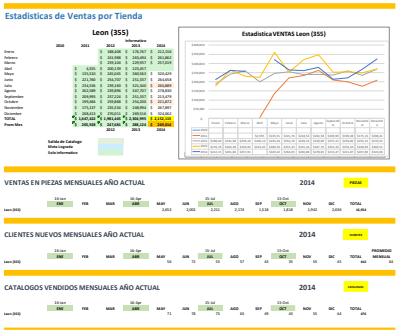
Vic Apparel SA* is a woman's underwear manufacturing company that has over 300 retail branches across the country. They had trouble with client retention and a high turnover for sales employees.

We found a connection between turn-over and low client retention. In essence, unawareness of sales tactics caused meager commissions and bonuses, thus disheartening the sales team, primarily the novices.

THE SOLUTION

Management realized the value of homogenizing the sales education, assessment and commission system to motivate and maintain staff and heighten customer preservation.

We converted the lagging performance indicators (KPI's) into leading KPI's measuring daily the teams sales. The commission's system was improved to allow entry sales positions to earn while being trained. A training manual was formulated and all sales personnel, including store heads, were granted a comprehensive training program from a sales consultancy firm.



Providing visibility to all members of the sales team with leading KPI's.

THE SUCCESS

By giving new team members hands-on experience, the training enabled them to become more self-assured and to begin collecting sales commissions from the second week of enrollment.

Stores managers were issued a Quality Sales Manual to regulate the sales cycle: greeting customers, forming connections, providing discounts, after-sale calls, finalizing the sale, displaying catalogs, and offering loyalty cards.

Hands-on training improved confidence and team cohesion.

Turnover was reduced by 37%, engaging the store managers with their people and building a better business culture.

Sales improved by 11%, and client retention 8%. The KPI's provided a real-time information for store manager to direct the teams through the month instead of having to wait at the end of the week.

* The company's identity has been disguised for the sake of privacy; however, the case study is genuine.