THE INFLUENCE OF PERFORMANCE CULTURE ON THE BOTTOM LINE

CHALLENGING HORIZONS PVT LTD

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CLIENT AND INDUSTRY BACKGROUND

The telecom industry continues to grow and remain at the epicenter of the growth and disruptive innovation projections in the current year and the years to come. With innovation and mobile connectivity ingrained in the fabric of today's society, the opportunities of business growth are phenomenal.

Our client, a telecom giant, currently ruling the market shares in the Indian business market was looking to keep their stand as the biggest and the baddest while continuously growing their business across borders. They aim is to be the go to choice of customers and businesses when the service needed is end to end telecommunication solutions. The group includes over a 100 companies with over 450,000 employees around the world and has more than 3.8 million shareholders currently.
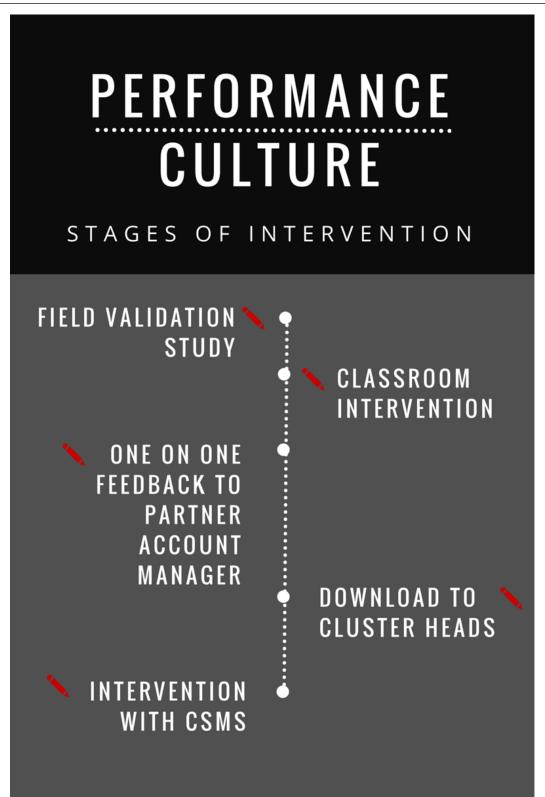
CLIENT NEED

- Improving performance of partner account managers to manage the channel business effectively
- To ensure that greater effectivity and efficiency of operations between partner account managers (PAM) and Cluster heads (Regional Managers)
- Ensure the improvement of Funnel Management and Customer Relations.

SYNOPSIS

Our reputed client, a Telecom giant, expressed the requirement of a sales intervention for their teams across various regions PAN India. Upon conducting an initial assessment based on the requirements shared with the client, we came to an understanding that the basic mismatch between the expected result and actual result came from the missing element which is a performance oriented culture. Based on this assessment, we put together an intervention program that is tailor made to instil a culture of performance across the country. This intervention was done across the different levels in the hierarchy and also across the different business unit areas in the country. The content created had the two pronged approach of changing their attitude towards the responsibilities every performing individual held and the skill sets they needed to live up to those responsibilities. The result of this approach is now evident in the bottom line of the giant's business that reflects increased business and higher profits.

1.1 STAGE 1 - FIELD VALIDATION STUDY

Field validation study is a mechanism created to understand the client's business operational and strategic needs and the language of the business. This process helps an external consulting expert to have a deeper insight and create relevant experience for our clients. It cascades into training and coaching sessions to relevant case studies, case lets, role plays and examples that are put forth in front of the participants during the learning intervention. It helps and assists greatly in creating measurable results of the exercise.

1.1.1 How did we apply this?

Our trainers scheduled time in with the sales associates and partner account managers on the field. They were required to travel to the location of the client meetings with the managers and fill in an observation sheet designed to bring out the pros and cons of the sales process that is currently being followed. This analysis was run at four of their business unit locations i.e Pune, Mumbai, Delhi and Okha.

1.1.2 Our observation

The above process led us to the following observations.

1. Overall people were happy working with the brand of the telecom giant but there are list of logical expectations which they would like to address to the organization to take care of.

2. Regarding FORMAL **TRAINING**: According to them apart from the two mandatory trainings programs which they have to undergo, no other program based on any special competency considering the ongoing project and market challenges were organized. Moreover few of them have not even got the formal managerial skills training when they were given the managerial role and till date they feel that whatever they work they are managing is totally based on their experience.

3. Regarding **ROLES & RESPONSIBILITIES**: Most of them believe that achieving targets and generating revenues based on KPI's, partner development, team development is in nutshell their roles and responsibilities.

4. What they feel is the **EXPECTATIONS FROM THEM**: Achieve KPI's, Ethical business, Involvement with business, process and organization, good inter department relationship, familiarity with the products and processes and time to time updating etc.

5.   **MOTIVATORS FOR THEM:** The Rewards and recognition offered by the telecom giant. BUT they feel they don't have much clarity regarding their future growth as in case of monetary aspects only 3 - 4% appraisal per year is not a great motivator for them.

6.   Regarding the **PRODUCTIVITY TRACKER MIS** being maintained in telecom giant to track the partner's FOS production: They feel they can track this through the SO-ID.

7.   Any **R&R FOR PARTNERS & PARTNERS FEET ON STREET (FOS)**: PAMs feels that they FOS are one of the key people and yet most neglected when it comes to incentives plans. Initiative like **mRupee** should be redesigned with a good incentive plan for the FOS, which can really have a great positive impact on the business.

8.   **TOP OPERATIONAL CHALLENGES OF PAM:** Lengthy process with too much of documentations and approvals (for single order needs at least 10 – 12 approvals). Although GREEN CHANNEL INITIATIVE has been started but still it is for a specific bracket of customers).

- Backend support team does not support well.
- Relationship / Service Assurance Team VS Customer size should be less i.e. max up to 50 customers at a time.
- PAM feel that they should be given regular training programs on SFDC Tool, mpower and other specific portals should be done in order to help PAM to get rid of the dependability on others for minor technical things.
- Standardized DSR formats to be implemented at PAM/Partner Levels to bring uniformity or software
- Policy clarity to PAM's and ready reckoners to the policies

9.   Regarding the **PARTNER's ENGAGEMENT**:
- There is a great need to work on the partner's attitude which is more focused on "I" rather than "WE". There is also a need to work on PAM attitude and train them on the skills to deal with the partners much more effectively.
- Another issue is that partners feel that the PAM is one stop solution for all their challenges. Hence PAM feel that there is a need to set right expectations with them and also need to train them to make them self-reliant to take care of minor issues and take responsibility for their acts.

Suggestion from our end:

There should be a mechanism to judge the partner's on various parameters quarterly or half yearly and also set deadlines and penalty clauses for them in order to make them more serious about the work and services. Because PAM feels there is no point going ahead with liabilities and then giving excuses for nonperformance.

10. Regarding **PARTNER PROFILING AND SELECTION STANDARDIZATION**: PAM feel that they are the least empowered in the hierarchy in terms of decision making regarding the selection and removing of partner's which is one of the crucial elements of their business but in the end they are held accountable for everything. Above suggestion should also be considered for this point as well.

- Identify the prospective partner
- Profile the partner (Who is a Partner, Partner skills from your business perspective)
- Partner's scope of work, roles and responsibilities
- How to drive win-win communication partner, rapport building, garnering mindshare
- Standardized DSR formats to be implemented at PAM/Partner levels to bring uniformity or software

11. Regarding the **PAM'S ENGAGEMENT WITH THEIR TEAM**: They do it quite often but they feel there is need to learn more engagements and motivating techniques in order to have more effective and fruitful association

- Policy clarity to PAMs and ready reckoners

1.1.3 <u>Initial conclusions from the field validation study</u>

1. Awareness is needed regarding the **PROCESS/ LINE OF COMMAND/ ESCALATION** – Most of them feels that they are completely aware about it.

2. Regarding their **ASSOCIATION WITH THE TELECOM GIANT** and **ELEMENTS OF FUN/ PRIDE/ LEARNING/ IN THIS ASSOCIATION:**
- Although they feel proud of their association with brand of the telecom giant but in case of monetary aspects only 3 - 4% appraisal per year is not a great motivator for them in comparison with the industry.
- Regular quality training programs and HR Initiatives which really boost the morale of the employees and help them enhance their learning is missing.

3. Regarding **THE CHALLENGES IN THE MARKET PLACE:**

- Longest delivery timeline is a crucial issue which requires immediate intervention and serious attention.
- Lack of aggressive marketing and sales in comparison with the competitors.
- LAUNCH of any new product is not done in the way it should be done creating a powerful impact and generating quality conversions.
- Lack of support from the backend team

1.1.4 <u>Some suggestions by the employees</u>

1.   There should a person at the partner's end with GOOD MANAGERIAL SKILLS, to manage the day to day activities with FOS and effectively focusing on the overall productivity.

2.   It has been observed that the PARTNER & FOS tries to sell only those products which are easily saleable e.g. leased lines, dongles etc. OR the products for which they have good product knowledge. In this pick and choose way of selling the customer never gets to know the complete offerings of the telecom giant, which is ultimately a big loss of business and opportunity. Hence PRODUCT & BEHAVIORAL training needs to be done at their end.

3. In order sustain the motivation of the team the time gap between the date when the reward is declared and when it is actually given should be reduced.

4. Training related to tax saving should be given because company deduct the TDS from the incentive component also. PAM feels either company should come up with an alternative to this or provide training to help us understand how we can save and grow our money.

1.1.5 <u>Expectations from the Cluster Heads</u>

1. KRA/ KPI driven approach as a development process

2. PAMs, Partners, and Cluster Head reviews every month

3. ROI – Cluster Head needs to drive this with the respective team levels

1.1.6 <u>Some suggestions specifically for the HR</u>

1. PAM & CLUSTER HEAD both feels that HR should be aggressive in addressing to the needs of the employees. They should play an important role in understanding the concern.

2. Overall people feel that there is lack of good quality of manpower. Sometimes the best market resources that were willing to join, were not hired because of inflexible policies and pay packages which has impacted business. Later they even proved to be assets for the competitors.

3. HR initiatives like family get together, initiatives for FOS especially should be done as this really boost the loyalty and motivation towards the organization.

1.1.7 <u>The refined conclusions</u>

The challenges business challenges faced

- Incorporate the "We" factor rather than the "I" factor
- Up skilled the Partner Account Managers to deal with their partners more effectively
- Helped them change their thought process towards the partners to associate better with the Partner Account Managers
- Trained on certain aspects which helped them take responsibilities for their acts towards the partners and clients

These conclusions defined the classroom intervention plan developed.

1.2 <u>STAGE 2 - CLASSROOM INTERVENTION</u>

The classroom session is an action packed experiential learning process. Through this process, we ensure the complete method of BLOOMS TAXONOMY (knowledge, comprehension, application, analysis and evaluation)

1.2.1 <u>What our training addressed</u>

- Formal Managerial Skills Training
- Roles and Responsibilities of Partner Management (Team Management)
- Good Inter department relationship
- Motivational factors
- Documentations and Approvals
- Support to be provided by the backend support teams
- Product and Behavioral Trainings that need to be implemented
- KRA/ KPI driven approach as development processes
- Cluster head to drive ROI
- Sales Management target breakdown/ weekly Run-Rate etc.

1.2.2 **The Result**

A visible change in the partner account managers performance. This has added positive and measurable value to the bottom lines of the telecom giant.

1.3 STAGE 3 - ONE ON ONE FEEDBACK TO THE PARTNER ACCOUNT MANAGERS

During the intervention at the classroom intervention, one on one discussion was conducted with each participating partner account managers to understand their challenges. This was followed up with feedback and suggestions to help them move past these challenges in the same session.

1.3.1 **The Result**

They received an insight to the sales process, better funnel management and situational leadership skills.

1.4 DOWNLOAD TO THE CLUSTER HEADS

Post discussion with the partner account managers and the session, we shared Cluster Heads our observations, the resulting training content that was developed and the outcome of the one on one discussion with them. The aim was to develop better connectivity and understanding between the partner account managers and the Cluster heads.

1.4.1 **The Result**

The Cluster Heads and Partner Account Managers now work together towards achieving the bottom line.

1.5 Stage 5 - Intervention with channel sales manager (CSM) similar to Partner Account Managers

The aim of this intervention is primarily to figure out if they can get promoted to the next level. The basic parameters of this analysis was based on their attitude, acceptance to new responsibilities and behaviour. The session was aimed to act as a motivator to the CSM.

1.5.1 The Result

The CSMs are now motivated to do more than is expected from them. The telecom giant now has the means and parameters set to analyse which one of them have implemented the training best when it comes to promoting a resource to the position of a partner account manager.

CONCLUSION

The needs of the telecom giant was entirely focused on improving the bottom line and that was to increase business. Every stage of the intervention was, therefore designed to integrate **PERFORMANCE CULTURE** into the existing work environment. Every individual at various levels in the hierarchy was shown the value that he could add to the bottom line and how it influenced his growth in the company. This has resulted in a phenomenal change in their attitude towards their job responsibilities and value that they bring to the table today as an individual. The telecom giant now see the effect of the rejuvenated work environment in the form numbers in their business goals.