

How do we simplify a new, complex m-commerce product for the field sales staff and call centre employees so that they are able to convince Customers to buy, support them to use and service their queries.

The Client - An m-commerce giant, one of the leading telecom brands with largest subscriber base in India

Brief

With its foray into the m-commerce space, this telecom giant is one of the pioneers to bring mobile wallets for its customers in India. To create this paradigm shift of moving away from cash, it meant having an innovative product or extensive infrastructure would not be enough. There was a strong need to have experts at every customer touch point – a representative who understood the product completely, was able to simplify it for the customer and someone who could fulfill all customer requests.

To achieve these objectives of enabling people and building a large, highly skilled scale sales force our client took us on board as their **strategic Training partner**. This involved end to end management of their Training function, on an ongoing basis, for a varied set of audiences.

Target Audience

Entire sales team across 18 circles in India - including Sales Managers, Sales Officers, Call Centre staff and Retailer outlets.

The Need

- How to simplify the product training & find innovative ways to increase reach
- How to win confidence of employees on a new technology
- How to build & develop sales skills of Retailers, Sales staff & call centre officers
- How to train over 25,000 Retailers spread across the country, within just a few months
- How to deal with languages, geography, creation of training content, quality of dissemination
- How to track certification mandatory by RBI and maintain records for reference
- How to ensure uniformity of content and quality of information

What We Did:

The Intervention

- Training management outsourced to Tvameva
- Content creation on new product for multiple, varied audiences
- Maintaining training and certification records for regulatory & internal Compliance purposes
- Engaging with Circle teams to understand requirements and design appropriate training solutions
- Partnering to create content & train select groups on special projects launched
- Video based training for sales staff to ensure quality and consistency
- Leveraging technology to manage scale and geography

Sales Staff, Retailers

- Scenario based videos in regional languages on product and selling strategies
- Information nuggets on mobile app & IVR based quizzes
- Designing & facilitating engagement meets and training workshops for sales staff every quarter
- Consultative Selling skills- practice based skill teaching for field force

Call Centres

- Instructor led, classroom Training and certification for call centre employees
- Comprehensive 7 day induction program on product and skill training for call centres
- Certification of Supervisors & Trainers on knowledge & skills
- Quizzes, mystery calls to assess understanding and application
- Scripts for outbound campaigns and situation handling
- Practice based, experiential program for training on new IVR launch for this product
- Small group coaching

And that's not all

- Setting up a strong governance model to monitor completion and effectiveness
- Certifying select senior staff as Trainers to ensure continuity and quality of information dissemination
- Design and support for Mobile App and website content management
- Working closely with Compliance team to ensure adherence to external & internal guidelines
- Ongoing content & version control management

The Game Changers

- Customised, scenario based videos on product & selling strategies. These videos were scripted and created in multiple languages exclusively for this project to be able to reach out to a diverse audience spread across the country
- Leveraging technology (IVR, App) to manage scale and geography
- Inclusive approach and empowerment by Client where Tvameva team was invited to participate in strategy meets and all important product discussions to understand product nuances from multiple viewpoints & thus develop best suited content

The Results

- Over 25000 Retailers trained & certified in 4 months
- 750 employees across 5 call centres, trained for this product exclusively
- 2869 end users (rural customers & employees) trained on a project in collaboration with Government
- 26% increase in a key performance metric for call centre, after a targeted program was delivered