

# Sales Performance Case Study

## Telecommunications

**CallTower, Inc.**  
**San Francisco, California**

### Sales Growth in Preparation for IPO

**Challenge:** CallTower, Inc. is a \$10 million telecommunications company located in San Francisco, CA. Tom Robone, Vice President of Sales, was brought into the company to build revenue rapidly in preparation for the company's upcoming IPO. In order to accomplish this, Tom knew he had to expand his existing sales team from its current staff of 6 to at least 30 without making costly hiring errors. He also wanted to ramp up the team and build the foundation for long-term sustainable results.

**Assess:** Tom brought in the behavioral assessment tool, Predictive Index® (PI) from PI Worldwide, to help with the hiring process. His first order of business was to have everyone on his team complete the PI so he could understand the behavioral strengths of his team. The results showed that 85% of his sales force were highly analytical and technical but had little natural sales aptitude – very common in technology sales. Using this information, Tom developed a new job description for a sales representative, focusing more on selling behaviors than technical skills, and posted it on the web. This effort resulted in 180 responses. Tom had all 180 candidates complete the PI: 18 of them were a strong fit to the desired sales skills. Eleven job offers were extended and all 11 candidates accepted.

"PI Worldwide's Customer-Focused selling program not only gave our sales team a methodology for the sales process but a hands-on roadmap that allowed them to effectively execute on sales opportunities. The result has been increased productivity and a new-found confidence in dealing with prospects."

*John Trimmer*  
*CEO, CallTower*

Tom had the right behavioral fit for the team; now he needed a process to assess the selling skills of his newly established team. Tom had his sales teams from California and Utah and the Executive Team at CallTower complete PI Worldwide's Selling Skills Assessment Tool (SSAT) which identifies the individual's selling skills on the 5 phases of the consultative sales process: Open, Investigate, Present, Confirm and Position, and then reports them on three levels: by organization, by group and individually.

The results of the SSAT showed that the group from California was performing at a far lower level than the other groups – posting an overall score of 62 (out of 100) versus the other 2 groups which ranged from 74 to 78. Upon closer inspection of the SSAT results, there were three specific sales skill areas that needed targeted training:

1. Open – Build trust and credibility through managing client expectations.
2. Investigate – Accurately assess the situation and uncover client needs.
3. Confirm – Win the business.

**Train:** With this invaluable information, Tom knew where to focus his team's sales training to strengthen their sales performance. The 16 sales representatives from the California office then attended the 1-day Customer-Focused Selling (CFS) training offered as part of the PI Worldwide sales training program. The results were almost immediate. According to Tom, "The training absolutely changed the entire sales force's approach to their business, and in less than a week, I started to see measurable results."

Tom continues, "The training provided us with a language we could all speak. The sales team can uniformly discuss where they are in the sales cycle and break down what they need to do at each of the 5 core steps in order to ultimately close the sale."

The investigative phase was where we received our largest return. By understanding the needs of the prospect early on in discussions, it enabled us to quickly determine which opportunities were a fit for our services.”

**Lead:** To reinforce the sales success CallTower was experiencing, one month after completing their CFS training, they conducted an internal ½ day follow up session, having the sales people who had particular expertise in one of the 5 core sales skills mentor the sales people who continued to need coaching in specific areas. Tom balanced the skill development efforts with individual coaching based on each rep’s motivation and drive, as measured by PI. This unique combination of skills and execution, helped Tom create substantial results.

**Results:** Getting the right people into the right jobs using PI, assessing the skills knowledge base with SSAT, providing CFS training, and leading the team leveraging PI insights, have CallTower in great shape for long-term success. In addition to positioning them favorably for their IPO audience, the sales team increased revenue by 20% while coming in 40% under budget.

PI Worldwide is a global management consulting organization which offers a variety of services to help companies be more successful by focusing in their most important asset-their people. The **Predictive Index®** is a unique, in-house management tool used by executives throughout the world for over 50 years to develop leaders and build successful businesses. The **Selling Skills Assessment Tool (SSAT)** is a diagnostic tool which provides concrete statistical data on the sales skills of your people, teams, and organization. **Customer-Focused Selling (CFS)** is consultative-based sales training program that puts the needs of the customer first, and produces improved, sustainable sales results.