

# CASE STUDY:

## Driving Profitability through an In-House Phone Sales Team



### Summary

A leading streaming company with an internal consumer electronics product faced significant challenges with its direct-to-consumer phone sales channel. Limited oversight and inconsistent training, stemming from a misinformed belief that a transactional sales model was sufficient, resulted in low performance and a poor return on investment. Through the strategic leadership of a small, hands-on core team, a comprehensive transformation was executed. By implementing a new consultative sales approach, robust performance monitoring, and a revamped incentive structure, the direct sales channel saw dramatic improvements, including an 81% increase in gross activations and a 52% reduction in early-term cancellations.

### The Solution

A multifaceted strategy was developed and executed by a very small, hands-on core team that leveraged internal and external partnerships to overhaul the direct sales channel. The transformation began with an in-depth evaluation of the existing team's goals and performance metric baselines.

The core of the strategy focused on a fundamental shift in the selling motion, moving from transactional to situational. This empowered agents to be highly prescriptive and consultative when appropriate, while still leveraging a transactional approach as needed. The key initiatives included:

- Revamping the Sales Process: The core team collaborated with a third-party vendor to refine the sales process, shifting the focus from a simple pitch to a customer-centric, consultative approach. This change enabled agents to build rapport and identify customer needs more effectively, leading to sales of "stickier customers with higher revenue services" that were more economically advantageous.
- Implementing Enhanced Training: New training programs were created to support this strategic shift. This included in-person sessions to foster skill development and "train-the-trainer" initiatives to ensure consistency and sustainability across the entire agent team. A system of consistent training and resources was established to support ongoing learning and development.
- Aligning Incentives: The incentive structure was adjusted to directly reward agents for selling more profitable hardware and bundled solutions, aligning their goals with the company's financial objectives and encouraging the new situational sales approach.
- Introducing Robust Performance Monitoring: A new performance monitoring system was put in place to provide consistent oversight and real-time feedback on agent performance, enabling timely coaching and adjustments to reinforce the new methodology.

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### The Results:

The strategic transformation successfully shifted the direct sales agents to a consultative, situational model, delivering significant and measurable improvements across all key performance indicators.

| Metric                     | Baseline Performance | Performance Achieved | Impact |
|----------------------------|----------------------|----------------------|--------|
| Gross Activations          | 57,000               | 104,000              | +81%   |
| 45-day Disconnect          | 37%                  | 17.8%                | -52%   |
| Hardware/Bundle Attachment | 3%                   | 13%                  | +4.3   |



### Key Learnings

- Strategic Overhaul Drives Performance
- The Power of Incentives and Training
- Small, Focused Teams Can Achieve Large-Scale Change
- Data-Driven Decisions Are Key to Success

These results reflect a successful and profitable shift in the sales operation. The increase in gross activations was paired with a significant decrease in early churn, which led to enhanced customer satisfaction and a higher return on investment. The dramatic increase in the hardware and bundle attachment rate demonstrated the effectiveness of the new consultative sales approach and the revamped incentive structure, proving that investing in the upskilling of the team was the key to unlocking greater performance.

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