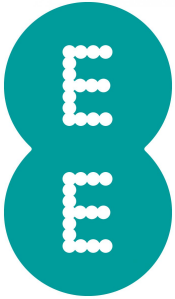


Training – Case Study



“Just wanted to drop you a quick mail to thank you so much for the Commercial Acumen training. I had mine on Friday and it was one of the best training courses I have personally experienced since joining Orange nine years ago. Clayton was an excellent trainer, who had that magic ability to reference the day jobs to the course, making it really relevant to what they do and I know they thoroughly enjoyed it too... A brilliant course that was really well delivered.”

Head of Medium Corporate Acquisition - North

Commercial Acumen

Overview

In EE’s B2B sales environment it’s critical that the sales force have the capability to have credible commercial conversations and create commercially astute bespoke customer contract proposals. Commission is paid on the number of devices a customer might require, and on the profitability of the tailored tariffs, minutes and data bundles provided in the deal for those devices to use.

A skills observation and financial analysis identified a clear training need within the Medium Corporate Acquisition team for Commercial Acumen training.

The solution gives delegates grounding in key commercial concepts and helps them to work with the customer to create bespoke contracts that increase commercial efficiency and effectiveness for their organisation, whilst also delivering against EE’s commercial ambitions.

Following a supplier review process EE worked with Sareos to design a highly interactive solution that would give delegates the ability to:

- Understand the “language of business”
- Understand accounting and finance terminology
- Understand, analyse, and interpret financial data
- Build deals based on that financial insight that satisfy customer commercial requirements in a credible consultative manner
- Understand, analyse and interpret the EE Corporate segment financial measures
- Assess deal profitability and create deals that are aligned with the commercial objectives of EE

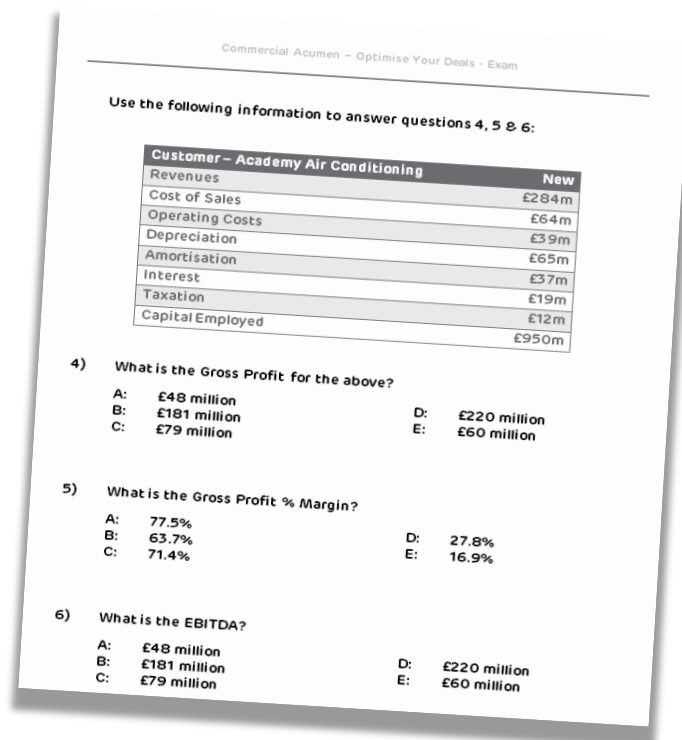
Key challenges

There was a clear disconnect between existing approaches, capability across the Medium Corporate Acquisition teams, the ambition and expectations of the Corporate Marketing function (as P&L owners) and Business Academy Team.

Medium Corporate Acquisition Teams (c150 people) had varying levels of skills, knowledge and experience when engaging and working with customers within the 50 - 249 employee space. Sareos engaged our Corporate Marketing and Commercial Finance teams to understand the key financial drivers of EE (both current and future), observed and documented successful approaches by Sales peers and Sales Management to complement existing subject matter. As with all large-scale delivery the project was progressed through structured development stages (with tracking, management through design milestones, review sessions and roll-out). The question “how do we bring a finance course to life and make it relevant for this audience?” always being front-of-mind.

To that end we used a client case study and created a game called “Build Your Deal” to embed and test learning. Scheduled toward the end of each session the game saw delegates meet a “customer” in a real-play scenario (Academy Plumbing Ltd), and build the most appropriate deal for them based on their fact-find discussion and analysis of mocked-up Directors Report, Balance Sheet, P&L, website and LinkedIn profiles; just as they should in their day job.

Finally, to emphasise the importance of the subject matter and to give visibility of those who may need further support the course ends with a 40 minute open-book exam consisting of 20 multiple choice questions.



Outcomes

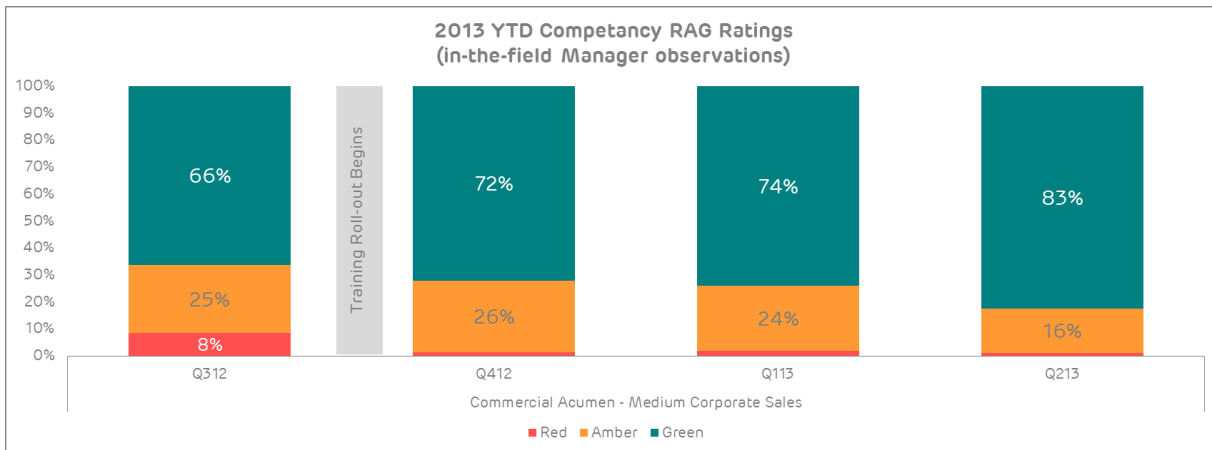
Our Business Academy uses Net Promoter Score as its Customer Satisfaction measure. Delegates rate the session from 0 to 10, with those scoring 9 or 10 being "promoters", 7 or 8 being "passively satisfied" and 0 to 6 being "detractors" who wouldn't recommend the session to colleagues. We calculate the NPS by subtracting the percentage of detractors from the percentage of promoters.

Commercial Acumen sessions recorded an outstanding NPS of 83%.

In the field we have seen changes in approach, with more planning and preparation through review of company financial data prior to key meetings, and greater familiarity of EE's financial drivers; both resulting in more successful commercial conversations and outcomes. This is evidenced by improved competency ratings via the Sales Manager "Coaching Observation Tool" since the start of the training roll-out at the end of Q3, 2012.

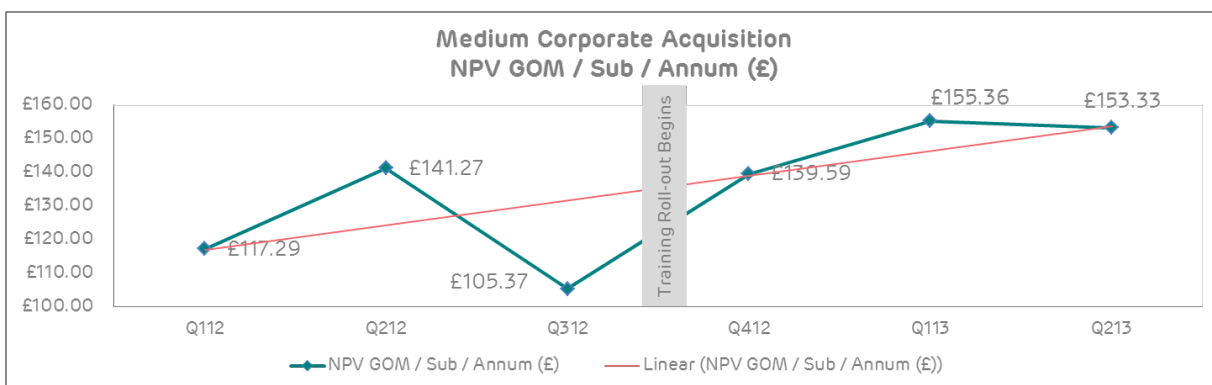
As per the below graph:

- There has been continued growth of Green ratings for Commercial Acumen competency quarter on quarter
- 83% Green ratings for Commercial Acumen competency in Q2 2013 (71 Green ratings in 86 observed sales meetings)
- 50% reduction in Amber and Red competency ratings
- Red competency ratings almost eradicated



The internal EE measure of profitability is “NPV GOM / Sub / Annum”. Essentially this is the profit margin of each connection for each year of contract.

Commercial Acumen helps delegates understand the commercial levers available to them. It empowers and enables them to optimise their deal structure. This has delivered the improvement in this particular financial metric, clearly visible below.



Achievements & Business Results

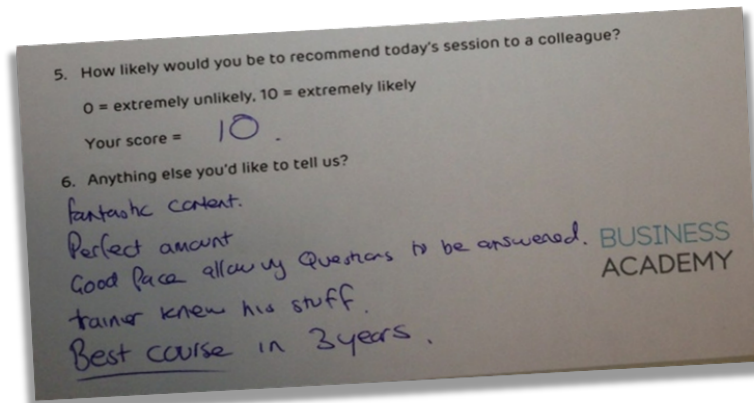
“Just wanted to drop you a quick mail to thank you so much for the Commercial Acumen training. I had mine on Friday and it was one of the best training courses I have personally experienced since joining Orange nine years ago. Clayton was an excellent trainer, who had that magic ability to reference the day jobs to the course, making it really relevant to what they do and I know they thoroughly enjoyed it too... A brilliant course that was really well delivered.”

Head of Medium Corporate Acquisition - North

Commercial Acumen is now a mandatory module within the Business Academy Programme and a primary driver for Sales success. Versions have also been created for Large Corporate Acquisition, Account Management Public Sector with wider roll-out on-going.

The quality and credibility Sareos have brought to co-design and then delivery has been a vital component of the success of this module. Furthermore their historical link with Deloitte brings added depth and validity to the solution.

Their pre-delivery immersion into the world of EE B2B paid absolute dividends in terms of content relevance and practical understanding. Perhaps more importantly, this investment allowed Sareos to facilitate deeper conversation when the sessions inevitably stray outside of the planned curriculum, meaning they have the ability to answer questions on the minutiae of internal EE process, organisational structure and system navigation with terrific insight.



Sales Team Member, Medium Corporate Acquisition

Demand for this session is considerable, supported by direct feedback from delegates (such as those above) who assert that it has unequivocally developed them to perform more effectively. The Business Academy is still in its infancy and Commercial Acumen reinforces the step-change in content design, delegate experience and delivery style that has become the benchmark for expectation and Business Academy standard.

"We have never written as much value business as we are currently writing. The trend is positive on ARPU, GOM, REVENUES... Commercial Acumen training has supported this for sure and I am really pleased with the performance of the teams. We had more folk over target as a % than ever before."

Head of Medium Corporate Acquisition - South

The innovative gamification element really brings the session to life and reflects EE's core values of Bold, Clear and Brilliant.

Alongside the Competency Rating improvement and value metrics above, the rollout of Commercial Acumen has also less tangibly supported improved sales volumes and EE market share.

For more information on how Sareos can help your organisation, please contact us on [0844 740 1278](tel:08447401278) or by email at deliveringexcellence@sareos.co.uk