



## **Seminar Notes: Selling with Confidence**

Monday 5<sup>th</sup> October The Royal Yacht Hotel

It could be argued that Sales people are the most important people in a company - simply because the difference between a concept and a commitment is a customer handing over a cheque in exchange for your product or service. 1 in 10 Britons work in sales, using their expertise, empathy and enthusiasm to help a prospect move from being undecided to being a satisfied customer.

Sustainable, predictable revenue lies at the core of every successful business. Delivering predictable revenue is built on three key elements: A well designed process, an engaged sales team and a robust lead generation plan.

Each step of the sales process can be separated and enhanced. Picture the four main groupings as engines on an airliner. Each has to operate effectively to power the jet to its destination. A failure on a single engine can have serious repercussions. Let's consider each 'engine':

- **The Market:** All your potential customers! What are their values, needs and alternative options?
- **Channel Management:** Your communication path! How do you educate your customers about your solution?
- **Key Accounts:** Your opportunity to engage! How do you identify and align with your high probability customers?
- **Proposals:** Your opportunity to delight! How do you address the specific needs of your customers?

These four elements are as relevant to a small retail store as they are to a multinational bank. It is human nature to focus on the area in which we are most comfortable – however, this may lead to weaknesses going undetected. Invariably, when a business struggles it is because of an imbalance of focus across the four 'engines'. The best salesperson in the world will not be able to overcome a weak or poorly communicated value proposition. Similarly, disengaged front line staff will deliver a poor return on investment for a fantastically positioned business.

Fundamentally a business can only sell as much as the trust it has created. Every stakeholder in the business contributes collectively to the creation and maintenance of this trust. Analyse all your client touch-points and consider how each interaction, no matter how insignificant plays a role in building your brands position in a very competitive marketplace. Organisations in Jersey, and particularly in retail, have an advantage in selling because people come face-to-face more often and therefore have greater opportunity to create trust and relationships that deliver sustainable, predictable revenue.

In closing, understanding why and how people make buying decisions is an essential skill for a successful sales person. Finding out what is the trigger for the purchase, what constrains the ability to buy, what is the motivation to buy, will significantly increase the likelihood of a successful sale. Fundamentally the sales person must always be ready to address two questions: What problem do you want me to solve, and why should you choose me to solve it?

**Remember 1:** Sales is a process not an event

**Remember 2:** Sales is a collective effort

**Speaker:** Curt Volpert, currently Interim Director of Sales at Jersey Post, is also the founder and CEO of CoSales Revenue Performance ([www.cosales.com](http://www.cosales.com)). He has years of experience helping global brands such as Cisco Systems, GE Capital and Dell accelerate sales and profit by developing and implementing robust sales processes.

## **Seminar Notes: Your Customer, Their Technology, Your Customer Service**

Tuesday 6<sup>th</sup> October, Digital Jersey HUB

Interesting fact: more people in the world own a smart phone than a tooth brush!

### How are your companies engaging with technology?

The driving force is to provide the level of technology the customer demands. The panel acknowledged that a broad based customer demographic will have different needs so it is important not to force them down a particular channel. Human interaction remains vital and is often satisfied by engaging directly with customers in a branch or store environment where the key is to prioritise the real value add discussions, rather than more general queries. Significant investment is also being made behind the scenes for example in the automation of operational functions or systems that make the customer experience flow smoothly.

### What is the biggest challenge?

The biggest challenge is providing all the information customers would like in a manner that is cost effective for the business. Customers have become used to instant responses and expect it in all their interactions but the scale of local markets is such that the cost of some technology solutions cannot always be justified – so alternative solutions need to be explored.

### What are the biggest changes in customer behaviour that you are seeing?

The way customers educate themselves on the options available before they actually make a purchase is the biggest shift. Customers will conduct research across multiple sources such as social media and comparison sites, many of which are beyond a providers' direct control. This results in customers knowing as much about a product as the retailer or service provider and as a result control has shifted to consumers who are now leading by demand, rather than the business leading by provision. Technology must make life easier for the customer and the store is becoming the place to create trust and relationships.

### Big data – is it changing your approach to customer service?

Big data is available to almost every business and is growing in importance as companies recognise how it can add to decision making. It does have immediate application in supply chain management, extending into store design and other areas where clients can benefit directly. The challenge is to provide real value without being intrusive at an individual level. Customers accept that data pulled from loyalty cards for example, will be used to track behaviour, but they are less sure about data drawn seemingly without their approval.

### How to respond to a Social Media grenade:

These conversations have always happened except that now they take place on a public forum rather than over the garden fence. It is the scope of the audience that has changed but now at least there is a chance to respond. Being aware of the issue before responding appropriately and swiftly is the only way to diffuse a potentially damaging situation. Well-handled they can actually be to your advantage as you demonstrate your connection with your customers.

### What transformational change is on the horizon?

Waitrose: Filling retail space with a connected social experience that inspires people to go in stores.

Jersey Post: An increasingly competitive market and placing more functionality into the hands of customers.

Sure: The profile of instore expertise is changing – moving from technical to relationship building.

RBSi: More banking transactions are happening on the go changing the branch offer.

Which company do you admire for its use of technology?

Car manufacturer Tesla because their car service centres operate at break even as they do not believe they should profit from their products being defective.

TripAdvisor because the platform highlights direct client feedback and shares great service stories

Trip Advisor because as a consumer it makes life easier providing lots of information easily and quickly

Premier Inn which delivers exactly what is says and has recently introduced self-service check-in terminals

Where are the opportunities to introduce technology in Jersey?

Parking; healthcare; family wellbeing at home; education; adoption of electric cars; continuous learning.

**Speakers:**

Tony Moretta, CEO, Digital Jersey has over 20 years of experience in a wide range of digital industries and roles, Tony brings a broad perspective on what it takes to develop a thriving digital sector. Most recently Tony led the development of Weve, a joint venture between EE, O2 and Vodafone in mobile marketing, payments and data analytics.

Curt Volpert, Interim Director of Sales at Jersey Post, is also the founder and CEO of CoSales Revenue Performance ([www.cosales.com](http://www.cosales.com)). He has years of experience helping global brands such as Cisco Systems, GE Capital and Dell accelerate sales and profit by developing and implementing robust sales processes.

Lisa Mclauchlan Head of Commercial Operations, Sure, has 16 years marketing communications, business development and operations experience working in publishing, finance and latterly retail. Her commitment to giving islanders the experience they deserve in whatever channel they want has helped Sure's market share grow rapidly in Jersey in the last five years.

Duncan Langston Director at Waitrose in Jersey and Guernsey, spent his first 40 years in the West Midlands and the last 7 years in Jersey. Duncan has nearly 30 years in food retail, including at Asda - Walmart and Safeway and was lucky enough to have been Retail Week Magazines UK Store manager of the year 2000. He was stacking shelves at the age of two in my grandfather's general store, which is also where he developed a sweet tooth.

Steve Camm Managing Director at RBS International, is a director of RBS International and Isle of Man Bank. He has responsibility for the RBS International, NatWest and Isle of Man Bank brands and for all personal customers within Retail Banking, International Personal Banking and Coutts. Steve has been with RBS for 34 years and has been in RBS International for over 18 years.

## **Seminar Notes: How to create value from the meaning of your brand**

Wednesday 7<sup>th</sup> October, The Pomme d'Or Hotel

Every culture has an unconscious system of signs and symbols that creates meaning for that particular group of people. This symbolic code system changes and evolves much more slowly than the other elements in society such as technology and language. Brands need to understand this cultural code system so that they can create meaning, because people consume brands as much for their meaning and identity as for the actual product itself.

Brands can get cluttered by lots of other messages so three elements are particularly important to create meaning: coherence; distinctiveness; relevance. In particular brands must understand the context in which they exist and the dialogue that is relevant to their market, for example, how does Kellogg's cornflakes interact with a debate on healthy eating?

Some international brands are particularly strong at creating meaning across all their touchpoints. Apple stores are clean, structured, light and white with a 'reverent' positioning of the logo. Brown Thomas department store in Ireland has a clean and structured look similar to Apple but uses different materials and soft light creamy colour to create a feeling of luxury and limited product displays create a sense of premium exclusivity. Completely different, Lush uses an abundance of colour, full product displays and a strong smell to produce an attack on all senses that creates need for pampering.

In comparison to these international brand experiences, Martina presented an outsider's experience of Jersey. Recognising the range of high quality experiences available, Martina explored the lack of consistency in the brand message and customer service across all the touch points. The immediate image of Jersey is a plethora of finance brands followed by sailing motifs and sea scales but no mechanism to bring this together in a meaningful 'Jersey' way.

Remembering that Jersey is part of a global market place with constantly shifting and developing consumer expectations, Martina suggested that Jersey would benefit from a strong, clearly defined identity that builds on its tradition and legacy but which is clear and culturally relevant for the 21<sup>st</sup> century.

**Speaker:** Martina Olbertova is a strategic consultant focused on semiotics and culture working with businesses to unlock their hidden potential and create meaningful brands and experiences. With 10 years of experience in marketing and branding from the USA, UK, Ireland and Czech Republic, Martina has worked with many brands such as Vodafone, IBM, KBC, Heineken, Visa, Carlsberg or Pern

## **Seminar Notes: Building a business around your customer**

Friday 9<sup>th</sup> October, The Grand Hotel

Metro Bank was set up because the founders saw that in the UK the traditional trust between customer and banks had broken down which created an opportunity for a completely new banking model. In pre start-up survey they found traffic wardens trusted more than bankers. The Metro Bank model is taken from the Commerce Bank Model in the USA. It is privately owned which helps in having a long-term view and have had three successful fund raising rounds.

The company culture is that based on the belief that values are portrayed by behaviours and that by focusing the entire business on the customer they will create fans not customers.

Their vision was to revolutionise banking by being a business based on culture centred on three revolutions:

- 1) Technology: understanding what technology customers might need and how to bring it in advance of them recognising that need e.g.. A mobile app that can suspend cards and then reactivate when they are found. 90% of new technology is based on research, 10% is something they think will work.
- 2) Consumer: these days people consume differently - Sunday, Internet, they have more power & choice
- 3) World order; new regulations, world event economic shifts, even having a new boss all impact on the business. Metro Bank is the UK's first high street bank since 1838

Their aim is to be the best bank in the local market. They are currently focused on expanding in the South East because their model is based on the principles of retailing not banking and locations with high footfall are key.

Their execution is obsessively focused on culture and brand. They believe in a four phase model:

Customer, culture, model, execution that is focused on delivering what the customer wants. They research and get customer feedback regularly and used market surveys in planning the entire business. Their customer research shows:

- 29% people want branches (Metro Bank call them Stores) close to their homes or place of work. Convenience is key.
- 22% choose based on recommendations from friends and family.
- The lowest scoring need is for attractive rates and so they are consciously not a leader for interest rates, instead are based on providing value through outstanding customer service and experience.

They match their value proposition to customer needs and so:

- Make a profit but not at the customer's expense because they believe profit is a by-product of satisfied customers
- Have a clearly defined look and feel that mirrors the culture:
- Situated at the centre of the community (corner, close to transport hubs); the building is transparent using glass and high ceilings with the logo prominently displayed; drive through option for ease of access; minimalist internal layout with no dividing screens feeling more like a retailer not a bank; big footprint with car parks for customers not staff; easy access without steps but with toilets & baby changing rooms;
- Differentiators:
- Open 7 days a week (open 362 days per year, only closed Xmas; Easter Sunday; New Year's Day); extended hours; including 8am-8pm, Monday to Friday. 24/7 phone banking manned by Metro Bank employees, offer different channels and don't force people to use technology, 74% of personal accounts are opened in 15 mins

with a card which is printed in store which also increases efficiency and reduces cost (the business choose to absorb some costs e.g. they don't charge customers for using their debit cards in Europe. because they look at clients based on lifetime value), services are open to non-customers, allow dogs in, 60k hours of lessons in schools with last lesson in Store, every staff offers a Store tour

As any of these differentiator can be copied by any other bank here the key is people so Metro Bank recruit for attitude and train for skills using technology to enable staff to have great conversations.

Their leadership is empowered but must demonstrate the culture:

- If you don't know your values as a leader how can you communicate it to staff & live it yourself?
- Expectation of 100% execution
- Bump it up - one person can say yes, but it takes two people to say no
- 'No stupid rules email' takes staff comments straight to people who can make a difference
- Games, everyone wears red on a Friday & give gift to anyone who also wears red
- Leaders: inspire, nurture, game change
- Magic shops - feedback so you can correct straight away. No sales targets in stores
- If people don't want to live the brand go elsewhere - admittedly cultish. Lose people quickly if they don't fit in
- Look to other retailers such as John Lewis & Lush for best practice
- Have give-aways – all branded and popular mascot Metro Man

Their people are assessed on behaviours first and then outcomes.

- The average age of the employees in Store is 23 years
- People are empowered to get the right principles in place so leadership can decide what is right for their Store whilst maintain the Brand values. Freedom within a Framework
- Sit with staff have honest conversations. Use feedback and observation to train improve staff capability
- Measure knowledge, skill, confidence & motivation which is key

**Speaker:** Chris has over 25 years' experience in the retail banking industry, and latterly also as a Business Director and National Sales Director for British Gas. He has led teams to achieve top awards in Sales, Customer Service and Employee Engagement. He has previously won "Britain's Best Boss".

## Customer Service Week 5<sup>th</sup> – 9<sup>th</sup> October 2015

Brought to you by

