

## CTM, Macau

### Performance Improvement Project

CTM is a joint venture between Cable and Wireless PLC, Portugal Telecom International, CITIC Pacific and the Macau SAR Government providing installation and operation of all public telecommunications services in Macau. CTM is a world-class communications company that plays a major role in the ongoing development of Macau's infrastructure.

"I would recommend a Renoir program to any company that needs a fresh look at their management systems and practices and needs a third party to drive the changes required"

**Phil Green**  
**Chief Executive Officer**

#### Key Results

34 million Patacas above budget vs 11 million promised

Significant cultural change

New SMS that assists management to manage

Improved Sales-Marketing coordination

Improved customer service

More available sales times

#### ANALYSIS

Despite CTM's impressive performance, management was concerned about the lack of coordination and performance within sales and marketing. Renoir was asked to assess the function & assist with a programme to improve performance.

The assessment revealed that:

- The current sales approach was passive.
- Throughout the sales organisation: business marketing, retail outlets and telesales functions, there were lost opportunities for up-selling & cross-selling.
- There was very little proactive performance management of the sales teams; the sales incentives were not driving any real proactive effort
- In Enterprise Sales and Telesales the sales teams were under utilized
- In retail outlets, most of the effort was placed on non-selling activities
- The sales management systems required an overhaul to productively and proactively focus the teams
- Level of customer focus was very poor
- Accountability levels were low
- **Communications** – large gaps perceived between self and company
- **Change** – 2nd largest perceived gap between self and company
- **Potential for Improvement** – 65% people felt that at least a 10%-20% performance improvement was possible

#### PROJECT APPROACH

The overall objective of the short, 15 week project was to implement a sound Sales Management System (SMS) and to achieve a cultural shift towards a pro active sales approach. An increase in sales revenue of 11 million Patacas over budget was also a Renoir commitment.

The project structure was comprised of a Steering committee headed by the VP of Sales & Marketing along with the Deputy CEO, three 'Management Action Teams' headed by the Sales Channel Managers, and three CTM employees as a full time task force to work with Renoir in implementing the changes.

A new closed feedback loop SMS was developed for each channel to encourage continuous improvement and cover the full span of control. Processes, documents and activities were organised into logical

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groupings of Forecast, Plan, Control and Report in order to get a clear picture about the overall management of the Sales process. Missing elements were replaced and existing elements were revised to be more effective. The focus was on planning and controlling activities. In the previous system only the outcome was tracked but not the activities that led to the desired outcome. In addition, the new system has many leading indicators to give management timely alerts and to identify problem root causes.

## SALES

### Enterprise Sales

The new System addressed the main weaknesses: planning and control. Enterprise Sales is largely project focused, with very long Sales cycles. Previously only revenue was measured but the new system, modelled on a world class project management system, looks at a wider, more relevant range of critical success factors.

Account managers were trained in the use of the system as well as selling techniques such as "prospecting", "SPIN selling", "closing of Sales".

The project team also looked into those issues that were causing problems or taking time away from selling. By changing the process/responsibility, customer service improved and the sales team was freed up to sell more.

### Retail Sales

At the core of the new SMS is a scorecard, with KPIs such as success or conversion rate, and the number of up sales and cross sales to keep the focus on selling and cross/up selling. Training supported this behaviour and a revised commission scheme focussed on:

- Staff satisfaction, and reduction of staff churn
- Motivate staff to sell more

### Tele-Sales

As TeleSales executes marketing's programs, the new SMS was focussed on better coordination & communication between marketing and telemarketing. The commission scheme was revised to improve staff retention and increase Sales.

## THE RENOIR GROUP

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