



# Diagnosing the Root Cause of Poor Sales Performance

Blackdot's diagnosis of core sales performance issues helps a major telco turn negative growth positive



## CHALLENGE

A national telecommunications company was struggling to identify the root cause of its poor sales performance. While competition from new market entrants and increasing customer adoption of mobile were eroding historic revenue streams, the company was also facing a number of internal inefficiencies.

As a result, the company implemented measures that did little to improve sales performance. Aggressive downsizing led to a de-layering of mid-level sales managers and a substantial increase in frontline portfolio sizes. And investments made in training programs proved ineffective. Realising they needed to take a different approach, they sought Blackdot's help.



## SOLUTION

Blackdot conducted benchmarking across the company's 480 salespeople in its field sales and contact centres. Our team identified three key organisational issues:

- Sales teams were spending half their time on order-fulfilment
- Sales leaders and the frontline were unsure how they should execute the sales strategy
- The frontline was pessimistic about achieving targets.



## RESULTS

- 2.4% increase in EBITDA contribution
- Return to positive sales growth (1% CAGR) post project implementation during a period of weaker market growth and significant sales losses in the year prior (-2.2% decline)
- Investments previously made in training programs were re-allocated to redefining the operating model and communicating the execution plan required to deliver targets.