

FEB 2023



Training Needs Report for Unisol Communications

Prepared by: mindfultalk.in

INTRODUCTION



Unisol aspires to be the **solution partner and systems integrator of choice** for all fibre optic products and solutions for customers across domains and geographies. Its client base includes companies in IT, industrial automation, telecom, oil & gas, renewable energy, defence, as well as governments including railways, toll plazas, etc.

Unisol adopts a **consultative approach** while designing solutions for their customers, including customised production with no mandated minimum volume. This results in **bespoke solutions that are both cost-effective and innovative**. The team **extends their expertise** to other system integrators by consulting for them as well.

In their quest to transform as an industry leader on par with players like FIBERTEK, Digilink, IVEONET, DINSPACE and 3C, the management at Unisol wants to create a robust **foundation of systems and processes across all areas** of sales, marketing, operations, HR etc. to enable the enterprise to make the transition.

We set out to understand the current training needs through discussions/surveys with the key team members.

This report lists the recommendations for both the training and the process improvements that will help the teams function better for better sales and enhanced operations.



MAIN OBJECTIVE AND GOALS

The main objective is to **understand the current knowledge level of the employees and draw up the training plan and content creation plan.** The training content should capture the institutional knowledge that is with the senior employees, document the same and make it accessible and available for everyone in the organisation.

The training should ensure that the employees are able to

- understand all the products and the services of Unisol
- be able to pitch the offerings of Unisol with the same conviction as their senior colleagues
- understand the success stories and how to use them based on context
- get better at customer relationships and be able to up-sell/cross-sell
- be able to close more deals based on the above

To understand the team's aspirations and current situation, we interviewed Nagaraj (MD) and a few key team members - Anil [operations and solution design], Vasuki [sales], Veeramani [logistics, procurement], Ramakrishnan [sales] and Rohit [Marketing].

The outcome was not only the training requirements for the team that we set out to understand but also the processes that needed to be enhanced / created for the team to function as a cohesive unit.



MANAGEMENT SPEAK

Nagaraj Managing Director

- Unisol does 3 types of activities : Products [OEM] sales, Projects and Trading of 3rd party products.
- Products sales account for 60% approx while projects and trading account for the rest 40%.
- Projects
 - They take significant time and effort. However they also showcase our solution designing capabilities.
 - They cause cash-flow challenges when the customer holds back payment citing reasons of non-performance/ not completed.
 - *Processes would help quality related concerns in projects delivery.*
- Trading
 - Trading quotes are time-critical; speed of quotes is paramount.
 - Sales team need to be aware of the margin on these products
 - *The team can increase closing trading enquiries (atleast 25%).*
- Products
 - *Product knowledge among the team should be enhanced.*
 - A new employee takes about 6 months to come up to speed. Should be reduced to 3 months.
 - QA of manufacturing process has to be introduced.
- Sales
 - Digital marketing, direct marketing, distributors and leads from portals [Indiamart]
 - *Customer success teams should maintain regular contact with the customers for building relationships.*
 - *Sales team should know the success stories and use them based on context to gain customers' trust and confidence.*

TEAM INTERACTIONS

Rohit Marketing

Marketing should take calculated risks in creating and rolling-out campaigns,

The company should structure a process for receivables so that it can maintain a working capital buffer and also get a better price from vendors.

Consistent process to promote idea sharing would promote innovation.

Veeramani Procurement, Inventory, Logistics

Has implemented a new process for despatch to customers. Shared that the management encourages innovation in products & processes. He has shared vendor lists with sales. Is quite happy with his work.

If the company has structured processes for logistics, approx 30% of the time can be saved. Wants details on market demand for products, as that would feed innovation and production. He also would like additional input on product innovation.

Vasuki Sales

Shared that the management is very supportive. As she is new to sales function, she is very dependent on others in her team for product related info.

Needs product training and site demos, preferably on a regular basis. Also, sales processes should be streamlined - would be great to have a senior person to seek assistance and input during negotiation, proposal preparation, quote presentation, follow-ups and handling enquiries.

Since design knowledge is limited to a few and their time is unavailable, proposals are delayed quite a bit.

Co-ordination among different teams should be better - sales, finance, supply chain etc.

Process of procurement should be streamlined - one team should collect quotes from vendors so that the company can respond to trading enquiries quickly.

HR processes e.g. leave approval need to be streamlined as well.

TEAM INTERACTIONS

Anil Project Management

Does site surveys, prepares BoM and commercials and handles OEM products sales and support.

A better co-ordination between the sales team, procurement and the project team is needed. When sales or procurement teams change BoM, project management team need to be notified.

Learnings from project execution should be percolated across the organisation, He wants to be trained in people management and customer relationship management, including communication.

Prefers to have site surveys process and checklists and project status should be reported and audited regularly.

Ramakrishnan Sales

Understands the business and customers very well. So is the confidence in his ability to sell.

Mentioned that processes in the organisation should be streamlined. Meetings should be regular and productive.

Experiences sharing should be regular so everyone is aware of the realities and challenges.

Team should be trained on email writing and spoken communication skills including objection handling. Teams should move to relationship selling and referrals. Nudging the customer after analysing their needs is a great way to close a sale.

Regular communication with a customer through emails, calls, newsletters, customer satisfaction surveys are key.



RECOMMENDATIONS

TRAINING NEEDS - SOFT SKILLS

Customer Management [12 hours]

- Setting expectation and objection handling
- Social etiquette (greeting the customer, small talk etc)
- Confirm your understanding by paraphrasing / summarising
- Role plays
- Stay connected to your customer
- Find common ground / Empathise with their situation
- Learn about requirement urgency and support your customer
- Consistent pitching of the business by all employees

Story telling for business [4 hrs]

- Learn success stories of your company
- Know how and when to use them

Team Building [4 hours]

- Collaborate with other teams
- Use of sensible humour [if possible]
- Keeping calm and keep communication channel open
- Givers gain
- How to seek and give help to colleagues

Adaptive Communication [8 hours]

- Writing clear emails for status reporting and for customer communication
- Conducting productive meetings [clear agenda, goals, duration]
- Change communication details based on the audience
- Being polite over SMS / Whatsapp /Phone calls
- Dos and Don'ts [e.g. why is it not ok to ignore phone calls? Etc]

TRAINING NEEDS - PRODUCT RELATED

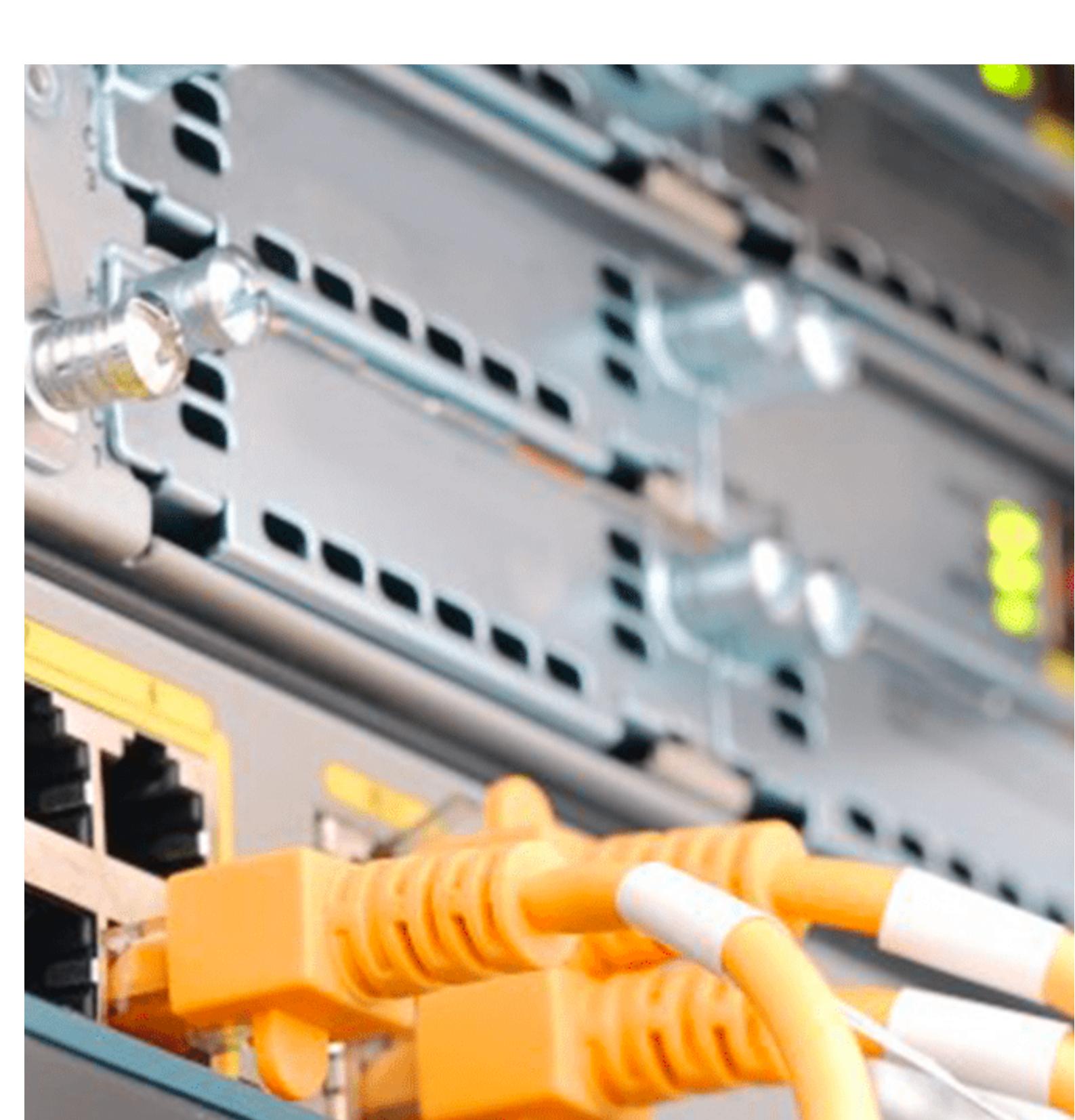
Knowledge Sharing Facilitation [Periodic]

- Talk about OEM and trading products and usage
- Success stories of the company [by management, senior employees]
- Solution design presentation [senior employees]
- Process flow [for procurement, sales, receivables etc]
- Idea generation [for product innovation]
- Market needs analysis [Competitive study et al]

PROCESS DEFINITION AND ROLLOUT

All the employees expressed a need to create structured processes to ensure quality interaction with the customers, faster delivery and higher sales.

- Project site surveys and checklists
- HR processes [Leave approval etc]
- Sales process [lead gen to closure and relationship handling]
- Finance process [receivables tracking]
- Procurement process [including how to add sales and finance in the loop]
- Meetings and status reporting
- Quality audits for products and projects
- Persona / profile based training



MINDFULTALK.IN
Helping professionals communicate better