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1 **EDCI 531**
2 **Example #1**
3 **Case Study Assignment**

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5 **Case Study: Behaviorism**

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7 *Description*

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9 Educational Resources, is a large provider of educational software and technology, professional
10 development, and technology solutions in preK-12 education. This company has been in
11 existence since 1985 based in Elgin, IL and currently employs one-hundred and twenty five.
12 Educational Resources is a reseller of educational software and has contracts with 350 vendors
13 and serves the United States as a territory. The sales representative answers the phones from
14 customers from the East and West Coast and therefore operates from 7 AM – 6 PM (CST).
15 Within the last six months, Educational Resources employed a new sales manager to oversee ten
16 outside sales representatives and develop an inside sales team. Vendors come in weekly to
17 educate the sales team on products. The outside sales team is efficient, independent, and
18 educated on most of the software products. The newly hired inside sales team of 13 has been
19 employed for three months and is expected to call out to 50 potential customers to grow the
20 business, and receive 50 phone calls daily to help customers. The inside sales team has been
21 trained on some of software products and are proficient in receiving incoming phone calls and
22 helping customers. The one method to achieve a company's sales goals is through creating a
23 sales funnel by prospecting new customers to build leads. The concept of the funnel is it's wide
24 at the top to represent the number of people you prospect and where it narrows at the bottom it
25 represents the total number of people that purchase from the company. The larger the funnel is at
26 the top, the greater number of purchasing customers at the bottom. Both the inside and outside
27 sales team has monthly sales quotas to achieve in order to achieve their yearly quota. All sales
28 people are paid a percentage on sales achieved. The goal of the company is to produce one
29 billion dollars in sales and become the leading educational provider of software by increasing
30 sales, building and creating relationships with its customers by telemarketing.

31
32 The challenge for the new sales manager is the inside team is only making on average 18 phone
33 calls out for 35% progress and receiving 35 phone calls in for 70% progress. The inside sales
34 team is hesitant to make phone calls to potential customers (cold-calling) because they are
35 uncomfortable and they don't know what to say to get a qualified person who might purchase
36 product (lead). Phone reports are available to check phone records but the employees do not
37 realize that phone reports exist. Unknown to the inside sales team, the sales manager checked the
38 phone reports and saw that out of the 18 phone calls out, half of the calls were only 30 seconds in
39 length and represented calls to a fax machine and not to an actual person. When you reconfigure
40 the percentage then for actual phone calls out, it's 17-18% progress and defines a bigger problem
41 with outbound calling. Furthermore, the sales manager notices that a select few of the inside
42 sales team uses their "do not disturb" button on their phone for long periods of time (5 minutes)
43 so their incoming phone call goes to the next available associate. If other inside sales people are
44 receiving more calls inbound, then they are unable to make more calls outbound to generate
45 sales. A huge performance discrepancy exists with what inside sales are doing and what they
46 should be doing. In addition, it was overheard that the employees have no idea why they have to

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47 make so many phone calls. The employees thought it was just some number that management
 48 made up to make their job difficult. The sales manager needs to develop a system to incite the
 49 inside sales to create more inbound and outbound phone calls and generate sales. Also it has
 50 been recognized that the inside sales team does not attend vendor trainings in a consistent
 51 manner to learn about their products. However, in order to cover all the incoming calls coming in
 52 from the East Coast, someone has to be on the phones to answer them, and that leads to
 53 employees not attending trainings.

54

55 *Reflective Questions*

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- 57 • What are types of reinforcement, positive or negative, exist for the inside sales team to
 58 increase the inbound and outbound calling to help increase sales?
- 59
- 60 • What conditioned reinforcements or incentives exist for the inside sales team to learn the
 61 product to become more knowledgeable and confident in their outbound calling?
 62
- 63 • How will the response to put a customer on “do not disturb” for long period of time be
 64 weakened (weakening the response)?
 65
- 66 • How will the behavior of the inside sales team be shaped and chained in order to maintain
 67 their new behavior of making the appropriate number of inbound and outbound phone
 68 calls?
 69
- 70 • Are the performance objectives of inbound and outbound calling clear for the inside sales
 71 team?
 72

73

73 *Potential Solutions*

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75 Reinforcements were in place for those in inside sales when they achieved their quota to
 76 establish behavior. As a positive reinforcement, anyone who achieved their monthly quota
 77 received a 2% increase on the amount sold and received 0% if not achieved. However positive
 78 reinforcement needed to be in place to increase inbound and outbound calling. The manager
 79 should take an interest survey of the inside sales team to check what incentives would intrigue
 80 them the most such as a \$20 gift certificate, or leave work 1.5 hours early if the goal of 50
 81 inbound and outbound phone calls are made each day of the week for the complete week.
 82 According to Driscoll (2005, p. 39), these incentives would illustrate the Premack principle to
 83 determine effective reinforcers A chart with the inside sales team’s names should be displayed
 84 for the month and when they meet or exceed the amount of phone calls, then they get a sticker on
 85 the chart in order to keep track of their total week and month of calls. This will be positive
 86 reinforcement for those that meet the goal.

87

88 First of all, a schedule needs to be established in order for the inside sales team to attend vendor
 89 trainings to learn the products. This will allow the inside sales team to become more educated
 90 and be able to talk freely and confidently with their customers. Customer Service representatives
 91 could be used to cover the phone so the inside sales representative can be trained. The vendor
 92 will provide prizes such as free software for home use and gift certificates to restaurants and

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93 movies when attending and actively participating in trainings. The vendor trainings will also
94 become a requirement of the sales employees. Secondly, since the inside sales team is not
95 confident in what they say to a customer, an “elevator speech” and a phone script need to be
96 written and utilized by the sales team. An elevator speech is a quick speech that portrays the
97 company in a positive manner and should last no longer than an elevator ride. The phone script
98 will be an introduction of what to say when the potential customer answers the phone and
99 provide confidence. The winning “winning elevator speech” and phone script will receive a
100 recognition certificate to be given to the employee and another copy to hung on the sales wall.

101

102 In order to weaken the employees behavior of putting their phone on “do not disturb (DND)” a
103 small beep will occur if the phone is on DND for 2 minutes or longer. The beep will not subside
104 until the phone is taken off of DND. This illustrates the stimulus and response scenario and will
105 modify the employees’ behavior to answer the phone.

106

107 The employees need to be shown the phone report on a weekly basis by the sales manager. The
108 sales manager needs to train the employees on how to read the report and show the number of
109 calls by employee and the length of time of the calls. The manager also needs to point out that
110 the report does show when a call reaches a fax machine. This will eliminate behavior for those
111 on the inside sales team that try to reach quantity of calls but not quality. Also, in order to shape
112 the new behavior, the inside sales team will first start making phone calls using their new phone
113 script. Then, once they achieve knowing their phone script, they will start incorporating their
114 “elevator speech.” The manager will also start sitting with individuals on the inside sales team
115 every two weeks to listen to their inbound and outbound phone calls, and how they are
116 interacting with the customers. Immediate feedback will be given on what the employee is doing
117 well and what they can improve. The manager will also model correct phone conversation to
118 achieve sales and phone etiquette.

119

120 The inside sales team only heard orally that they need to receive 50 inbound and 50 outbound
121 phone calls. Plus, they didn’t understand why they would have to make so many phone calls. The
122 manager could specify the performance objectives in writing on a document and have the inside
123 sales team sign to signify their commitment to reaching their phone quota. Plus the manager
124 needs to state and illustrate the “funnel” of sales by showing that the more customers they call,
125 the more sales they can close, and the more money they will make. All behavior, positive and
126 negative, will be monitored and notated in their annual performance review.

127

128 Educational Resources will be a more successful company by developing a program for changes
129 in behavior and positive strategies for its employees. As stated by Driscoll (2005, pp. 52-53), in
130 order to plan a program to change behavior it must include goals, reinforcers, select procedures,
131 implementation of procedures and recording results, and evaluation with revision. The company
132 will help implement change by identifying the learning goals of the inside sales team and
133 determining consequences and reinforcements in order to increase phone volume and increase
134 sales goals. When the employees are faced with these consequences and reinforcements, they
135 will be more apt to adhere to the changes and make their phone goals if the consequences and
136 reinforcements are applied in a consistent manner. Feedback will also be given in a timely
137 manner so employees know what performances are expected and how well they are performing
138 in their current job situation.

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140 *References*

141

142 Driscoll, M. P. (2005). *Psychology of Learning for Instruction*. Boston, MA: Pearson Education,
143 Inc.