

The image shows the interior of a wooden sauna. The walls, ceiling, and benches are made of light-colored wood. There are several rows of wooden benches. A white towel is rolled up and placed on the lowest bench in the foreground. A small, cylindrical wooden light fixture is mounted on the wall. The door is open on the right side, showing a glimpse of the outside area which has a tiled wall.

\$2M BeSci Win

Clearlight Saunas
Sales Call Centre Nudge

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CONSULTING



Category: On-line Retail / Manufacturing

Project: Increase cashflow to avoid need for \$2M in investor funding

Client: Clearlight Saunas. Australia. Germany. New Zealand.

The Challenge

Clearlight Saunas are a fast growing business with 25% year on year growth for 6 years in a row. The order to delivery lead times were 3+ months and on the increase. Overseas manufacturing and freight costs were increasing also. Combined they were straining cashflow. The Founders believed they needed to raise \$2M in investor finance to use as bridging manufacturing finance. They were not prepared to transfer equity for the finance. An investor deck was sent to us for review. We undertook 3 projects:



Project 1:
Data Audit



Project 2:
Sales Script Audit



Project 3:
Product and Price List
Review

Data Audit leads to Nudge Opportunities

The data audit gave us access to *all* data sources for 2-3 weeks including sales platform data by country, call centre employee performance, pricing and profitability by product line, profit and loss and balance sheet + others.

Sales Team Current Comfort Zone

The sales team took a 25% upfront deposit on the product. With product delivery taking 3 months. We identified variability in the average handling time with customers. The range varied from 6.56 to 18.45 minutes. With the highest converting representative taking the shortest time. Sales people not as confident would 'fill out' the conversations, taking on average 2.81x more than the most successful sales person.

Nudging in the Call Centre

We undertook profitability calculations and found asking for a 50% upfront deposit would help solve the problem. The commission based sales team were scared this would impact conversion and therefore lost income. Our job was to support them in a pilot and measure success. To assist we added behavioural science to the selling scripts and presentation of the product and pricing offer. We reviewed sales calls transcripts across the team. Individual strengths + areas of friction were uncovered. Our aim was to create the ideal sales call, while allowing for personal flair.

We added BeSci nudges to the + scripts including personalisation, reciprocity, mini-commitments and more.

- We changed how product choice was anchored
- We increased the deposit to 50%
- Some of the employees said they were still not comfortable in asking for the 50% deposit. The risk was too great. One team in Germany piloted the new deposit and were able to convert sales. This proof point of success made it possible for everyone else.

Results:

- The client increased cashflow and avoided the need for the \$2M in investor Funding. Later Covid hit and delivery times extended to 6 months.
- Additionally the data audit identified a potential financial upside across multiple interventions throughout the business.

Data audits are invaluable to identify quick win + nudge opportunities. We recommend to pilot nudges as a 'draft' to empower sales teams

Measured Results Matter

2.81x

Variability in average customer handling time from 6.56 to 18.45 minutes

\$2M saved

Investor Funding no longer required

"The advice and practical nudges we have implemented have been paramount in keeping this company liquid in what otherwise could have been a tricky time, instead we thrived."

Charity Turner. GM Clearlight Saunas.

Understanding the Brain is Your Business

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