Chartered Institute of Credit Management

Level 2 Commercial Telephone Collections
Indicative content

Whilst not exhaustive this document provides an illustration of topics and themes in this unit.
NOTE : *When completing CICM assignment units it is not intended that learners include* ***ALL*** *the suggested areas below, rather, they are intended as guidance on the type of content you may study and include.*
CICM assignments require a high level of personal application. Therefore, when completing them careful consideration needs to be given to the relevance within your organisation, industry and your specific role.

1.1	• Role of commercial telephone collectors. • Qualities required for commercial telephone collections work (knowledge, skills and behaviours).
1.2	• Quality checks and call monitoring. • Targets or key performance indicators (KPIs).
2.1	How to distinguish main types of customers in arrears: will pay (e.g. lack of organisation; payment run misalignment), won't pay (e.g. company policy, query), can't pay (e.g. cash flow, financial difficulties) – key elements and impact on collection process.
2.2	Collection process for each main customer type: will pay, won't pay, can't pay.
2.3	Objectives of call; outcomes; organisational policies, e.g. credit policy.
3.1	Relevant law depending on type of debt (Candidate's focus on relevant area). Areas for consideration: • General Data Protection Regulations (GDPR) • Late payment legislation • Anti-harassment • Anti-Money Laundering / fraud • Sector regulations e.g. Ofwat, Ofgem, Ofcom.
3.2	Key organisational rules to ensure compliance, e.g. • Information which is confidential to the organisation and the customer. • Communication with customer – what is unfair practice? • Call preparation. • Corporate governance. • Sarbanes Oxley segregation of duties.
4.1	• Factors which influence success of a call. • How to organise a call in order to maximise cash collection.
4.2	How to plan a commercial collection call. • Identifying customer types and strategies for dealing with them. • Establishing clear objectives.
4.3	• How to structure conversations in a commercial collections call. • The five stages in a good telephone call: preparation, building rapport, asking for the money, closing the call, follow up. • Importance of a clear opening, control, flexibility and a strong close.
4.4	How to build customer relations while carrying out a commercial collections call: • Building customer understanding, payment cycle, support with query handling.

	• Empathy and wider understanding of commercial outcomes. • Follow up to confirm arrangements.
4.5	• Responses to excuses for late payment, e.g. – Bureaucracy. – Invoice queries and disputes. – Cash flow problems. – Evasive, don't want to pay.
4.6	Vocal techniques for commercial collections calls: • Attitude as a controllable choice. • Customer dynamics. • Voice tone techniques. • Persuasive language patterns. • Building rapport. • Aggressive, submissive, assertive behaviours. • Keeping calm under pressure.
4.7	Post call action including recording, diarising, action planning and follow up.
5.1	Evidencing assertive skills in commercial collections calls: • Dealing with reasons for non-payment in an assertive way. • Drilling down - using questioning skills. • How to stop use of the same excuse again.
5.2	Evidencing influencing skills in commercial collections calls: • Staying focused, listening and clarifying. • Reaching workable solutions. • Behaviour - Adult, Parent, Child.
5.3	How to overcome resistance in commercial collections calls: • Selling the need to pay. • Reaching the decision-maker.
5.4	Evidencing negotiation skills in commercial collections calls: • Principles of successful negotiation, establishing a win:win position. • Closing the deal and follow up action.
5.5	• Handling queries, disputes and conflict. • Management of complaints. • Organisational policies.
5.6	Dealing with angry customers; handling verbal abuse; organisational policy; referral.
6.1	Reflective practice.
6.2	How to identify opportunities to improve work practices and successfully implement changes that are required.

Assessment

Assignment (Level 2 only).