

Skill training & certification of distributed sales force

Scenario

A leading MNC Shoe manufacturer signed up with Talentedge to provide up skilling training to their sales staff working across stores covering 7 states in north in order to benchmark the staff to National Occupational Standards under the Standard Training Assessment & Reward Scheme.

Some of the areas that were to be addressed included training the sales force to feature based selling, improving communication skills, improving customer service and developing up selling and cross selling skills.

While there was a strong urge to provide training to the sales staff, there were few operational challenges that were to be addressed to kick off the training roll out. Major challenges included,

1. customizing the training content to address the key business challenges that the client faced on day to day basis,
2. maintaining business continuity while the staff was nominated for training,
3. Delivering the training to staff that was distributed in small numbers across 7 states and 12 locations.

Solutions

Understanding the challenges, Talentedge along with the Client worked closely and took the following approach to counter the challenges and eventually seamlessly delivered training to benefit the client business.

1. In order to maintain business continuity it was decided that one candidate will be taken out from every store on rotation basis, this ensured that while the candidates came for training, the store continued their business as usual.
2. To make the training more relevant for the client, Talentedge engaged with the training manager of the principle client and review every module and customized training to suit their need. While it was important to deliver all modules as prescribed in the NOS, client helped in prioritizing modules basis his understanding of the workforce. Further, client specific additional modules were added that were proprietary content of the principle client and a Train – The – Trainer session was organized for the Trainer of Talentedge so that the

trainer could be familiarized with the proprietary content of the client and deliver effective training to the sales force.

3. The biggest challenge of all was to reach out to every sales personnel spread across states and stores. There were many locations that had only couple of nominations and practically it was impossible to organize classroom training for them or make them travel to another location as it would have hampered business continuity. Talentedge analyzed the candidate list and worked out two delivery models, the first group of participants residing around NCR was offered classroom training, a centralized classroom was organized in the city and candidates from across the city travelled to the venue to attend the training. Secondly all the candidates who were spread across locations and could not be accommodated in the classroom training were offered distributed learning model with the help of technology platform (Direct to Desktop). The client provided whole hearted support the initiative as their objective was to ensure every staff member benefits from the training. The client made many provisions to make this initiative work:
 - a. The stores were opened 2 hours early on a daily basis. This was done to ensure that the business operations did not affect.
 - b. Every store required one computer, internet connectivity and speakers to join the training session. Client provisioned the bill computer for this purpose and also organized data cards and speakers in stores that did not have this facility before.
 - c. The store Manager at each store was made to act as the training administrator and ensured that the participants attended the training every day.
 - d. This was the very first time that participants of this profile were attending a live session on Direct to Desktop, hence it was critical to familiarize all the candidates with the technology and interface. A trail session was organized for all the candidates two days prior to the actual start date. This had two benefits, one, candidates were familiarized to the D2D interface and second, all stores were tested for the readiness and preempt solutions.
 - e. To track if the learning transfer was happening, an online assessment tool was used to measure the leaning outcome of the candidates. The tool was very effective as it gave instant response with every candidates score.

Results

- Skilled and certified Sales force that is benchmarked by a Third party Assessments
- High self-esteem and a sense of achievement for the sales force
- Improved productivity of the sales force

**Live & Digital Interactive Sessions
being attended by sales staff from stores**

