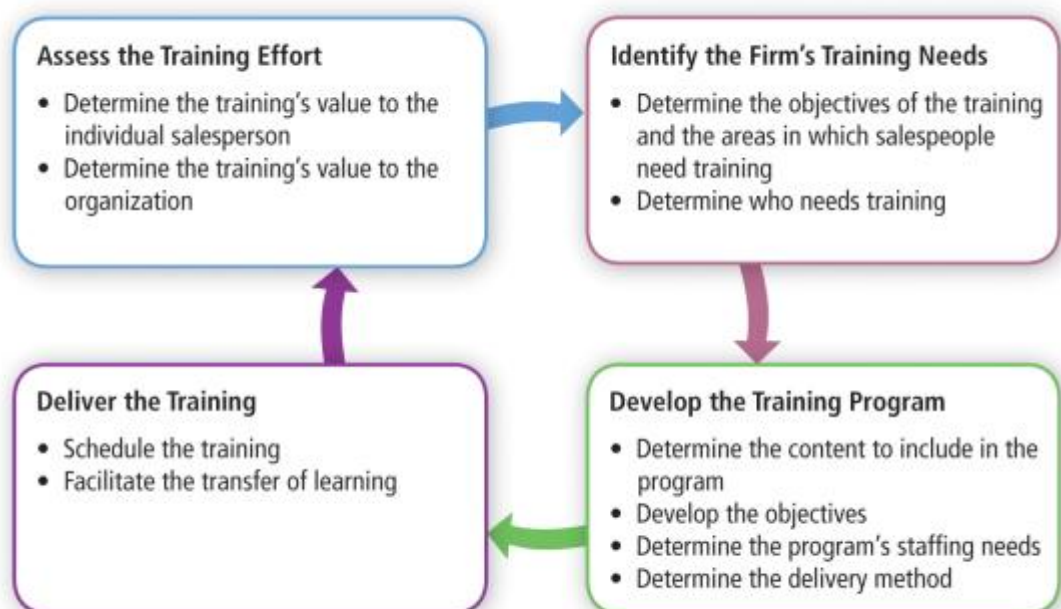# Week 6 Lecture notes Chapter 9 – Training and developing the sales force

- Identify factors that help determine what types of training are needed by sales personnel
- **How important is sales training?**
- Trained reps are more knowledgeable about products and services
- Understand markets in which they operate and the selling process
- Able to better understand customers and deliver better service
- Achieve higher sales and incomes

- **The training process: 4 stage training cycle**
    - Assess the training effort
    - Identify the firms training needs
    - Develop the training program
    - Deliver the training

Assess the Training Effort
- Determine the training's value to the individual salesperson
- Determine the training's value to the organization

Identify the Firm's Training Needs
- Determine the objectives of the training and the areas in which salespeople need training
- Determine who needs training

Deliver the Training
- Schedule the training
- Facilitate the transfer of learning

Develop the Training Program
- Determine the content to include in the program
- Develop the objectives
- Determine the program's staffing needs
- Determine the delivery method

- Assessment of Training needs at different levels
    - Organisational Analysis
    - Task analysis
    - Individual analysis
    - Development of the firms sales training programs

- Summarize the inputs needed to design and deliver an effective sales training program
- **Identifying knowledge, skills and abilities (KSA) in order to determine sales training needs**
- **Input form**: sales managers, job incumbents, upper management
- **Performance measure**: sales volumes, customer service levels, customer complaints

- **Other:** Organisational objectives, sales training goals, observation of salesperson's skills
- ➤ **Determining who needs training**
- Training needs may vary depending upon rep's experience level and the needs of the markets
- Training needs may be identified from:
  - o Quantifiable performance appraisal data
  - o Customer satisfaction or CRM data
  - o Training needs surveys taken by sales managers and reps
  - After identifying needs, create training and development plan for reps
    - o Plan should include courses rep should take at career milestones, training from outside vendors, job rotations exposure, etc.

➤ **What content is needed?**
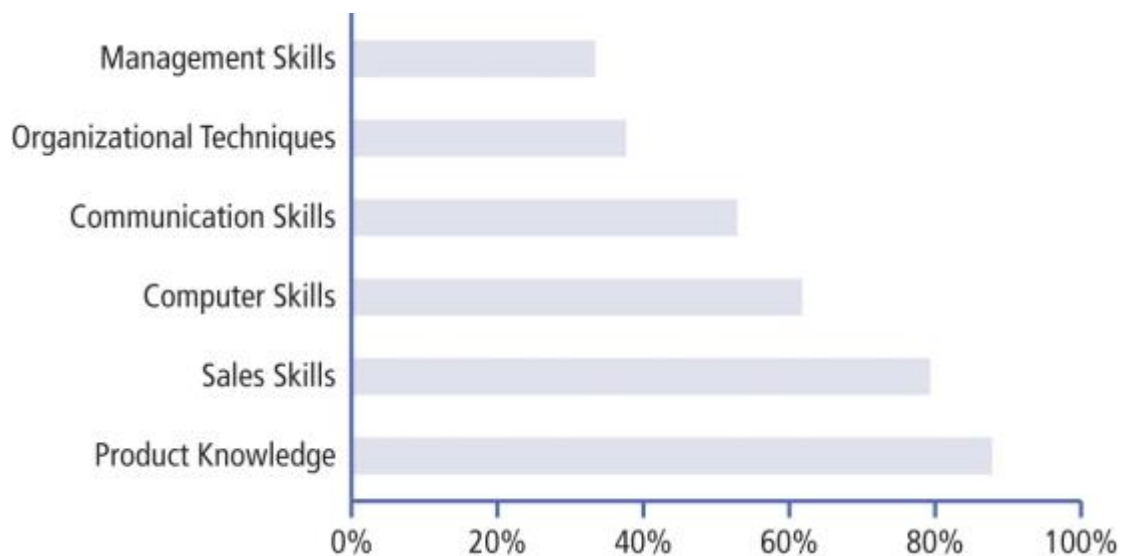
➤ **Content Will Vary Based on Target Group**

- Programs for new hires
  - Company orientation
  - Product and market information
  - Selling processes
  - Technology skills
- Programs for more experienced reps
  - Advanced sales skills
  - Communication and presentation skills
  - Technology skills
- Explain why it's important to assess the effectiveness of a firm's sales training and what's involved in the assessment

Compare training results with initial objectives
  - Objectives met, program is considered a success
  - Often program will go forward with only minor modifications and updates