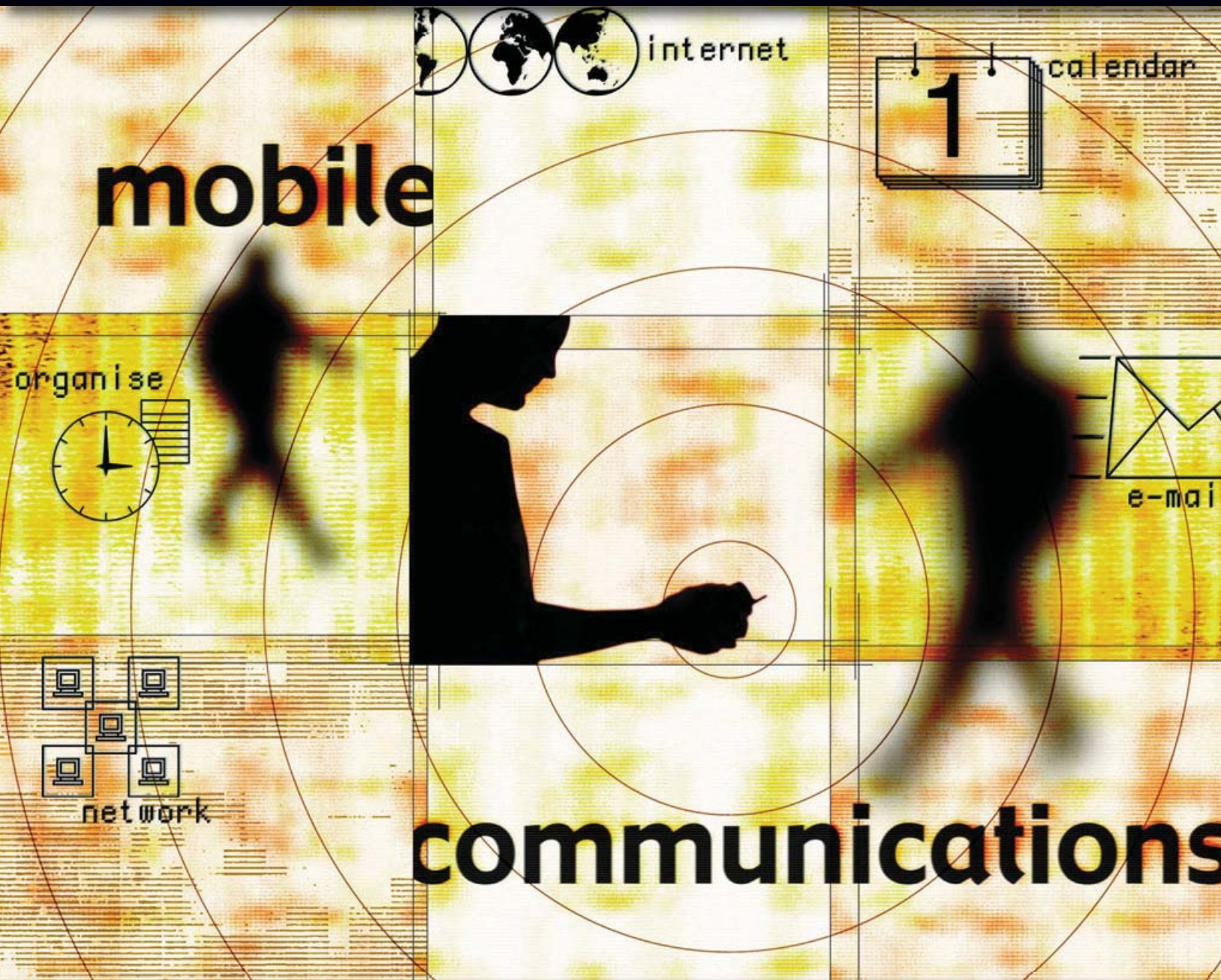


How “Mobile” Learning is Driving Sales Up in a Down Economy



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From providing bite-sized motivational nuggets to the reps in the field to ensuring improved performance throughout the year, mobile learning is sales management’s secret new weapon in a down economy.

What are the components of a sales superstar? How does your best sales manager continue to develop their team month after successful month? How do they track that progress? What is most important to both of their achievements – sales strategies, sales skills, daily motivation, key sales rep retention?

So here you are, the Sales Leader for a mid to large-sized company. The economy is tight, buying decisions are being delayed, and competition is tougher than ever - the pressure is on. Achieving or exceeding the company’s revenue and sales goals falls squarely on your shoulders. You need your team firing on all cylinders, executing on skills and techniques you’ve helped them develop. Yet, you find yourself asking: “If my sales reps demonstrated their ability to sell successfully in the classroom, why aren’t they performing to standard in the field?”

Regardless of how well-equipped each sales rep appears to be as they leave a training session, unless their sales manager reinforces key skills back on the job, they forget how and why to apply the new skills, or simply revert back to the way they’ve always done it. The fact is: people leak. We all struggle with retention, therefore, the application and consistent execution of skills wane over time.

Because of this dilemma, sales leaders across the country want to know: Given time constraints, competing agendas, and varied facilitation skills of my sales managers, how can I expect them to leverage our training, keep each salesperson motivated, as well as help provide a long-term change in behavior? What proven tools exist for their support?

Mobilized learning

To leverage the initial training and achieve long-term changes in behavior, sales managers need to be equipped with an integrated or blended training delivery system, one that delivers both efficient collaborative sessions, as well as effective field-delivered tools. The proper utilization of such tools by the sales manager, reinforcing fundamental selling skills in a team environment, ensures every rep’s success.

To help with this problem, there’s been a trend in sales training toward shorter training given more often. Some training organizations go so far as to offer training “bursts” of five to ten minutes that reps can complete by logging onto the Internet whenever they get some downtime during their day. You wouldn’t think it could get any easier than that, but it has. North Palm Beach, Florida-based Sales Quenchers now offers sales training and motivational mes-

sages in one- to two-minute “nuggets,” delivered to a sales rep’s cell phone on-demand (see sidebar Virtual Sales Coach). Recently Sales Quenchers joined forces with Summit Learning Systems, a company that has created a team-based skill development system that can be easily facilitated by the manager in the context of a typical sales meeting revolutionizing retention and execution.

Proven Training Tools Drive Revenue

Imagine you’re about to invest time and money in a training program to re-energize your sales force in these tough economic times. Even if you hit a home run with training, most sales executives worry about

the field support. Through the next few pages, we will explore key questions and challenges facing sales leaders, by systematically identifying ways to better equip sales managers to provide the necessary field support to change behavior, drive results, keep their teams motivated, and provide consistent coaching and feedback.

Internal and external training providers continue to search for ways to reinforce the initial training experience in order to guarantee ongoing assimilation of key skills, and effect a change in behavior on the job, as well as driving improved and consistent results. The current trend leans toward computer-based, self-paced courses, blogs, and chat rooms. This approach lacks synergy and therefore fails on several levels:

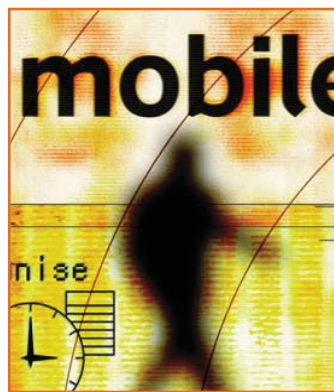
- no opportunity for individuals to verbally process the information
- no opportunity for team discussion and collaboration
- no opportunity to demonstrate the required skills
- no tracking or measurement

Granted, knowledge is power – but only when consistently applied. The smooth execution of interpersonal skills coupled with knowledge produces power on steroids! Sales skills require

interpersonal connections which cannot be exclusively taught or reinforced with online or independent study methods.

The Problem

The problem is learner retention. The solution lies in understanding how we learn and providing tools that ensure long term retention and application of key skills that drive desired results. We learned our ABCs, multiplication tables, and state capitals through repetition, reinforcement, practice, feedback and measurement; however, what is missing from most sales training is just that: adequate



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VIRTUAL SALES COACH ON EVERY CALL

Three things directly impact sales performance – attitude, motivation level, and skills. Throughout the day, reps will experience rejection and frustration, which in turn will impact attitude and motivation – thus, effecting the quantity and outcome of all calls. As a sales manager, how do you then counteract those forces to give a rep's motivation level a jolt? With mobile learning you give reps instant access to powerful, performance-improving tips from sales experts like: Zig Ziglar, Brian Tracy and Jeffrey Gitomer – delivered right to their cell phones – on-demand, 24/7. Think

about it – in less than a two minute call you're automatically touching each rep changing behavior on the very next call.

Summit offers 25 top sales experts sharing their best ideas, tactics and strategies in 16 different skill categories. In all, there are 1,400 sales tips, each one-to two-minutes long. Typically, users of The Summit Sales Development System receive a quote of the day, delivered as a text message. From there, reps can call a hotline and listen to any sales tip they want (over 1400 to choose from) – a tip of the day,

or a preselected favorite tip. And they can do it whenever – and wherever – they want.

The key ingredient in all this is the cell phone, the one device every rep has within arm's reach 24/7. Whether you're rep is sitting in a customer's lobby or on the way to his or her next appointment, it's a snap to make a two-minute phone call, particularly when they know that call is going to give them a much needed boost in motivation or some tips on making a good first impression moments before they meet a big prospect.

repetition, reinforcement, practice, feedback, coaching back on the job and measurement.

Additionally, so-called “effective” training sessions characterized by performance-based activities with skill checks, coaching and feedback, far too often cover more information than can be adequately assimilated and executed back on the job.

The problem is compounded by:

- inadequate instructional design
- lecture-based initial training
- only the occasional role play by one or two participants
- too much information with too little interaction

Regardless of the quality of the information presented in the training session, even well-intentioned managers rarely possess the skill-set required to create effective learning materials, and none of them have the time. Despite the requirement of regular team meetings most sales managers offer leadership that is inconsistent, boring, and sometimes incongruent with corporate objectives.

History

Historically, sales managers typically focus solely on results, with meetings on two topics:

1. **Administration** - getting the paperwork right
2. **Product Knowledge** - being experts at what we sell

More savvy managers include recognition and motivation, however, rarely do team meetings focus on sustainment training and improving the fundamental sales skills required to excel. Meager attempts to provide field-based tools have included such things as connections exercises and checklists. Those techniques have given way to follow-up coaching calls from the trainer and/or providing the Manager with a training binder. None of these tools resolves information overload or time constraints.

Managers still face the dilemma of determining how to adequately support their team with tools that are easily implemented, effective, and efficient. In other words, managers have to figure out ways to plug the leak.



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Traditional Field Training

Given the nearly universal time and talent constraints of your sales managers, a common solution has been a field training concept. This typically takes the form of a fax/email page outline, sections of a manual, or a PowerPoint deck.

Sales leaders send these items to managers with the expectation that they will, on their own, design a training module illustrating the key points and then deliver it to their teams. While the concept is sound, in reality it seldom gets fully executed and thus falls short of its intended objective of improving sales performance.

Expanding on Pareto's Principle – The 80/20 Rule – if you have 100 locations, your top 20 managers would be successful regardless of the support you gave them. Point them toward the goal and they will find a way to achieve it. By inference, 20 managers would probably never succeed regardless of the support you offer. Most importantly, 60 managers would become successful if given the proper tools to achieve the desired results.

While the top 20 will maximize the use of better tools, moving the bar for 60 percent of your managers and their teams would dramatically increase your bottom line. That is a BIG pay-off...provided they have the proper tools!

Defining the Proper Tools

When searching for effective sales training tools, what characteristics should they include? They should be:

Practical – With limited time, the tools need to be easy for the manager to execute.

Understandable – A picture is worth a thousand words. A video that models the skill illustrating what good looks like.

Involvement – People don't learn just by watching a video screen. They learn best by doing with discussion and application tools that make for a lively and collaborative team meeting.

Multi-sensory – We learn in different ways: Auditory, Visually or Kinesthetically. Therefore, the training should touch each mode and each learner with every module.

Individualized – We learn at different rates. That's why job aides

like audio reinforcement CDs and pocket wallet cards allow each Rep to review the material as often as they like.

Accountability – About two weeks after a team meeting a follow-up session should be conducted to confirm what the Reps have retained and what has been their change in behavior.

Consistent – Using a skill-building model each month, sales teams get focused on continuous improvement resulting in tangible results which are often after the very first session.

So, Do Such Tools Exist?

And if so, do they come integrated in one comprehensive system?

YES, they do and here's how it works!



The Sales Meeting Supplement is a cost-effective, easy-to-facilitate, multi-media training tool kit.

This system helps sales managers and meeting facilitators teach and reinforce targeted skill sets in a regularly-scheduled hour long meeting. With the addition of Sales Quenchers' unique mobile learning advantages, Summit has taken a quantum leap in sustainment training and higher sales productivity. Each module includes the following:

- Audio and written preparation materials for the meeting facilitator
- Written handouts for each participant
- A video/DVD to model the skill
- Group exercises to discuss and explore skill application
- An audio CD or mp3 for each attendee to keep for skill reinforcement
- Skill-specific Wallet Reminder Cards
- Retention Review Quiz for accountability and follow up

Plus... These m-learning tools:

- Daily Motivational Text Messaging
- Field Updates and Messaging
- Call-in Requested Tips
- Pushed-out Daily Training Tips
- Online Access

And finally, each sales manager is assigned to one of our Customer Service Account Managers that will:

- Coach for optimal effectiveness
- Ensure consistent utilization
- Track sales successes
- Report successes and non-compliance to you (the Sales VP)

Technology Edge: MOBILE-LEARNING TOOLS – THE FUTURE OF SALES TRAINING

The telephony-based learning-enablement tools enhance the way you communicate with and train your mobile sales force. This is referred to as “CellCasting.” The system offers the functionality of “podcasting without the iPod,” where anyone with a mobile phone can access, review and act on their assigned “CellCast Session” much as they would access and listen to a stored/waiting voice mail message.

But unlike listening to a standard voice mail, Summit offers a level of interaction and interactivity to ensure the content was actually heard and understood by:

1. a logging component records the time the user accesses their CellCast session, verifying their receipt of the CellCast notification message and successful dial-in
2. integrated voice response or “IVR” functionality allows the user to interact with the CellCast via the phone's keypad in order to answer test or survey questions
3. the collected results from each completed (or incomplete/aborted) CellCast session is logged and tracked as part of a learner's overall training and performance profile. These results are immediately accessible by managers for reporting and analysis

Additionally, Summit makes their complete library available in text format to all web-enabled mobile phones and computers – complete with self-assessment functionality.

For nearly 20 years, Summit Learning Systems has been equipping sales teams for peak performance with their unique and proven meeting-in-a-box, The Sales Meeting Supplement. Now, super-charging with next-generation m-learning technology, the Sales Meeting Supplement has become The Sales Development System – taking training to a whole new level. When you join the growing list of leading corporations that use The Sales Meeting Supplement, you and your organization will gain:

- Clearly communicated expectations
- Supportive environment
- Required tools and resources
- Appropriate daily motivation
- Necessary competencies
- Next-generation technological edge
- Accountability
- Tracking and measurement
- 24/7 Sales Support
- Quick, significant and sustainable sales growth

Contact Summit now and let them show you how easy it is to implement their system and begin driving peak performance today – call 561/776-0267.

Got your own, proprietary training content? No problem, Summit Learning Systems can take an organization's sales training program and reformat it into “bite-sized nuggets”, and then deliver it utilizing all of their next generations tools – resulting in increased comprehension and application.