

Sales and Distribution Management
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Lecture – 26
Sales Force Management: Training

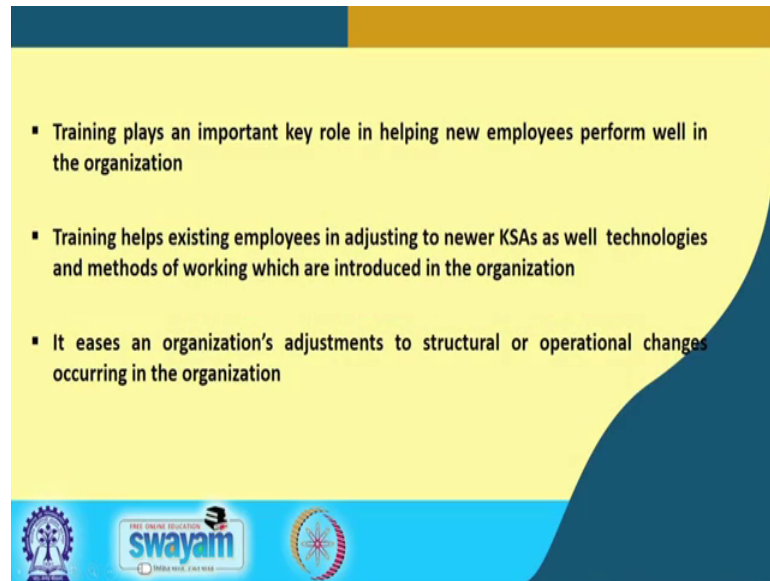
[FL]. We shall now begin with the next lecture which is lecture number 26 and in this particular lecture we shall be continuing with our discussion on training. This is the 1st lecture in the 6th module of our course on Sales and Distribution Management. And as we discussed in the previous lecture that the topic selection is actually spread across two lectures which is lecture 25 and lecture 26. We have discussed you know how to build good sales training program, we have discussed the first two stages of how to you know build a good sales training program we shall continue with the subsequent stages now.

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And in this particular topic we shall be you know concentrating and how you build upon good sales training program.

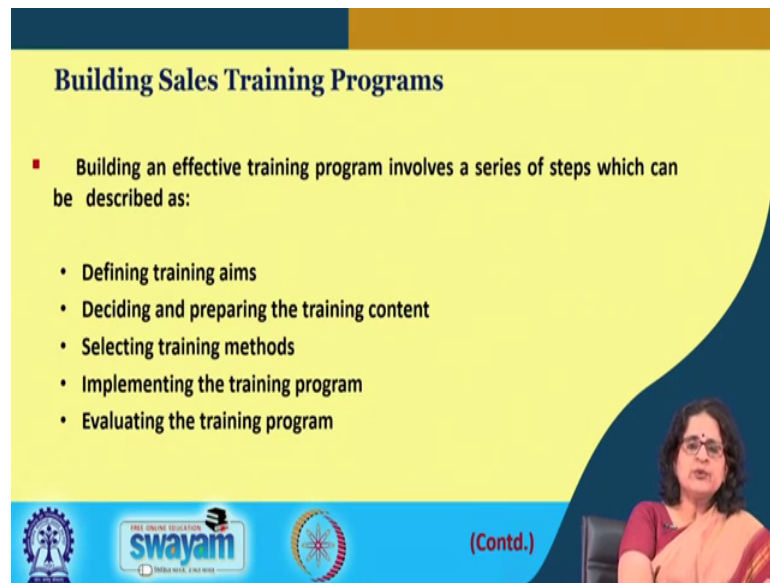
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Now, a quick recap as we discussed earlier that training is an important activity for any organization, while it is something which is you know costly for an organization both in terms of time and in terms of money. If conducted successfully the cost incurred on training are offset by the benefits that can be earned in terms of you know good employee performance on the job at the individual level at the team or the group level as well as at the organizational level.

So, training play is a very important role in you know in improving organizational performance, it plays an important role in helping new employees perform well in the organization. It also helps existing employees are just to newer knowledge skills and abilities as well as technologies and methods are working, which are introduced in the organization and it eases an organizations adjustments to structural or operational changes which have been occurring in the organization because of changes in the macro and the micro environment.

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Building Sales Training Programs

- Building an effective training program involves a series of steps which can be described as:
 - Defining training aims
 - Deciding and preparing the training content
 - Selecting training methods
 - Implementing the training program
 - Evaluating the training program

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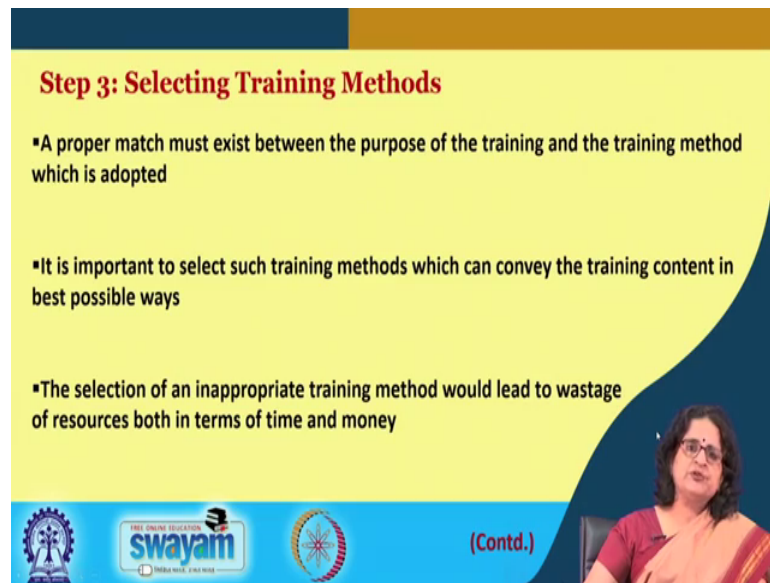
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So, we were discussing you know how should we go about building effective sales training program and we discussed that this would involve 5 different steps. We start with defining the training aims which would actually determine you know, why should the training take place and this would differ you know across you know the whether the training program is an initial sales training program or it is a continual sales training program.

The second step is deciding and preparing the training content, this again we discussed that the core training content would actually determine will be based or will depend upon the training needs or the training aims. So, depending upon whether it is an initial sales training program or a continual sales training program and determining depending upon whether the aims of the program the content for the program is designed whether it could either be you know imparting new knowledge skills and abilities to the freshly hired sales trainees or it could be updating the knowledge skills and abilities you know.

So, according for existing employees so accordingly the content of the programs meant for sales trainees and those meant for existing employees will vary, the third step is selecting the training methods and then you implement the method or the program and then you evaluate the training program. So, these are the three stages or the three steps we shall be now deliberating upon.

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Step 3: Selecting Training Methods

- A proper match must exist between the purpose of the training and the training method which is adopted
- It is important to select such training methods which can convey the training content in best possible ways
- The selection of an inappropriate training method would lead to wastage of resources both in terms of time and money

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So, let us first start with you know the third step which is selecting the training methods. Now a proper match must exist between the purpose of the training and the training method which is adopted. So, there has to be you know match between you know the training need and the training purpose as well as the method, because not all kinds of methods would actually meet the training needs, different methods suit different kinds of training need. So, depending upon what the training aim is and what the trained the need for training is what do you be able to determine what are the different kinds of methods that you should be using.

So, as to be able to you know successfully fulfill the aim of the training program or the purpose of the training program. So, it is important to select such training methods which can convey the training content in the best possible way and as that as you convey the training content in the best possible way, you will also be able to you know meet the training needs or the training requirements of the trainees. So, selection of an appropriate training method would lead to you know it a you know would lead to good performance in on job. Once the training is completed on the other hand the selection of an inappropriate method would be to wastage of resources both in terms of time and money because if or an inappropriate method is chosen, it would not be able to meet the training needs or the training requirements.

And in that case after the training is over the person would go back on the job, but he would not be able to bring the desired performance and so it would be realized that you know the training, entire training exercise has been has been you know has been a waste. So, the selection of an appropriate method is very essential and it such method should be chosen which would help meet the training needs or the training requirement in the most effective manner.

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Training methods can be divided into two categories:

- On the job training methods:**
 - It involves placing trainees on specific jobs and giving them an on job experience; Trainees learn by doing in actual situations
 - The method is flexible, less expensive, and suitable for jobs that call for active participation and performance on jobs
- Off the job training methods:**
 - Training is conducted away from the place of job
 - An expensive method but helps in imparting overall development of employees.

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So, the training methods can be divided into two categories, we have the on the job training methods we have the off the job training methods. Now, on the job training methods here mean as the as the term goes it is placing trainees on specific jobs and giving them a job experience on the job experience. So, trainees learn by doing, they there is a mentor or there is a trainer who actually teaches them and trains them on the job.

The trainees observe, they watch, they listen and they ask questions and queries and then they are made to perform. So, while they are performing the trainer is able to assess as to whether the trainee is able to learn or has been able to imbibe what is being taught to him. So, it is training here involves an actual situation and work life situation where the trainees are put on specific jobs and they are given a job experience. Now the method is very flexible and you know it involves a, it exchange of information of you know sharing of job experiences and knowledge by between the trainer and the trainee. And this

method is very suitable for jobs that call for active participation and performance by the sales people on the job.

So, while being on the job the trainee is able to learn. Now for example, you know a freshly hired training may be you know made to assist another salesperson with 2 years or 3 years of experience in a b to b scenario. Now as this you know salesperson with the two or three year experience goes and makes sales call to his client the freshly hired recruit goes with him. He watches how the salesperson is dealing with the client, he also watches how he is the you know he is made the presentation is being made how demonstrations are being made how queries are being addressed or handled. So, in this way he graduate by watching by listening by you know through you know day to day constant being in touch with his mentor with is trainee that the freshly hired trainee it gets to learn the job.

So, it is something which is you know done hands on and the salesperson is you know is trains another buy in you know by showing or by exhibiting how you know there is presentations are made, how clients are to be dealt with. Now the trainee is watching all this listening to all this and imbibing all this and then one fine day the trainer or the mentor would ask the trainee to make the presentation or to handle you know the quest customer query or complaint.

So, in this way the trainer would also get to know whether the trainee has imbibed what is being taught to him and if he is a you know quickly you know or if he is a slow learner and if further attempts have to be made to train him better. The second kind of methods are what we refer to as the off the job methods now here the of the job training methods the g training is conducted away from the place of the job it is an expensive method which helps in over imparting overall development of employees.

And, but this is done and not in at the place of the job, but it is done away on in classrooms, in lecture halls or in seminars and in symposiums and conference. So, this is another way which can be you another method of training.

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1) **The Lecture:**

- It is an and very commonly used instruction aid which involves face to face interactions; Trainees watch and listen and ask questions; Very extensively used as it is very economical
- It is very suitable for providing training to a large audience
- Its effectiveness can be increased by using of multi media aids, charts, and graphs, demonstrations

2) **Demonstrations:**

- Very important when it comes to sales training
- Showing to prospects as to how a new product works is very important for sales personnel for conducting successful sales calls
- Effective sales trainers heavily rely on demonstrations for imparting field training skills to the sales persons

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Now, we will talk about some of these methods and elaborate upon them, the first is a lecture. Now lecture is a very commonly used you know instruction aid which involves a face to face interaction between the trainer and the trainees and it could be one to many, where there is one trainer and several trainees. Trainees watch and listen they ask questions and the trainer replies and its very extensively used as a training method its very economical because a large number of audience can be dealt with or a large number of trainees can be dealt with you know at the same time. Its effectiveness of course, can be increased by using multimedia aids or charts graphs demonstrations etcetera.

So, this is one very popularly used method in training. The second method which when we used for training is demonstrations. Now demonstrations are very important when it comes to sales training where it is you know showing to prospects as to how our new product works, is very important for sales personnel for conducting successful sales call and so here in this case the trainees are actually you know shown how things are operated, how demonstrations are made so that they can learn and then they can replicate this behavior at the clients place.

So, you know demonstrations are used very you know commonly in cases where you know a product needs to be operated or to be better explained to the prospective customer. And showing to prospects as to how a new product works or a new technology

you know works is something which is very important for sales personnel for conducting successful sales calls.

And effective sales trainers rely heavily on demonstrations for imparting field training to the sales people. So, the sales trainees are made to watch the trainer who will demonstrate product operation in the operation operationalization of a product or who demonstrate a new technology. And the sales trainees will observe this they will be attentive to this they will observe it and they will retain it in their memory and as a part of the training program then they will be asked to motor reproduce it or you know repeat the act of performance and if they do it well their behaviors are positively reinforced by a pat on the back yes you have learnt it well you are doing it well.

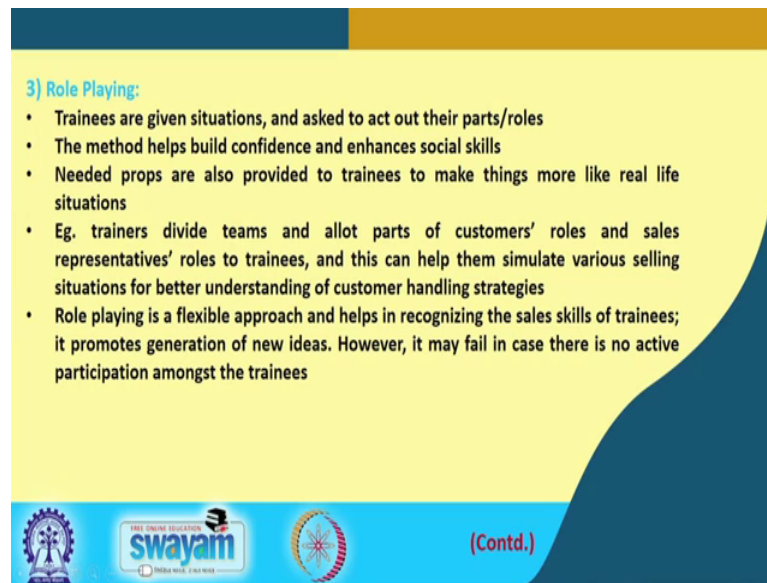
So, this could again be a part of you know training a method of training. Now demonstration basically uses or relies on the social cognitive theory where people learn by observing role modeling and you know we also refer to it as vicarious or observational learning.

Now, in this particular method, the trainee give you know follows a process of learning which is more with respect to four elements of social cognitive learning, which is attention, retention, motor reproduction and reinforcement. So, he is first attentive to what and how the trainer is doing and then he retains it in his memory about as to how things are to be operated and for a demonstration to be made later. And then he motor produces it when the trainer asks him to demonstrate product on his own either you know in the in the classroom or you know at the in the field.

And then the trainer you know reinforces his behavior positively or negatively positively reinforcement will happen when the trainer trainee has pass actually performed the act successfully and we will deserve a praise from the trainer on the other hand negatively reinforcement will happen when he is unable to perform the desired behavior or unable to demonstrate the product properly.


And that would mean that he would either be criticized for his behavior or may be penalized or the trainer may realize that the training needs to be further trained so that returning training takes place or the or the trainee learns the act in a particular more you know concrete manner .

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3) Role Playing:

- Trainees are given situations, and asked to act out their parts/roles
- The method helps build confidence and enhances social skills
- Needed props are also provided to trainees to make things more like real life situations
- Eg. trainers divide teams and allot parts of customers' roles and sales representatives' roles to trainees, and this can help them simulate various selling situations for better understanding of customer handling strategies
- Role playing is a flexible approach and helps in recognizing the sales skills of trainees; it promotes generation of new ideas. However, it may fail in case there is no active participation amongst the trainees

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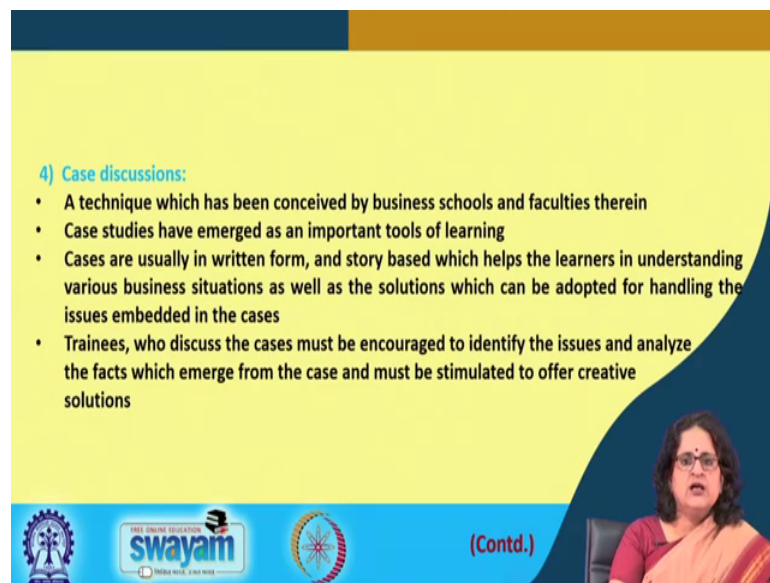
Then we will never have another method which is role playing. Now trainees are given such situations and they ask to act out their parts or their roles. So, here what we are talking of with selling situations trainees are you know explained or told about the selling situation, they are assigned their different roles and they are asked to act out those roles.

Now, this method helps develop the confidence of the sales people, it enhances their social skills needed props are also provided to trainees to make things more real life. For example, trainees you know are divided into different teams and the trainer a lot different parts of customers and sale representative to the trainees like for example, you may say yes so and so you will be the train, you will be the sales people and another team becomes the you know client or represents the client. And this would help them stimulus you know simulate various selling situations for better understanding of customer handling strategy.

So, the trainer will actually divide the trainees into teams and a lot parts of customer roles and sales representative roles to trainees. So, some of them will become you know customer, some of them will play as play roles as sales persons and the entire selling situation will be simulated for better understanding as to how customers should be handled.

Role playing is a very flexible approach and it helps in recognizing the sales skills of trainees, it promotes generation of new ideas. However, it may you know fail in case people are not actively participating in the exercise and it is being dominated only by few of them, in that case the trainees will not be able to learn much also.

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4) Case discussions:

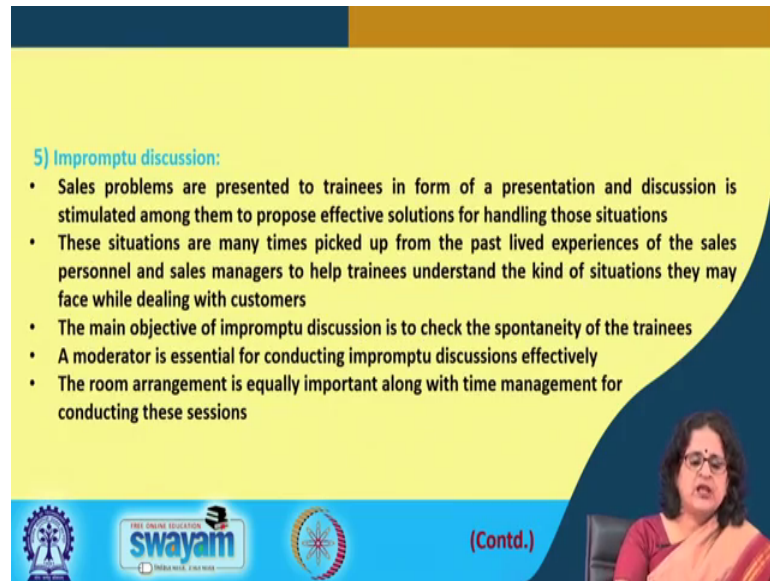
- A technique which has been conceived by business schools and faculties therein
- Case studies have emerged as an important tools of learning
- Cases are usually in written form, and story based which helps the learners in understanding various business situations as well as the solutions which can be adopted for handling the issues embedded in the cases
- Trainees, who discuss the cases must be encouraged to identify the issues and analyze the facts which emerge from the case and must be stimulated to offer creative solutions

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Case discussions again a very popular technique which has been conceived by business schools and faculty is there in case studies are important tools of learning, they are usually you know written documented you know stories and they have a story based which helps learners in understanding various business situations as well as the solutions which can be adopted to deal with such a selling situation.

So, trainees who discuss the cases must be encouraged to identify the real issues in the case they must be you know encouraged to analyze the facts immoral which emerge from the case and must be stimulated to offer solutions, which are very creative or very novel in nature which will help solve the business problem or the or a situation which the company is facing.

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5) Impromptu discussion:

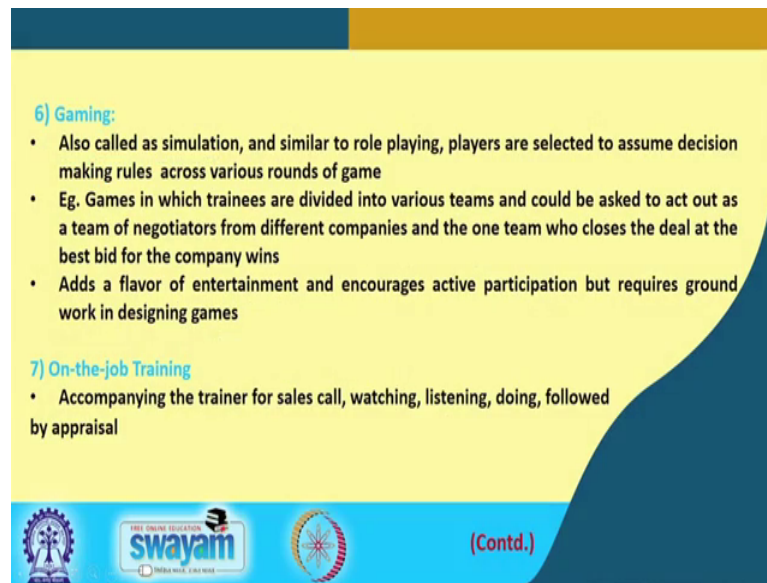
- Sales problems are presented to trainees in form of a presentation and discussion is stimulated among them to propose effective solutions for handling those situations
- These situations are many times picked up from the past lived experiences of the sales personnel and sales managers to help trainees understand the kind of situations they may face while dealing with customers
- The main objective of impromptu discussion is to check the spontaneity of the trainees
- A moderator is essential for conducting impromptu discussions effectively
- The room arrangement is equally important along with time management for conducting these sessions

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Impromptu discussions: now sales problems are presented to trainees in the form of a presentation and then discussion is stimulated amongst them and to ask them for effective solutions for handling to such situations. So, these situations are sometimes picked up from past lived experiences of the trainers themselves or of other salesperson in the organization or of sales managers in the organizations and such situations help trainees understand the kind of situations they may have to face in future while dealing with customers or with clients.

So, the main objective of the impromptu discussion is to check how spontaneously the trainees would react and the kind of solutions that they would propose. A moderator is always essential for such kind of a discussion so that it does not enter into become a fish market and the room arrangement is also equally important with time management for conducting impromptu discussion sessions in a proper if, in a proper manner.

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6) Gaming:

- Also called as simulation, and similar to role playing, players are selected to assume decision making roles across various rounds of game
- Eg. Games in which trainees are divided into various teams and could be asked to act out as a team of negotiators from different companies and the one team who closes the deal at the best bid for the company wins
- Adds a flavor of entertainment and encourages active participation but requires ground work in designing games

7) On-the-job Training

- Accompanying the trainer for sales call, watching, listening, doing, followed by appraisal

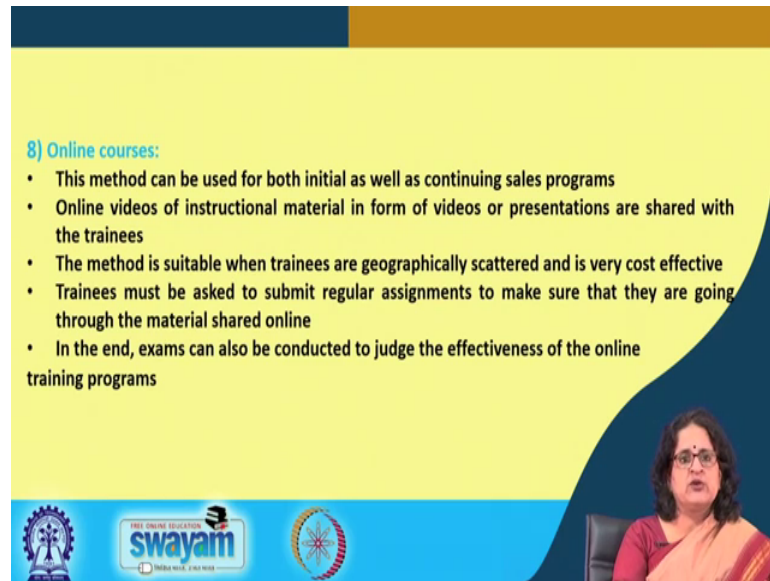
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Gaming another method which is used in training is gaming now also called a simulation and very similar to role playing. Players are selected to assume decision making roles across various rounds of the game. Now games for example, games in which trainees are divided into various teams and they could be asked to act out as a team of negotiators from different companies and the one team which closes the sale in you know or closes the deal at the best bid for the company would win.

So, it is basically where the trainers are divided into teams and situations are placed which act more like business games and they are to play out different roles these games could pertain to negotiations, they could pertain to demonstrations they could pertain to presentations and team which performs the best is the one which actually wins. So, it adds a flavor of entertainment and then two three as amongst participants and, but of course, it requires a huge amount of you know great amount of planning to decide on the games and successfully implement them in the classroom.

Of course, on the job training as I just mentioned is accompanying the trainer for a sales call, watching listening doing followed by appraisal from the trainer or from the salesperson.

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8) Online courses:

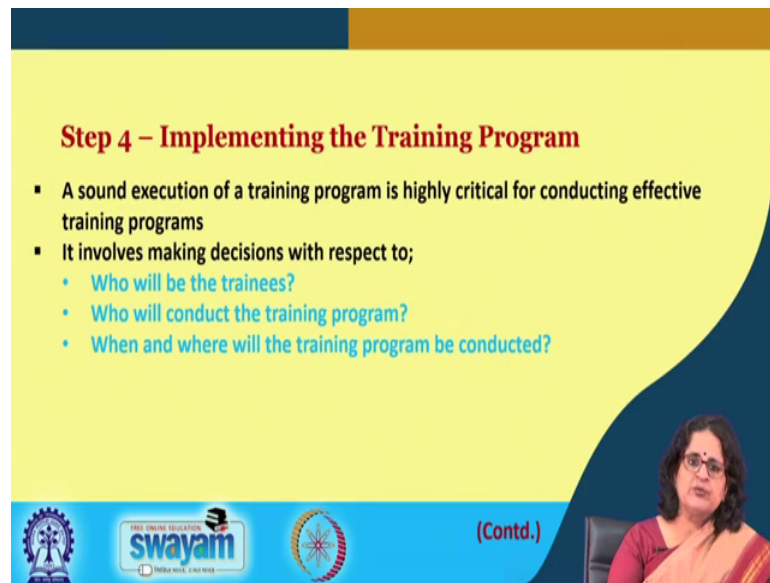
- This method can be used for both initial as well as continuing sales programs
- Online videos of instructional material in form of videos or presentations are shared with the trainees
- The method is suitable when trainees are geographically scattered and is very cost effective
- Trainees must be asked to submit regular assignments to make sure that they are going through the material shared online
- In the end, exams can also be conducted to judge the effectiveness of the online training programs

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And then we have online courses: now online courses can be used for both for initial sales training program as well as for continued sales training programs. Online videos of instructional material in the form of videos or presentations are shared with the trainees and it is a very suitable method when trainees are hugely dispersed, they are geographically scattered and they cannot be brought to a particular location you know for attending a training program.

So, trainees must be asked to submit regular assignments to make sure that they are going through the material, otherwise most trainees will not want to go through the material and entire exercise may be of may be futile. So, trainees must be asked to submit regular assignment. So, this would actually coerce them into going through the different modules in the online course and at the end exams may be conducted to just the effectiveness of the online training program whether it has been effective in imparting training to the to the trainees or changes need to be made so that such online courses can be made more effective in future.

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Step 4 – Implementing the Training Program

- A sound execution of a training program is highly critical for conducting effective training programs
- It involves making decisions with respect to;
 - Who will be the trainees?
 - Who will conduct the training program?
 - When and where will the training program be conducted?

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Now, after deciding on a training method the next step is the implementing the training program. Now a sound execution of a training program is very critical for the conducting of conducting an effective training program and rescissions which need to be made here are with respect to who will be the trainees who will be the trainer; that means, who will conduct the training program and where and when will the training program be conducted.

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1) Who will be trainees?

- Initial sales training programs are organized for all new sales personnel
- Decision making becomes complex with respect to continuing sales program as compared to initial sales program
- The four common criteria which are used for selecting trainees for training programs relate to reward for good performance, action for poor performance, seniority, and convenience of trainees and trainers

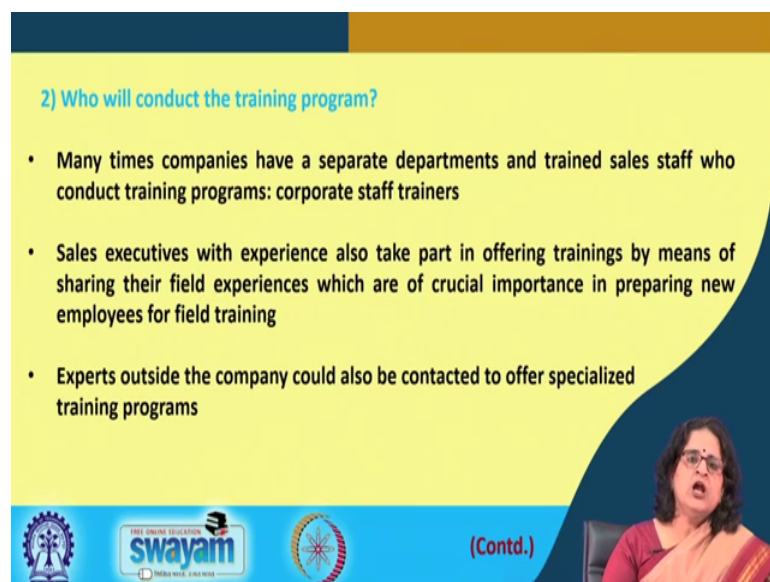
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So, who will be the trainees of course, initial sales training programs will be for all new sales personnel or decision making with respect to who the trainees will be becomes complicated and complex when it is a continuing sales training program. Of course, there are certain criteria which are used for selecting trainees for training programs, when it is a continuous sales training program and these relate to reward for good performance or you know an action against poor performance or seniority or convenience of trainees and trainer.

So, this is you know with respect to making decisions when it is a continual sales training program.

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2) Who will conduct the training program?

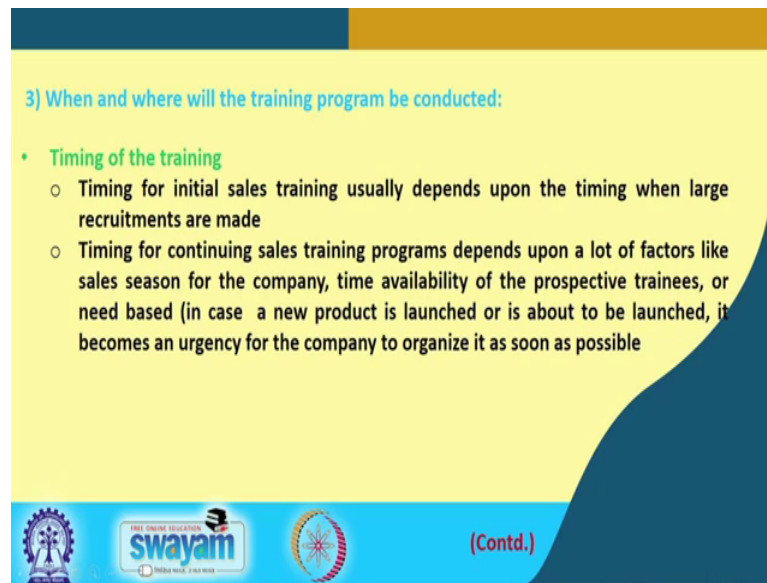
- Many times companies have a separate departments and trained sales staff who conduct training programs: corporate staff trainers
- Sales executives with experience also take part in offering trainings by means of sharing their field experiences which are of crucial importance in preparing new employees for field training
- Experts outside the company could also be contacted to offer specialized training programs

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Who will conduct the training program? Now many times companies have a separate department and a trained sales staff which actually conducts training programs there are corporate staff trainers who are trained for this exercise also sales executives with experience can also take part in the training program and they would share their field experiences. They would share their knowledge they would say their skills and abilities which are of crucial importance especially when it comes to preparing new employees for field training. Experts outside the company can also be conducted to offer specialized training programs .

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3) When and where will the training program be conducted:

- **Timing of the training**
 - Timing for initial sales training usually depends upon the timing when large recruitments are made
 - Timing for continuing sales training programs depends upon a lot of factors like sales season for the company, time availability of the prospective trainees, or need based (in case a new product is launched or is about to be launched, it becomes an urgency for the company to organize it as soon as possible)


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Where and when will the training take place? Now first let us come to when: so, the timing of the training now timing for initials training you know it depends upon the timing when large recruitments are made.

So, in most cases as and when a new you know a huge lot of recruits are hired the company plans its training programs. Generally it is you know months of May or July you know, when people graduate from you know colleges and are actually hired by the company. So, they have a exhaustive long 6 months to 1 month training; 6 months to 1 year long training program meant for them.

So, this is generally done when a large scale recruitments are made, timing for continuing sales training program depends upon a lot of factors like you know the sales season you know for the time availability, you know with the prospective trainees or you know if its need based. Need based here meaning that if there is an urgency for a training because new product is being launched or a new market is being ventured into. So, based on the need you know and the urgency is continuous sales training program would be. The duration and when it is to be conducted would be decided upon.

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• **Place of the training**

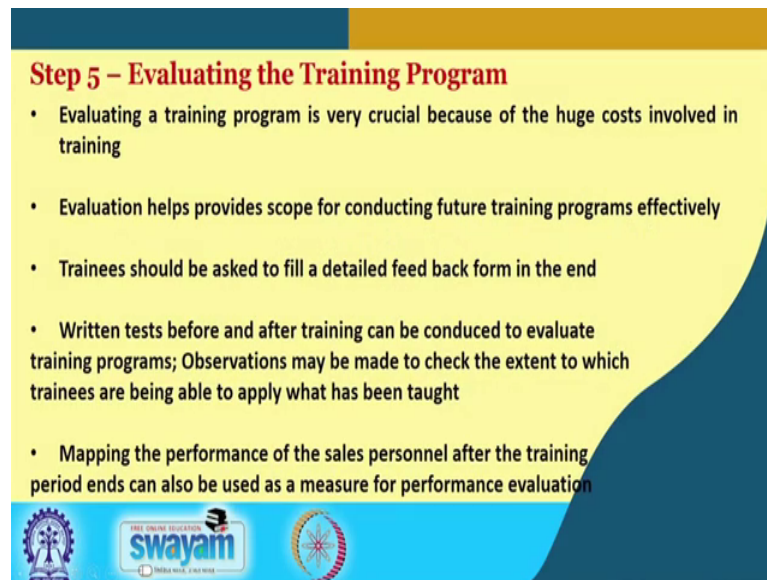
- **Centralized and decentralized**
 - **Centralized:** Training could be held in corporate offices; This leads to better product training. However, huge travel costs, and neglect of territories while salespersons are away can pose problems. Further, training locations should be decided in such a way that it becomes easy for participants to reach the location; In case lodging facilities are required, cost constraints must be considered
 - **Decentralized:** Companies can train salespeople near their future territories, but unless closely monitored, they may be poor quality

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The place of training again you know could be centralized or decentralized, centralized training could be held in the corporate offices. This leads to better product training; however, huge travel costs and neglect of territories while the salesperson is away can lead to problems. Also training location should be decided in such a way that it becomes easy for people to reach the location and again one needs to give a huge amount of attention to you know cost the cost factor in terms of boarding and lodging which need to be taken care of.

Training can also be decentralized, companies can train sales persons near their future territories, but until unless such training programs are closely monitored they may end up being poor quality and the and the training program may be may be may dilute with respect to quality issues. So, companies may have either, the companies may either decide to have a centralized training, already centralized training of course, both of them have their pros and cons.

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Step 5 – Evaluating the Training Program

- Evaluating a training program is very crucial because of the huge costs involved in training
- Evaluation helps provides scope for conducting future training programs effectively
- Trainees should be asked to fill a detailed feed back form in the end
- Written tests before and after training can be conducted to evaluate training programs; Observations may be made to check the extent to which trainees are being able to apply what has been taught
- Mapping the performance of the sales personnel after the training period ends can also be used as a measure for performance evaluation

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The next step here is evaluating the training program now. Evaluating a training program is very crucial because of the huge costs which are involved in training, evaluation will help provide an answer to the fact that yes have we been able to achieve our objectives and if yes fine, but if we have not then we need to devise or redesign our training program so that better training programs can be conducted in future.

So, evaluation helps provides scope for conducting future training programs more effectively. Trainees should be asked to fill up a detailed feedback form in the end, feedback about the course about the content about the delivery about the trainers etcetera thereafter once they are placed on the job you know their day to day performance may be measured and you know the reporting authority maybe, should would be would should give feedback as to the kind of performance.

You know the trainee is delivering while on job. Now, may before the training program formally concludes, written tests may be conducted and to evaluate the training program. Observations may also be made to check the extent to which trainees are being able to apply, what they are being taught. So, while written test would be more you know in pens, paper and pencil based on online. The observations may be more with respect to asking salespeople to perform certain acts of behavior or react to certain kinds of selling situations as in the case of business games. Now mapping the performance of

salesperson after the training period ends while they are on the field can also be used as a measure for performing for performance evaluation.

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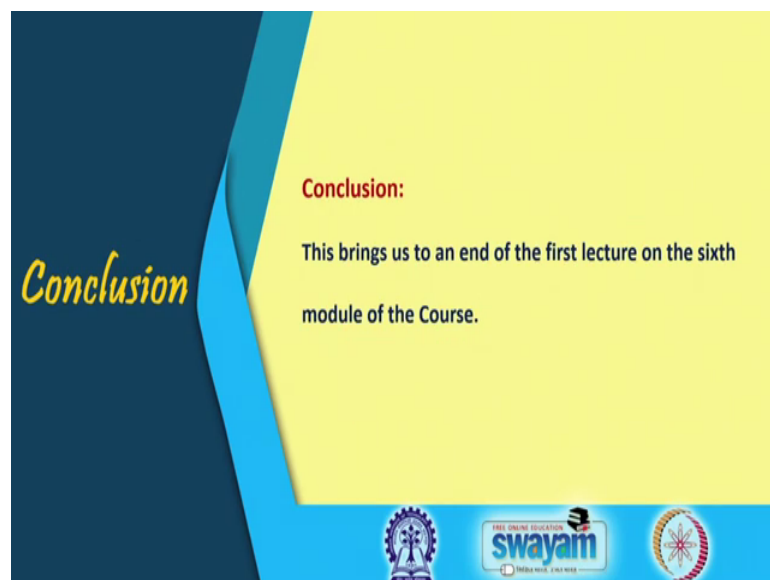
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The slide features a dark blue background on the left with the word 'References' in a yellow, cursive font. The right side has a yellow background with the references listed in black text. At the bottom, there is a blue banner with the Swayam logo and a small inset image of a woman in a red and orange sari.

So, this brings us to an end of this lecture. The references are still if Cundiff, Govoni and Puri, Sales and Distribution Management; Panda and Sahadev, Sales and Distribution Management; Greenberg, Behavior in Organizations a Global Edition.

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Conclusion:

This brings us to an end of the first lecture on the sixth module of the Course.

The slide features a dark blue background on the left with the word 'Conclusion' in a yellow, cursive font. The right side has a yellow background with the conclusion text in black. At the bottom, there is a blue banner with the Swayam logo and another circular logo.

So, with this we come to an end of the first lecture on the 6th module of the course and we conclude our lesson on training.

Thank you.