Jenny Farrell – VP Sales Training, GH Media

The Value of Onboarding and Training
Reach and Scale Through Trusted, Local News Sites

686 Publications & 580 Local Market Websites

Source: GateHouseMedia.com Apr. 2019
What We Sell

GateHouse Media
Your Expert Local Marketing Team
AGENDA

WHY?
WHAT?
WHO?
HOW?
ROI?
SUCCESS?

Other Considerations
WHAT IS YOUR ONBOARD EXPERIENCE LIKE?

- Value Proposition
- Emotional Connection
- Commitment & Expectations
- Simple to Understand

CUSTOMER EXPERIENCE
Attract and Retain Top Talent

Engaged employees are 59% less likely to seek out a new job or career in the next 12 months.

Source: Gallup

THE WHY OF ONBOARDING

What do THEY get?

✓ Right First Impression
✓ Structure
✓ Vision of Their Future
✓ “TEAM” Atmosphere
✓ Happier, More Engaged Reps (Instruction Manual)

What do YOU Get?

✓ Structure (Less Stressful)
✓ Standard Communication, Playbook and Go-to-Market Strategy
✓ Determined Baseline
✓ Faster Speed to Market
✓ Higher Performing Reps

Attract and Retain Top Talent

Engaged employees are 59% less likely to seek out a new job or career in the next 12 months.

Source: Gallup
WHY INVEST?

Up to 20% of employee turnover happens in the first 45 days

- 11% churn in first 90 days
- Churn doubles when hit 3-6 months
- Lose the most in months 6-8
- Training is 7 weeks

Source: OCTanner.com
In the US and UK, an estimated $37 Billion is spent annually to keep unproductive employees who don’t understand their job.

Source: Urbanbound.com
WHERE DO I BEGIN?

KNOWLEDGE

ACTIVITY

EXPECTATIONS

APPLICATION
Each MMSE has to decide how many “New” prospect appointments they should strive to book every week.....possibly three each week?

Then, how many “Key Account” CNA’s” they should try to have each week
.........maybe two each week?

After CNA’s have been conducted for both Key Accounts and New Prospects
...how many Proposals can they develop and present to clients...these will weaved in every week....
.........maybe one per week.

Finally, how many smaller accounts do they need to talk to....could be more transactional or for special sections, initiatives, etc.
.........this is obviously....on an as needed basis.
AUDIENCES: WHO WILL BE TRAINED?

- OUTSIDE MM SALES
- INSIDE SALES
- DIGITAL SPECIALISTS / MANAGERS
WHAT OF TRAINING

PRE REQUISITE

All about GH
All about Property
Brand Assignment
(local / manager)

KICK OFF
(as class)

Set Expectations
Content Outline
Reverse Classroom
Camaraderie

WEEK 1 & 2
SALES ACUMEN
BASICS

Pipeline
Consumer Journey
Cold Call Science
How to Engage
How to Stand Out
Needs Assessment

WEEK 3 & 4
DIGITAL
COMPETENCY

Product Basics
Benefit & VP’s/USP’s
Field Time - Application

WEEK 5
SALES ACUMEN
APPLICATION

Developing Solutions
Presentation
Gaining Agreement

WEEK 6
POST SALE

Fulfillment
Post Sale Reporting
Upsell (Analytics/Attribution)
HOW OF TRAINING

SIZE
- Number of folks each month?
- Standard hiring date?
- How long?
- Content to cover vs. Speed to market?
- Who deliver? Individual / Team?

COST
- Format? LMS?

DELIVERY

Classroom + Field Application
IMPLEMENTATION & EVALUATION

Is the program Mandatory?
What levels/groups go through it?

Gated order of modules?
Test out option?

Is there a certification process?
BADGE of honor? Retested?

What's the plan for non-compliance?
Uncover no Skill or Will?
Are you prepared? Do you have a bench?

Requirement for Job Succession?
EVALUATING SUCCESS AND ROI

PERFORMANCE?
SKILL SET?
- Performance to Goals?
- Report Card for Skill Set
- Consistent Performance Reviews

SATISFACTION
- Surveys of Reps / Leaders
  During, End and 90 days?
  6 months?
  What is missing?
  (gaps for reps)

COST/RETURN
- What are you spending vs. getting in return?
- Baselines of churn / Turnover?
- Revenue Increases?
- NB acquisition / Customer Count?
- ACV / ACL
TOP DOWN APPROACH/ COACH
60% of companies fail to set milestones or goals for new hires

Source: Harvard Business Review
PRIORITIZE TRAINING (Pay/Ramp)

**PAYOUT MONTH 1**
100% payout opportunity
(Considered full training month)

100% payout for Ignite Onboard training program and passing grade on the Sales Acumen portion

**PAYOUT MONTH 2**
100% payout opportunity
(Acclimation to job expectations and designated sales activity/KPI's)

Min 4 CNA's / Month (current or new customers). Rep is able to articulate basic customer information: overall objectives, profit centers, target audience, business capacity, competitive advantage.

**PAYOUT MONTH 3**
75% payout opportunity
(Support rep during unexpected ramp challenges)

Minimums: 6 CNA’s completed, 2 new business opportunities entered in CRM or equivalent tracker/documentation, 2 completed customer presentations. Ramp payout prorated based on meeting 10 KPI's @ 100%. For example if 3 of the 10 are completed, they are subject to 30% of the 75% variable.

**PAYOUT MONTH 4**
50% payout opportunity
(Support rep during unexpected ramp challenges)

Minimums: 8 CNA’s completed, 2 new business opportunities entered in CRM or equivalent tracker/documentation, 2 completed customer presentations.

If MMSE isn't completing the above sales activities, 0 payout.
SALES COMPETENCIES AND DEFINITIONS

SALES SCORECARD

Prospecting & Pipeline Development

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Pre-Call Planning & Research

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Customer Needs Assessment

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Presentation Development & Delivery

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Digital Competency / Product Acumen

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Other Considerations
POST TRAINING REINFORCEMENT

INSPECT
WHAT YOU
EXPECT

Knowledge Checks? (monthly testing?)

Field Mastery / Application Improvement / Skill Tracker / Acumen Scorecard

Who’s responsible for tracking? Reinforcement? How measure / turn in weekly or monthly?

What are consequences?
REINFORCE the FUNDAMENTALS

ACTIVITY + BEHAVIOR + COACHING = RESULTS
# Manager Priorities & Expectations

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### Monday
- **Sales Meeting and Training**
  - 8 – 9:30am
- **Rep 1v1**
  - 9:30 – 10:30am
  - 10:45 – 11:45am
- **Rep 1v1**
  - 1 – 2pm
  - 2:15 – 3:15pm
  - 3:30 – 4:30pm
- **Compile Plans from each rep and details**
  - 4:30 – 5:30pm

### Tuesday
- **Pre-call Check**
  - Proposal Reviews
    - 9 – 10:15am
  - Rep Ride Alongs
    - 10:30am – 4pm
  - Rep 1v1
    - 11am – 12pm
- **Review Suger Dashboard**
  - 8:30am
- **Rep 1v1**
  - 9 – 10am

### Wednesday
- **Pre-call Check**
  - Weekly Reports Due
    - 9 – 9:45am
  - Rep Ride Alongs
    - 9am – 2pm

### Thursday
- **Pre-call Check**
  - Rep Ride Alongs
    - 1 – 4pm

### Friday
- **Lunch With Top Internal Talent**
  - 12 – 1pm
- **Rep Ride Alongs**
  - 1 – 4pm

### Notes
- Next week review - all data should be entered in Sugar. What are top prospects, what presentations are we building, what are next steps
  - 2:30 – 5:15pm
- Proposal Reviews and Role Plays
  - 4:15 – 5:30pm
- Top Talent - Interview
  - 4 – 5pm
- Post-call Debrief
COMMITMENT
PARTNER WITH HR

3rd party, neutral perspective and reinforcement of standard requirements that are part of the role
LEVELS? CAREER PATHING?

Basic Level Training

Advanced Level Training

Expert Level Training
RECRUITMENT TOOL

• Attraction for prospective employees
  – A good training program can tip the scales for a recruit who might be considering multiple companies

• Part of employee requirement
• Career Path laid out
EMPLOY PRE-HIRING TOOLS

STANDARD EMPLOYMENT PROCESS

- ONLINE APPLICATION
- HR & MANAGER INTERVIEW
- CANDIDATE PRESENTATION
- JOB OFFER / REQUIREMENTS
GOT MILLENNIALS?

- Clear path of advancement
- Opportunity to “test out” / show mastery
- Remote Fulfillment
- Self-paced
- Constant Reinforcement / Recognition
- Clear expectations of rules – Don’t want to be nagged, but like direction, framework

60% of millennials have worked at 2 to 4 different companies and 43% of them feel like their company only cares about profits.
SIZE DOESN'T MATTER
One Final Thought

There are no shortcuts to building a team. You build the foundation BRICK by BRICK

~Bill Belichick, NE Patriots Head Coach

- Set the Vision
- Create the Foundation
- Stay the Course
- Trust the Process
- Invest in Your Most Important Resources