

Training at Carter & Randall

A large multinational is looking for a fast and efficient way of training its globally dispersed sales staff in the use of new technology

Background

Based in Cleveland, Ohio, US, and with operations in over 100 countries, Carter & Randall (C&R) is one of the world's leading consumer-goods companies. Its brand portfolio contains hundreds of household names.

The company's sales representatives play a crucial role in C&R's success. In this fiercely competitive market, they are the public face of the company with retailers, and need to provide excellent customer service. The company also relies on its sales force for timely market information about product sales, customer buying habits and competitor activity.

CD1.14 – 1.17 Listen to some of the UK and Ireland sales team and take notes about their training needs. In what ways is C&R's training programme working well? If you were the Director of Sales, what would your priorities be for the coming year?



Amy Cheng,
graduate recruit



Charlie Turner,
Sales Representative



Kamal Satinder,
Regional Manager



Jessica Armstrong,
Regional Manager

Read this press release on C&R's intranet. What new challenge does the Director of Sales now face?

G10 mobile software for retail sales force

We have selected G10 Corporation's mobile technology solutions to maximize the productivity of our retail sales force.

The G10 mobile software runs on a PDA-style device, enabling our retail sales reps to manage and plan visits, execute in-store audits and analyze their performance. The software also allows us to electronically manage and distribute sales activities, and access results in real-time.

"C&R is always looking for solutions for its needs that will improve the company's products and services. The automated field solution will increase productivity, reduce costs, and ultimately benefit our customers," said Larry Bramson, C&R's Business Solutions Manager.

Implementation in the US, Western Europe, and Latin America will shortly be underway.

Task 1**Clarifying and confirming**

Work in pairs. Read your information and prepare for a meeting to discuss how to implement training for the new G10 software. Remember to check and confirm what is said at the meeting.

Student A: You are the Director of Sales (UK and Ireland). Read your information below.

Student B: You are the IT Project Manager (UK and Ireland). Turn to page 149.

Student A: Director of Sales (UK and Ireland)

- How long and what form should the training take? Sales reps need to be out on the road as soon as possible, and they get easily bored sitting in a training room.
- How can over 200 sales reps all over the UK and Ireland be trained up in a short period of time?
- Who should provide support post-training, and what documentation should there be?

Task 2**Devising a training programme**

Work in small groups. You are representatives from the Sales, IT and HR departments. Devise a training programme for the sales force in the UK and Ireland.

- What are your top three priorities?
- What are the goals and desired outcome of the training?
- Which training should be done by a) peers, b) line managers, c) the IT department, and d) external training companies?
- What training can be on a short, intensive basis? What extensive training is needed?
- Which training should be done a) face to face, b) online, and c) in a blended learning package? What are the pros and cons of these options?
- How will the training be evaluated?

Breaking news

It is two months later. Turn to page 149 and find out what has happened.

Watch the Case study commentary on the DVD-ROM.

**Writing**

You are the Director of Sales (UK and Ireland) for C&R. Write a covering e-mail to your colleagues thanking them for their input and summarising the main points you agreed in your meeting to devise a training programme. Say that you have attached a detailed training programme. Mention the goals, desired outcomes and evaluation of the training. Ask your colleagues to contact you if they have any queries or comments.

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