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HANDBOOK FOR AN ENGAGING SALES EXCELLENCE ONBOARDING

2023

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01. INTRODUCTION

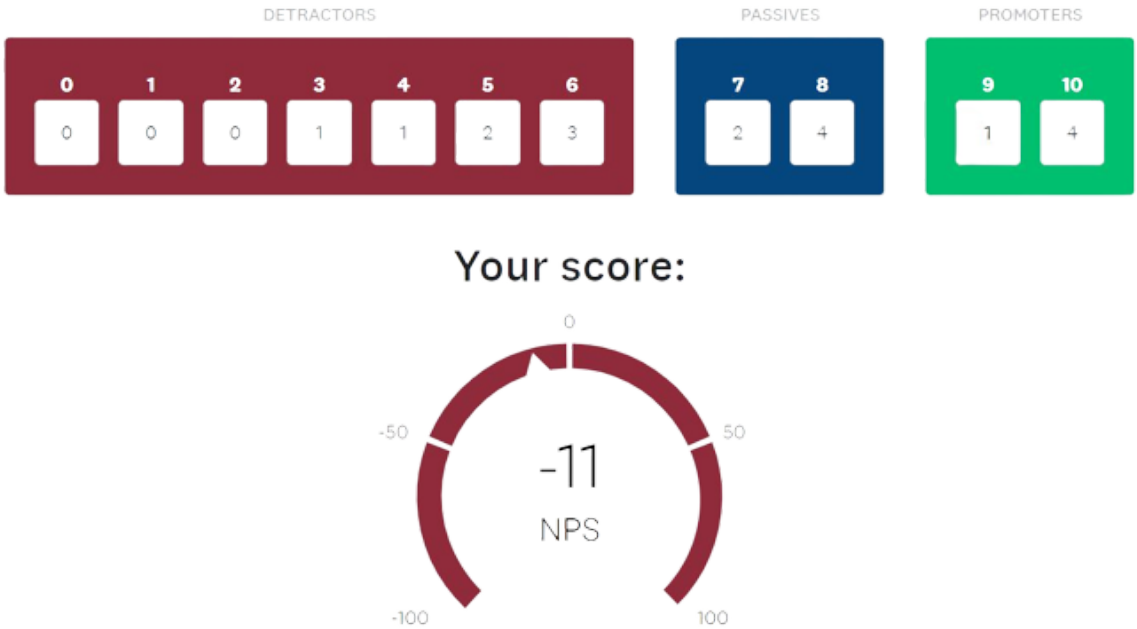
This handbook aims to provide steps and recommendations to create an engaging onboarding of the Sales Excellence Program to be able to empower sales professionals.

The Sales Excellence Program is a program designed for Sales Managers and Inside Sales at Air France KLM Martinair Cargo.
The goal of this program is to consistently enhance the performance of the whole sales organisation.[1]

Based on feedback from sales managers and inside sales through surveys and interviews, the onboarding was considered not enough engaging and too theoretical. This is the reason why this handbook has been created. Steps and recommendations to create an engaging onboarding of the Sales Excellence Program will be provided to be able to empower sales professionals and optimise the current onboarding.

Engagement is directly related to eNPS (employee net promoter score).
In March 2023, the eNPS related to the onboarding of the Sales Excellence program was: [1]

-11.11



1. (J.Dragone, The power of engagement: unleashing impact through the sales excellence onboarding, 2023)

02. GENERAL INFORMATION

4

Number of modules for each onboarding session

8

Maximum number of sales managers & inside sales for each session

2

Number of teaching methods used: e-modules and live sessions

1

Facilitator for all the four live sessions

4

Number of live sessions

30

Average number of sales managers and inside sales who need to receive the Sales Excellence onboarding per year

03. WHY SALES EXCELLENCE

Before deep diving into all the steps, it is crucial to explain why sales managers and inside sales need this program.

1

UNIFORM WAY OF SELLING

The program offers a framework for developing and implementing an effective sales strategy.

2

DEFINED STRUCTURE

All the processes are standardised. This ensures that all team members are trained to deliver a consistent customer experience.

3

BETTER CUSTOMER RELATIONSHIP

It emphasizes the importance of building and maintaining strong customer relationships through regular communication and engagement.

4

BETTER COMMUNICATION

Sales Excellence helps to have more efficient communication with customers, share knowledge and make handovers easier.

5

MAINTAINS A RECORD

By keeping all the information stored on Salesforce, it becomes easier to find and access them whenever necessary.

6

GLOBAL STRATEGY IN A LOCAL WAY

Everyone is using the same tools in every station so even if the market is quite small, all the processes are the same.

7

YOU ARE TRUSTED

Through the Sales Excellence program, YOU build trust with your customers because of the knowledge, structure and professionalism that you acquire.

04. STRUCTURE

After gathering feedback from sales managers and inside sales, as well as conducting research on effective onboarding methods and tools, the following structure for the onboarding process has been established.

Identify the attendees through a form (max. 8 per session).

Identify the "subject experts" for each module.

Find the dates and times that are most convenient for the majority of attendees for the live session (one session= 4 modules=4 dates).

Write an email to all the attendees with all the information needed.

Two weeks before each session, send the four e-modules on Moodle that should be completed before the live sessions.

Prepare all the material needed and identify a facilitator for all the modules (Market Manager, area manager or a chosen person in AFKLMP).

For each live session, make sure to engage everyone.

Ask a lot of different questions to the attendees and the "subject expert".

After each live session, give homework to the attendees (practical exercises on Salesforce).

Before the start of the 2nd, 3rd and 4th live sessions, ask the attendees how they did the homework and if they struggled.

After each session, make a recap of all the elements that have been covered during the onboarding.

After 6-8 weeks from the last live session, send an e-module with the summary of all the material covered in the onboarding.

Send an evaluation form to all the attendees to ask for feedback and calculate the eNPS.

Analyse the feedback got and if needed, improve the onboarding based on the attendees' opinions.

05. BEFORE THE SESSION

Before the session, actions should be taken to increase the success and organisation of the onboarding.

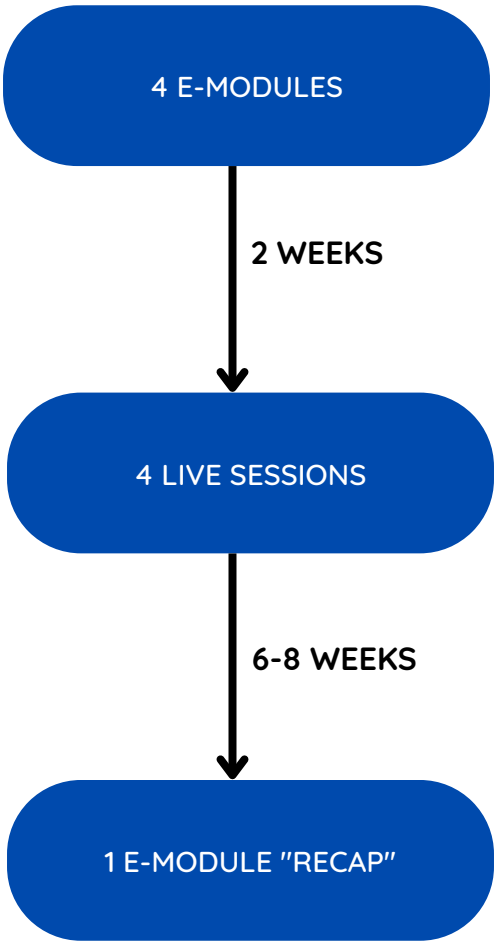
- The HUB of Schiphol (Amsterdam) should have a centralised role in the coordination of the onboarding.
- For each station, identify at least one person responsible for the Sales Excellence Program.
- When a new sales manager/inside sales starts to work for AFKLMP, send a form that should be filled in to sign up for the onboarding.
- Make sure that all the sales managers and inside sales have access to Salesforce and have a basic understanding of it.
- Have a maximum of 8 attendees for each session.
- For each live session, have a facilitator and a subject expert (sales manager, inside sales, key account manager, market manager) who excels in the topic(s) that will be discussed.

- Based on the availability of the new sales managers and inside sales, decide the days for the live sessions in Amsterdam and communicate them to the attendees.

- Write an email with the program of the onboarding and underline that it is mandatory to participate in all the live sessions.

- In case some "subject experts" are not based in Amsterdam, communicate the dates to them.

- The facilitator should organise a briefing session with each "subject expert" (offline/online) before each live session to discuss questions, best practices, activities, time management etc.



06. THE SESSION

Each onboarding session is divided into two parts: e-modules and live sessions

The combination of e-modules and live sessions is called **blended learning**. It is designed to give in-person online material to complement their live experience.[2]

E-MODULES

- Created on Moodle, a free learning source platform.[3] AFKLMP is currently using Moodle also for other training.
- The goal of the e-modules is to provide the theoretical part of the program (definitions, explanations etc.).
- 4 e-modules:

E-MODULE	TITLE
1	Why Sales Excellence?
2	Sales Excellence Mindset & CER
3	Strategic Goals & Health Status
4	One Pager

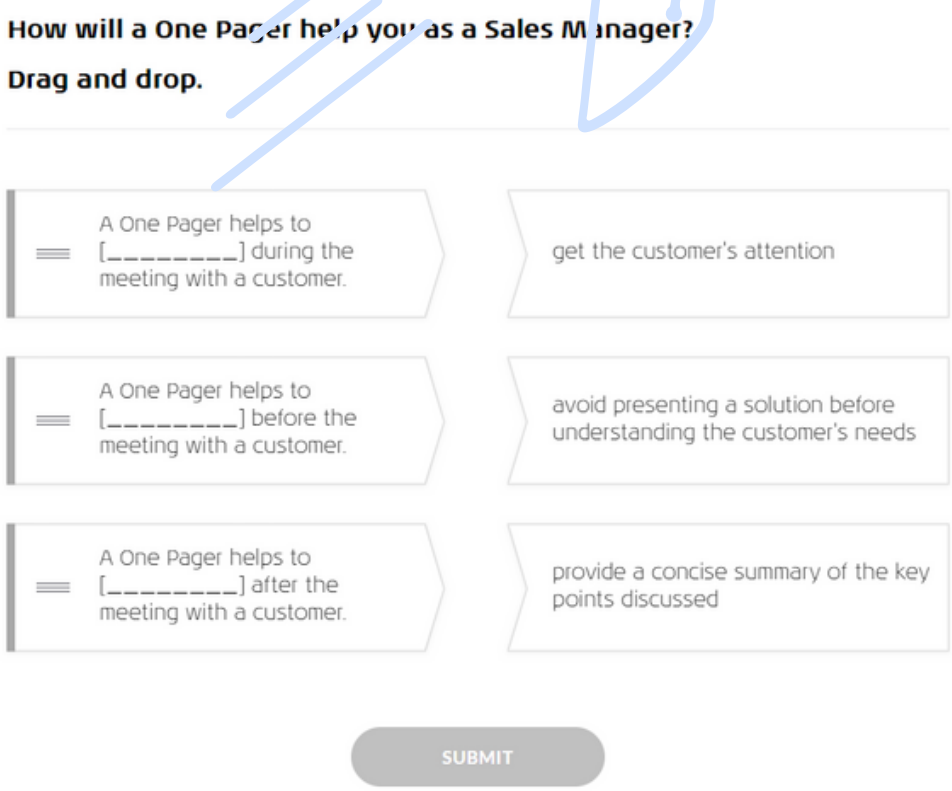
2 - (Krantzow, Hybrid vs. blended learning: Is there a difference? 2022)
3- (Moodle - open-source learning platform, Moodle.org, 2023)

- Each module will present different resources such as:

Podcasts Videos Games

The podcasts and videos will be created with the participation of several experienced AFKLMP employees (sales managers, key account managers, market managers...). Through these resources, the goal is to engage the attendees by providing best practices.

- E-modules provide a significant benefit in terms of flexibility, as they can be completed by sales managers and inside sales whenever they have time.



Example of exercise

LIVE SESSIONS

- In total 4 sessions like for the e-modules, same topics.
- The live sessions aim to complement what has been learned in the e-modules.
- Done in Amsterdam by a facilitator (someone already in AFKLMP) and for each session a different subject expert (sales manager, inside sales, market manager, key account manager…)
- The main function of the subject expert is to provide

BEST PRACTICES
BEST PRACTICES
BEST PRACTICES

- Make sure to involve everyone during the sessions.
- Use PowerPoints (that have been already created) to structure the sessions.
- Create a safe environment where everyone is free to speak up without feeling uncomfortable or judged.
- The idea of the live sessions is to bring everyone together and have the possibility to share ideas, concepts, learn from each other…
- To make sure that the attendees understood the topics discussed, provide homework that involves completing sections of the CER/one pager or health status on Salesforce. Before diving into the module's content in the next session, ask participants how they did the homework.

07. AFTER THE SESSION

Asking for feedback is an efficient way to understand how to optimise the onboarding, always finding new ways and tools to engage attendees and increase satisfaction.

- After 6-8 weeks from the last live session, send an e-module to all the attendees called "recurrent" with a recap of all the topics discussed during the onboarding.

- After the live sessions, send an evaluation form to all the attendees to ask for feedback.

- Engagement is directly correlated to the eNPS. Always remember to consider it as this can help to understand if the satisfaction related to the onboarding increased/decreased.

- The goal is to have the eNPS as high as possible.

- Carefully analyse the feedback got and if needed, improve the onboarding based on the attendees' opinions.

- After the onboarding, make sure that in every station there is one person whom they can refer to in case they still have doubts/questions.

- Make sure that all the attendees are signed up to the chatter group of "Sales Excellence" on Salesforce where posts and events related to the program are published.

08. SAFE

Below the reasons why these steps and recommendations for an engaging Sales Excellence onboarding are suitable, acceptable and feasible can be found.

SUITABLE

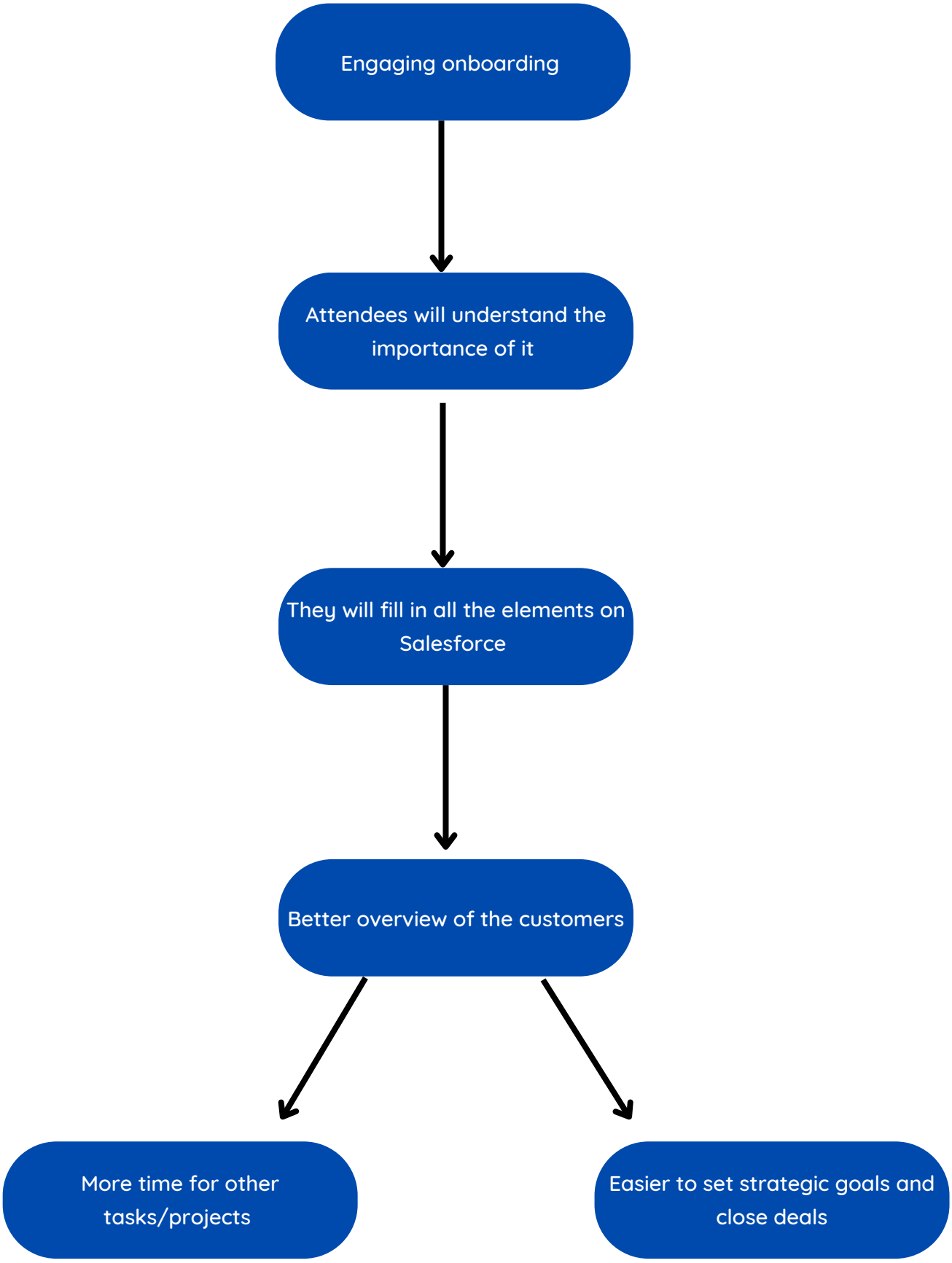
Air France KLM Martinair Cargo has all the resources, people and capabilities needed to provide a structured engaging onboarding.

An engaging training program captures the attention and interest of sales managers and inside sales, making the learning process more effective.

Based on research, blended learning is the most effective teaching method. In addition, it is the most preferred option for sales managers and inside sales. [4]

Attendees can better understand how to use the skills and knowledge acquired by actively participating in discussions and applying what learned on Salesforce.

4. (J.Dragone, The power of engagement: unleashing impact through the sales excellence onboarding, 2023)


Engaging onboarding
Attendees will understand the importance of it
They will fill in all the elements on Salesforce
Better overview of the customers
More time for other tasks/projects
Easier to set strategic goals and close deals

ACCEPTABLE

This onboarding process is considered acceptable as it addresses the areas that needed improvement, taking into account the feedback received from sales managers and inside sales.

PROBLEM	SOLUTION
Theoretical	The theory has been reduced and provided using several tools (games, podcasts, videos..)
Not engaging	Live sessions are interactive and allow discussions between attendees and subject expert/facilitator.
The reason why this program should be taught was missing	The first module (both e-learning and live session) is dedicated to the "why" of Sales Excellence.
No track of who needs to receive the onboarding	Creation of a form that new sales managers and inside sales should fill in to sign up for the onboarding.

In addition to that, before writing this handbook, the material and way of teaching were tested. Here is some of the feedback received:

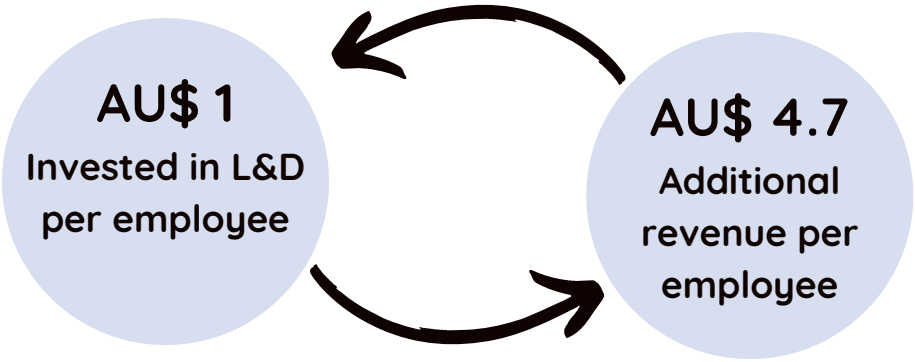
The program was efficiently organized with valuable insights of experts as well as clear theoretical framework.

Julia was really enthusiastic, and i didn't feel stupid when asking questions.

explained why SE is needed and how actually in real life it is used by sales managers.

FEASIBLE

In order to know if this new Sales Excellence onboarding is feasible, the cost of the training and the ROI have been calculated.



Source: Deloitte Access Economics.[5]

1AU$ = 0.61669 €[6] -> 1€ invested in L&D generates 2,898€ in additional revenue per employee

CALCULATIONS

COST PER ONBOARDING (30 SMs & ISMs/year)			
Costs	**Amount**	**N.of people**	**Total Price**
Fixed costs			
Gross salary L&D specialist/year			39,754.00 €[7]
Variable costs			
Moodle	0 €		0 €
Flight ticket	300 €	30	9,000 €
Hotel (5 nights)	600 €	30	18,000 €
Restaurants/food	300 €	30	9,000 €
Activities for attendees	200 €	30	6,000 €
TOTAL TRAINING COST			**81,754.00 €**
TRAINING COST PER ATTENDEE			**2,725.13 €**

5. https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/about-deloitte-global-report-full-version-2020.pdf
6. https://www.oanda.com/currency-converter/en/?from=AUD&to=EUR&amount=1 (data from 04.06.2023)
7. https://www.payscale.com/research/NL/Job=Learning_and_Development_Specialist/Salary

ROI

ROI (%) = ((Monetary benefit – Training Cost)/Training Cost) x 100[8]

Training cost= 81.754,00 €

Monetary benefit: 81.754*2,898= 236.923,092 €

ROI (%) = ((236.923,092 – 81.754)/81.754) x 100

=

189,8%

[7]

8. https://www.linkedin.com/pulse/calculating-roi-employee-training-development-philip-seely/

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Engagement, knowledge, and growth – all within these pages.

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