



Certify Your Sales Force!

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Fifth P Solutions



Let's Hear from You



- Your organization
- Your role
- 1 burning question



Objectives



You will learn . . .

- the essential steps to designing, implementing and managing a certification program
- critical success factors

Agenda



1. Laying the Groundwork
2. Determining Requirements
3. Setting the Standards
4. Implementation
5. Management and Maintenance

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The Central Characters



Labatt Breweries of Canada



- Founded in 1847
- Internationally renowned brewer of 60 quality beers
- 3,800 employees, including 300 sales employees
- A member of InterbrewAmBev – the world's largest brewer!



Fifth P Solutions



- Founded in 1989
- Learning and performance support solutions company
- Focus on people – enabling them to deliver a superior customer experience



Certification at Labatt



1. Laying the Groundwork
2. Determining Requirements
3. Setting the Standards
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5. Management and Maintenance

1. Laying the Groundwork



1999

The Conversation

- It began with a question:
How can you help me sell more beer?

- **goal** – sell more and sell differently



- Move from a relationship sell to a solution sell

1. Laying the Groundwork



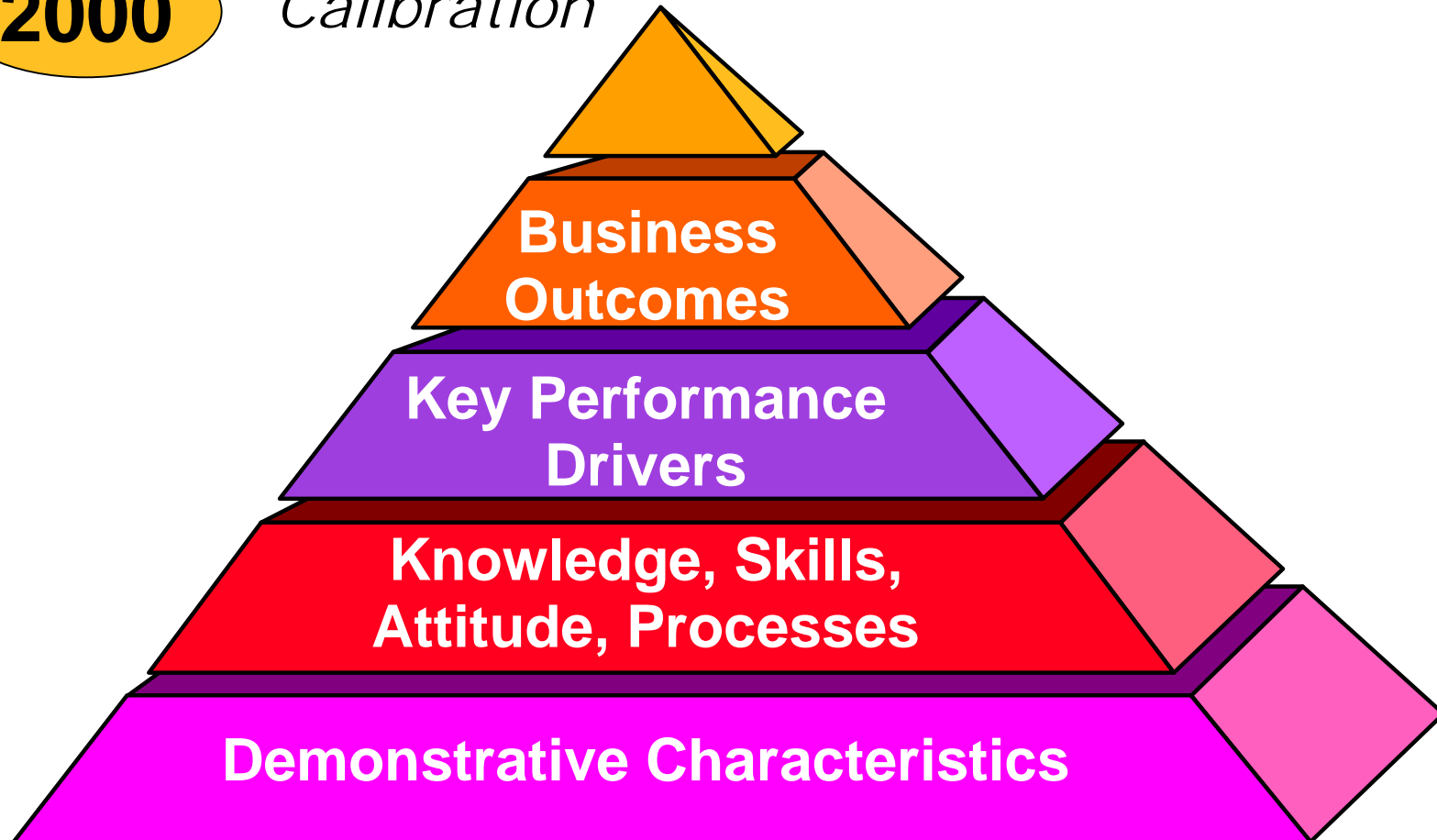
- New Focus on:
 - Total portfolio
 - Quality of brands
 - Beer as a credible beverage
- Needed “thinking salespeople”

Where we Began



2000

Calibration



Laying the Groundwork



2000

With calibration complete, we:

- Examined existing curriculum
- Planned to fill the gaps

Moving Toward Certification



2001 *The White Paper*

Answered these questions:

- What is certification?
- Why create a program?
- What are the benefits?
- Who are the stakeholders?



What is Sales Certification?



A process for **defining, measuring, recognizing, and maintaining** required sales skills and performance standards.



Why Create a Program?



Business driver:

- Sell more beer

Objectives:

- to raise the bar
- to enhance value and credibility of the sales force

What are the Benefits?



Customers:

- Qualified people delivering consistent quality messages

Employees:

- Understand performance standards
- Able to earn a credential that distinguishes them from others in the workforce

Organization:

- Ensures employees focus on key skills
- Demonstrates Labatt's commitment to continuous improvement
- Drives to Labatt vision of being *Canada's leading brewer*

Who are the Stakeholders?



Territory Managers



Executives

Management - DSMs

Seeking Approval



- approached the Senior Sales Executive
- Got the “green light”

1. Laying the Groundwork



Summary:

- Discussed the question: How can training help sell more beer?
- Calibrated the position
- Planned a curriculum to fill gaps
- Included certification in 3-year plans
- Wrote a white paper
- Received executive approval



Questions
on
Laying the Groundwork ?

Certification at Labatt



Laying the Groundwork

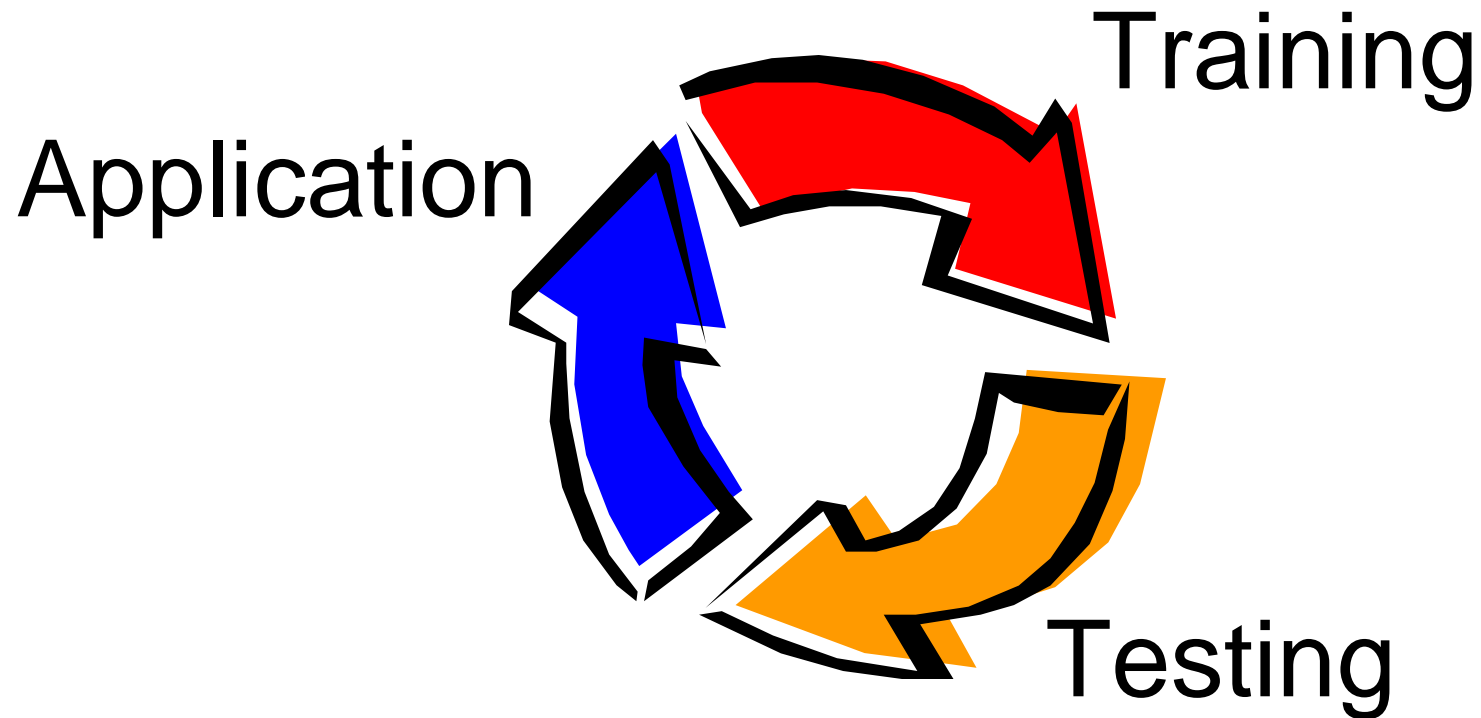
2. Determining Requirements
3. Setting the Standards
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2. Determining Requirements



- Training and development
- Tests
- Experience
- Demonstration of skill
- Work Samples
- Work Records
- Endorsement/Approval
- External Credentials

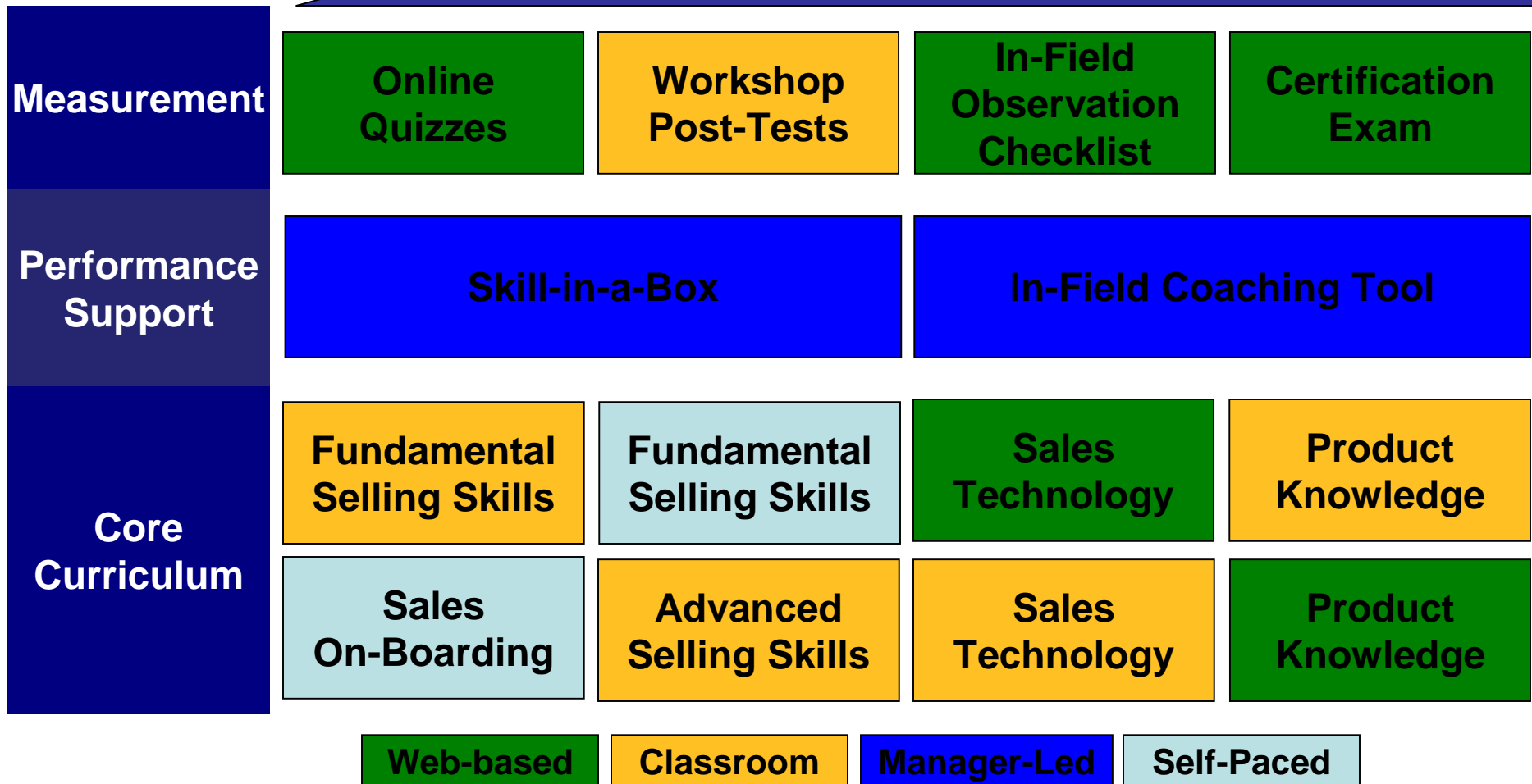
Our Requirements



Our Framework



Sales Certification



Requirements



- Complete learning curriculum
- Write quizzes
- Pass certification exam
- Achieve in-field observation standards
- Receive Manager's recommendation
- Receive Director's approval

2. Determining Requirements



Summary:

- Determine which requirements are important to your program
- Be sure to understand the benefits, limitations and implications of each

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Laying the Groundwork



Determining Requirements

3. Setting the Standards

4. Implementation

5. Management and Maintenance

3. Setting Standards



Criteria:

1. Passing scores
 - Tests and Certification Exam
 - Application of skills
2. Attempts allowed
3. Time allowed
4. Minimum time between re-writes



3. Setting Standards



Criteria:

1. Passing scores
 - Tests and Certification Exam
 - Application of skills
2. Attempts allowed
3. Time allowed
4. Minimum time between re-writes



3. Setting Standards



Summary

- You will need to create standards and criteria to evaluate learning and performance
- Standards include:
 - *Passing scores*
 - *Attempts allowed*
 - *Time allowed*
 - *Time between re-writes*



Questions
on
Determining Requirements
or
Setting Standards?

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Laying the Groundwork



Determining Requirements



Setting the Standards

4. Implementation

5. Management and Maintenance

4. Implementation



- Develop a Communication Strategy
- Get managers' support and buy-in
- Brand the Credential
- Celebrate Success

4. Implementation



- Develop a Communication Strategy
- Get managers' support and buy-in
- Brand the Credential
- Celebrate Success



Celebrate Success



- congratulatory letter from the SR VP
- a recognition certificate
- certification seal on business cards



4. Implementation



Summary

- Requires excellent planning and marketing ability
- It is a vehicle for getting others committed
- The credential must be branded and celebrated

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Laying the Groundwork



Determining Requirements



Setting the Standards



Implementation

5. Management and Maintenance

5. Management and Maintenance



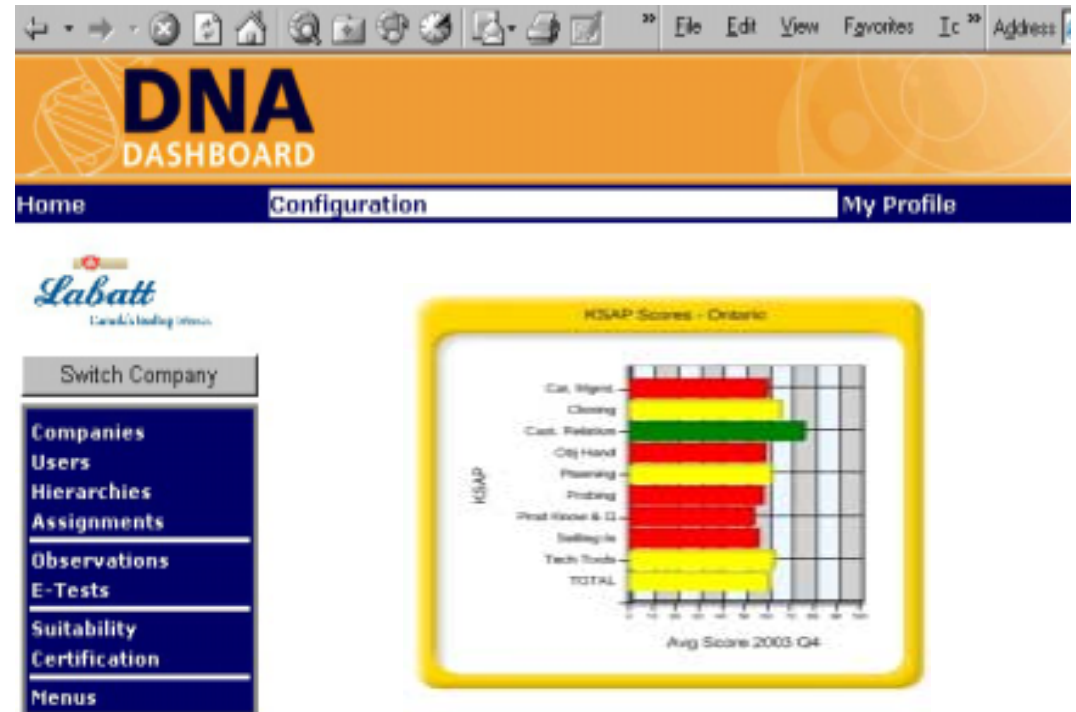
- Manager's Role
- Role of Technology
- Administrator's Role
- Labatt/Fifth P Role

Manager's Role



Responsible for employees

- we e-mailed quiz and exam results and produced reports on application scores
- They develop individual performance plans and coached



Role of Technology



Automated Certification System

- Hosts quizzes & exam
- Tracks scores
- Provides status reports
- E-mails managers & directors for approval

Labatt Sales Certification - User Login (Go) - Micros...

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites

SALES Certified PROFESSIONAL

User Login [Login](#)

Employee ID:

Password:

Select from Options Below

OnBoarding

- Selling Skills Quiz (min 80% reqd.)
- Retail Execution Quiz (min 80% reqd.)
- On-Premise Quiz (min 80% reqd.)
- Community Selling Quiz (min 80% reqd.)
- Streamliner Quiz (min 80% reqd.)
- Raise the Bar Quiz (min 80% reqd.)

Certification Exam

- Certification Exam (min 80% reqd.)

Management Console

- Management Console

Administrator's Role



Administrative support:

- Support certification system
- Respond to inquiries
- Produce & distribute recognition packages



Labatt / Fifth P Role



Continuous improvement:

Revisit core curriculum

- Update to reflect new tools, strategies, trends








Monitor test results

- Ensure validity and reliability is maintained
- Align with curriculum changes



Certification at Labatt



-  Laying the Groundwork
-  Determining Requirements
-  Setting the Standards
-  Implementation
-  Management and Maintenance

Key Learnings



- Take your time!
- Build a solid L&D framework
- Market & Communicate your program
- Take your time!

Thank You!



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