



TrainOne Client Study 2 – Making an Investment in the Future

December, 2009

The subject of this client study is a US Fortune 100 investment and Insurance company with employees and branch locations across the company and billions of dollars in managed investments.

INTRODUCTION

In 2005, the Company engaged TrainOne to develop an online sales training program for them, based on ...

- best-selling sales guru Jeffrey Gitomer's original sales training and attitude / motivation content
- best existing practices from their sales reps
- concepts / insights to help their sales team better understand why customers choose to do business with them.

Over the next three years, TrainOne developed and delivered this program to a group of 140 key learners within the Company and the results have been very positive.

This brief white paper summarizes the program and its results.

CHALLENGES

In the past, training at the Company had only been done on a regional basis, with different skills being taught at each event. One key problem was that no common program was offered or tracked / measured.

Two key issues / challenges related to developing one common long-term training program were identified:

- the Company's approach of selling through intermediaries such as advisors and brokers – any training to Company staff would have to include a strong component in helping and motivating these external parties.
- The range of end-user scenarios – \$2-20 million-plus Employee Benefits programs such as 401K, Defined Benefits, Defined Contribution, Employee Stock Ownership Plan, etc. – offered an additional complication. Different sales reps and intermediaries were selling different product mixes to different end-user types.

APPROACH & METHODOLOGY

Our first step was an in-depth discovery process, looking at their people, processes, customers and business / sales challenges – all with an eye toward uncovering key market factors and their sales strengths and deficiencies. This process took several weeks, and involved close co-operation between TrainOne and Company personnel.

Key topics and skill-sets revealed included:

- why intermediaries recommended the Company and in what situations
- understanding large institutional clients and brokers' buying motives
- developing 'people' skill sets with regard to presentation and selling
- market groups: Emerging Market, Dynamic Market and Institutional Market

Once the discovery process was completed and initial data compiled, TrainOne and the Company worked together to develop a series of online sales training modules to be hosted by TrainOne and made available 24/7 to their students and management.

This process initially involved ...

- assembling all of the relevant basic content from Jeffrey Gitomer's books and published articles
- interviewing executives at some of the Company's large Institutional clients and top-performing Company sales reps & advisors
- working with the Company's subject-matter experts (SMEs) on the topics involved.

The assembled results of this work formed the basis of the online module content. With it in hand, TrainOne's writers, instructional designers, graphics / video specialists and programmers began to assemble 17 online modules, released between 2006 and 2008.

These online modules use our standard structure:

- Self-Assessment (measures student's confidence on the module's topics before the training)
- Pre-Test (measures student's actual knowledge on the module's topics before the training – no visible feedback or score to student)
- Understanding (presents all the key content)
- Application (takes the content and concepts into a real-world context with exercises and scenarios)
- Proficiency (learning to practice the new skills and concepts)
- Mastery (a challenge to take the concepts learned in the module and practice them in the student's work)
- Reassessment (measures student's confidence on the module's topics after the training)

- Post-Test (measures student's actual knowledge on the module's topics after the training – answer feedback and score given to student)
- Resources (downloadable PDF files of lesson content, coach notes, etc.)



Sample module screenshot

The modules were created in TrainOne's proprietary Flash-based format and hosted on our DLMS system. Students required only a high-speed internet connection, a web browser program and the free Flash Player browser plug-in. Management personnel had 24/7 access to our complete multi-level reporting system with real-time summary data. TrainOne also created a Company-branded web portal site for the program and handled phone and Email support for all participants.

Throughout the entire program term, over 70% of the students were consistently up-to-date on their completion of all available modules, and the average student scores on module post-tests were just over 86%.

RESULTS

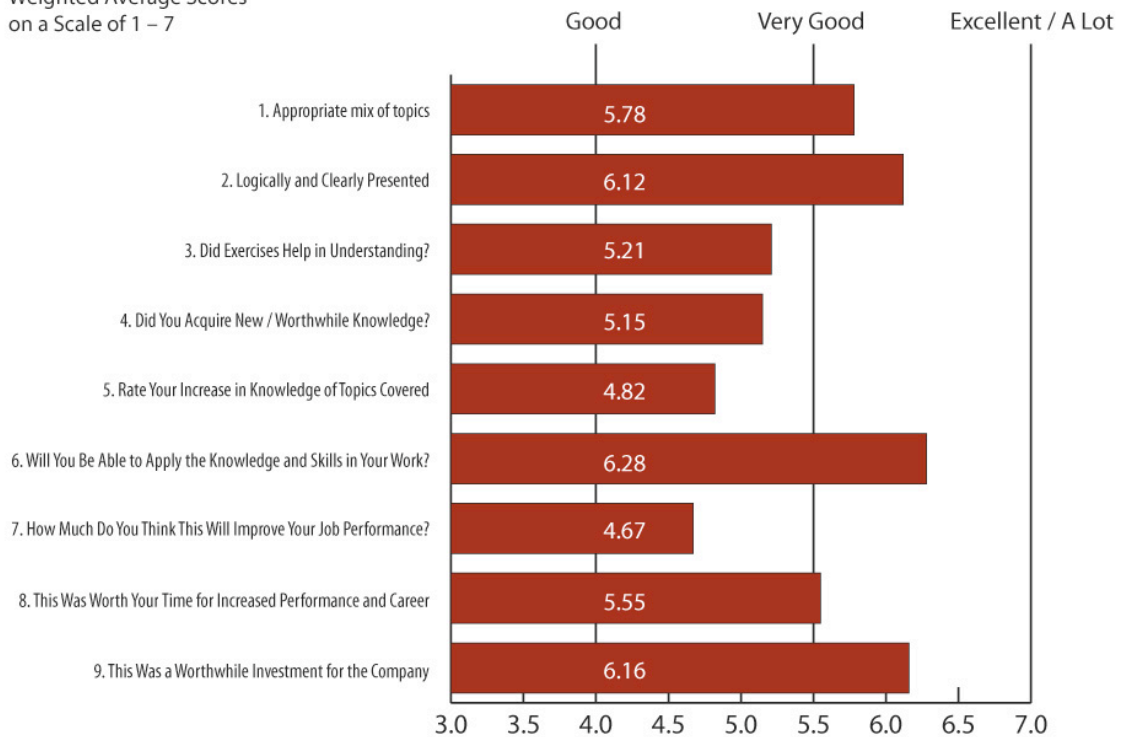
a. Student Surveys

Over the term of the training program, participating students and managers were asked to complete two online surveys for their opinions, feedback and suggestions for the modules. The data collected from these two surveys reflect a very positive opinion of the program, changes in behavior and approach to their work.

Here are some of the key results from these two surveys ...

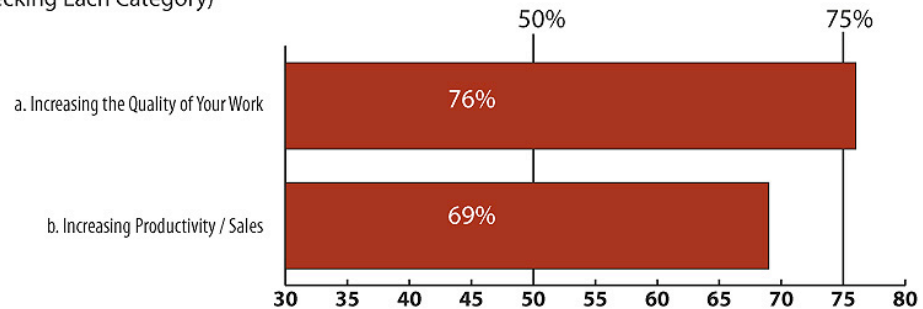
Please rate the training modules on each of the following aspects:

Weighted Average Scores
on a Scale of 1 – 7



This training will have an effect on which of the following (check all that apply) ...

(% of Students Checking Each Category)



b. Student Comments

" What were the MOST useful material or topics in the training for you? "

A Few Sample Student Comments:

- Listening to my peers present
- Phrases or descriptions that are used by the sales people – I’m able to apply them to real life sales situations. Hearing how someone does their presentation or the words they use help me the most. I can emulate that and sound like a million bucks!
- The topics based on better positioning our company and services with our brokers in a short and compact message.
- The TRS and Investment story. These helped me position the the Company retirement story
- Presentation skills. Presenting the principal education story, investment story.
- Building Rapport
- Seeing and hearing my peers give their various pitches.
- Successful presentations.

- Hearing colleagues talk about the various topics and show how they tell the story.
- Best Practices, Defining our Most Productive Advisors, and the 30-second commercial.
- Investment story and education story
- The case studies were good hands-on examples of how to apply the different topics.

" Are there any other comments you would like to offer? "

A Few Sample Student Comments:

- Love the technology, very cool and we should continue refining this tool !
- Would like to see the internal wholesalers complete similar (but not as in-depth) modules
- Overall I am very pleased with the content and have found it very helpful. It has definitely helped me sharpen my skills.
- I like how the training is customized to Principal.

c. Real-World Sales Performance Changes

In the final analysis, the most important corporate goal and measure of any sales training program is to actually improve the sales performance of their people. With this in mind, we asked the the Company management for some fundamental sales performance data from 2006 and 2007, in total confidence, and they graciously provided it.

Our key question?

If one compares TrainOne students versus non-students in the same division over the same time period, how do they compare in regards to the fraction of each group who achieved their assigned sales goals?

The results were interesting ...

2006

Percentage of TrainOne students at the Company meeting or exceeding goal: 44%

Percentage of NON-TrainOne students at the Company meeting or exceeding goal: 14%

2007

Percentage of TrainOne students at the Company meeting or exceeding goal: 49%

Percentage of NON-TrainOne students at the Company meeting or exceeding goal: 24%

In both years, a Company TrainOne student was MORE THAN TWICE AS LIKELY to meet or exceed his or her sales goals.

CONCLUSION

Education researcher Donald Kirkpatrick first presented his four-level model of evaluation for training in 1959 and it remains the gold standard for the training industry:

Level One: Student Reaction and Opinions on the Training

Level Two: Learning and Knowledge Transfer

Level Three: Behavior Change

Level Four: Change in Key Business Results

If one examines the results detailed above, it seems clear that the the Company's training program has performed well on the various Kirkpatrick levels – module completion rates and student scores, student ratings on module quality and their comments, and, finally, actual sales performance improvements for TrainOne students at the Company.

TrainOne is proud to have worked with the this client's team to develop and deliver a training program of this quality, and is certainly pleased with the measured results.

We look forward to helping the Company grow their business and success story in the future.