

Case Study Archive:

ENGAGE Onboarding Program

Kraft Foods (2009)

- PROBLEM** Kraft Foodservice was concerned that sales performance was being impacted as a result of a shift away from a formal classroom product training and an outdated onboarding program. Their goal was to re-invent and update their sales onboarding program and tie onboarding to a virtual training site and existing eLearning programs. The program goals were to:
- Provide hiring managers with a structured approach to onboarding
 - Leverage existing peak performers to coach new hires in the field, and
 - Engage new hires in their work activities as quickly as possible.
- SOLUTION** We created a 9-week structured onboarding and on-the-job training program the client named ***ENGAGE: Employee New Hire Guide and Growth Enabler***. The core of the program pushed product training out to the field using a structured on-the-job approach with peak performers coaching new hires through product preparation, demonstrations, and sales calls. Each week was documented with an overview, expectations, advanced preparation, week-at-a-glance schedule and assignments, a checklist of topics for self-study, quiz and an end of week recap with the hiring manager to check on progress and discuss expectations for the following week. The first two weeks included activities to engage the new hire in sales preparation activities, setting up their home office and outreach activities to get tips from the team on how to organize for efficiency and sales productivity. Peak performers oversaw product training over a period of eight weeks. As the weeks progressed, the new hire prepared call plans and moved from observing sales calls to conducting sales calls with the help of their peak performer coach. After the final week, new hires were asked to complete a confidence survey and mastery test created using Articulate Quiz maker. The results of the survey and quiz were used to create coaching and development plans for the new hire.
- IMPACT** After a successful pilot of the ENGAGE program, the Foodservice Marketing Group asked for our assistance in creating ***STOMP: Sales Training Orientation for Marketing Professionals***, to give marketing professionals a better understanding their assigned product categories from the point-of-view of the Operator, Distributor, and Sales Representatives.