



Miller Center
for Social Entrepreneurship



Corporate Guide for Sales Agent Training Program

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Introduction

The following guide provides an overview of the training suite for new and existing Jibu Sales Agents. The materials are a result of numerous interviews and shadowing of current Jibu employees and will instruct all Sales Agents on the proper techniques, knowledge, and resources to be successful at engaging their communities.

Components

Sales Agent Training & Development Guide (43 Pages)

This document serves as the basis for interactive activities and a universal reference guide. It provides an outline of Jibu's business model and operations, discusses issues surrounding water and the water industry, and walks new Sales Agents through pitching and customer management techniques. In short, this guide serves as the backbone of the training program.

Sales Agent Training & Development Slide Deck (35 Slides)

This interactive slide deck is used by Corporate and Franchisees to teach Jibu Sales and Marketing to their Franchisees and Employees, respectively. This slide deck introduces and follows concepts from the Development Guide. Ideally, it will serve as an overview to be supplemented by the Development Guide.

Franchisee Guide for Sales Agent Slide Deck (6 Pages)

Guide for Corporate and Franchisees to use when presenting slide deck to new Franchisees and Sales Agents, respectively. This will help guide the instructor through the interactive activities and detail key points to be discussed while presenting the slide deck.

Corporate Guide For Sales Agent Training Program (2 Pages)

This document. Outlines the entire training program for all Jibu Sales Agents.

Methods

We conducted research for these materials over a 7-week period at both Rwandan and Ugandan franchises. During this period we interviewed current Sales Agents, Franchisees, and Corporate Leadership members. Through interviews and observations we investigated current sales techniques and gathered recommendations for a new program. This program teaches Sales Agents skills that are applicable beyond Jibu, and can be used in a variety of settings. Below is a detailed display of our methodology.

Franchisee Interview Questions
Name
Franchise Location
What brought you to Jibu? Why did you join?

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What is your favorite part of working for Jibu?
What are your personal goals?
Do we have your permission to put your comments and a picture of you on the website?

Sales Agent Interview Questions (Uganda Base Template)
Additional Questions added for Rwanda. Denoted in Green .
Questions removed for Rwanda. Denoted in Orange .
Name
Franchise Location
Position
At what types of locations do you feel you experience the most success in sales? <i>Schools, Offices, Homes</i>
How do you keep track of your customers?/What system do you use to record and manage customers?
What percentage of people are delivered to vs walk-up?
How do you sell differently to a Business vs a Home Owner?
What do you feel are the most important key facts to convey while speaking to potential customers? <i>Price? Quality? Process?</i>
What is the most common response you receive regarding potential customers not buying Jibu water? <i>How do you address this?</i>
What is the primary reason that customers purchase Jibu water? <i>Price? Taste? Health Benefits?</i>
What are the biggest challenges of your job?
Walk us through your pitch from start to finish. How do you structure the sales process?
How has the Sales/Marketing process evolved over the existence of your franchise? <i>How much of a role has door to door marketing played in reaching your customers?</i>
If you were to build a training manual for a new marketeer, what would you include in it? <i>Sales Pitch, Customer Management</i>

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What has been most successful at growing your customer base?
Door to door marketing? Talking to community leaders? Signage? Word of Mouth? Promotional Programs?

If a customer tells you to return at a later time, on average how many days will you wait to return?

What marketing ideas do you have for Jibu's franchises?
Aside from Television, Newspaper, and Internet Ads

What support do you want to see from Jibu's corporate level for future growth?
Marketing Funding? Employee Benefits? Community Support?

	Country	Total Number Conducted
Sales Agent Interview	Rwanda	4
Sales Agent Interview	Uganda	7
Franchisee Interview	Rwanda	3
Franchisee Interview	Uganda	2

Recommendations

For effective implementation of this program we recommend working directly with Regional Managers to help them gain a full understanding of this program and eventually allowing them to take ownership of altering and editing content to suite the needs of their local context. Ownership is critical to ensure this material continues to be relevant and dynamic. Ultimately as Jibu's franchise network continues to grow, we also recommend hiring a Director of Training to oversee training of all new franchises. As country managers will often face a significant amount of legwork managing existing franchises, a manager who focuses solely on training will provide a critical layer of support. Further, audits of proper training administration should be conducted to ensure consistency throughout the network.

In order to bolster Sales Agent productivity and give them a strong presence at their franchise and in their community we also recommend that Jibu Corporate provide new franchises with 1+ starter packs which include all items from the Sales Kit. This will ensure that resources offered and discussed in the manual are provided to new Sales Agents for use with their training. We also feel that these tools will empower Sales Agents as they will have access to tools that bolster their professionalism and ability to organize customer management.

It must also be noted that Rwanda and Uganda present two very different cultures and selling environments. Our time in Rwanda engaging employees and locals highlighted the stark differences in franchise operation compared to Uganda. In light of this, we believe our materials are more heavily tailored to the Ugandan context due to less time spent in Rwanda as well as the highly effective current community engagement techniques.

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