



Multi-lingual Eastern-European Sales Management Program

The Business Need

Allianz, a leading insurance services company, were looking for a blended learning programme to help align sales operations in Eastern Europe in order to:

- Increase Sales Managers skills
- Create a consistent Sales Management approach
- Increase productivity

The Challenges

There were various challenges that we needed to overcome if this was going to be a successful application of blended learning.

Culture

Knowing that there would be significant cultural differences – mannerisms, phrases, use of colours and so on – we worked extremely hard to make the modules as culture-neutral as possible. A very simple example of this is the use of a plain white background. We worked in close connection with managers across the countries to ensure that there were **no major cultural barriers** in what we produced.

Language

The requirement to have the learning in 9 different languages had an impact on 'simple' things like the design of the menu-bar. In some languages the translation of 'Introductory Meeting' might be longer than in others and the menu bar on the left would have to incorporate that. Also when dubbing the videos into other languages we were aware that some languages would take longer to say the same thing than others. So when we shot the videos in English the actors had to speak in a manner slower than they normally would, as well as provide a bit more gap between speaking parts.

Technology

There was no consistency of computer system across the 9 countries and the internet speeds in most cases were extremely slow. This meant that we had to be very clever in how we put the e-learning package together. We were determined to use video to help show 'what good looks like' and so we needed to ensure that our video compression allowed **good-quality video to be delivered over extremely slow internet speeds without delay.**



The Solution

Due to the large numbers of learners across a variety of countries, a web based sales management course was the most suitable and cost-effective solution.

We designed the content and the workflow of the e-learning piece in conjunction with the key sponsor. They wanted a very **thorough suite of modules which covered every bit of learning required to ensure someone was a successful sales manager.** Examples of the content that was covered include:

- Recruitment and Selection
- Performance Management
- Running 1:1 Meetings
- Motivation
- Coaching

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“There has been very positive feedback from users, the videos especially were welcomed as an effective media for learning”

Case Study

ALLIANZ | Sales Management



🕒 The Method

We used a simple, but extremely effective method behind our web-based learning modules. The structure consists of four key elements:

Explain

There is a rich introduction for each module where we introduce the subject matter, set a context for the learning, set learning objectives and agree what users would be able to do differently at the end of the training.

Demonstrate

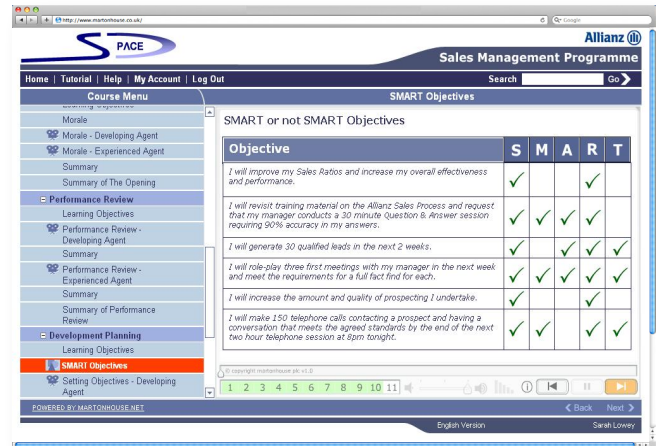
We use a dynamic mixture of audio, video and animation to create powerful models that show best practice. Within these demonstration sections we have a narrator who picks out key points and talks directly to both the actors and the learners. The actors portray real life situations but the narrator can intervene to explore the situation more thoroughly.

Explore/Practise

Interactive models and graphics let users practise skills and reflect back their understanding of what it is that makes a manager excellent.

Evaluate

Different types of evaluations are used to check understanding and gauge user's readiness to proceed. These include a variety of true and false questions, drag and drop models and multiple choice selections. Across this project we have pioneered the use of multi-stage branching video which allow users to explore situations, make decisions and take actions and then see the consequences of their actions.



The solution runs on Martonhouse.NET Learning Management System. This enables content to be easily updated and generates a range of powerful Management Information, including individual training plans, usage levels and trends in evaluation.

🕒 The Results

The programme has been very well received by the client and users and Allianz has seen some great results directly relating to the Sales Management Programme

- 12 month sales targets exceeded by 40% in 10 months in Slovakia (first country to rollout programme)
- Average premium values rising by 7.5% in Slovakia
- Recruitment plan being exceeded by 20% in Slovakia
- Consistency - by delivering an online sales programme Allianz has been able to implement a consistent training approach to its Eastern European franchise operations.

Additionally the Sales Management Programme is helping Allianz to identify training needs and enabling them to create development paths and succession planning routes.

