

# TOTAL TRAINING

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## Client Requirements

Many organisations are faced with significant training needs throughout their customer-facing operation. Often, such needs are met in a “piecemeal” manner, if at all, with the result that improvements do not last, and the investment of time and money is wasted.

This backgrounder outlines how **harrison consulting** assists clients to install integrated sales, key account and management development, which deliver sustained competitive advantage and return on investment.

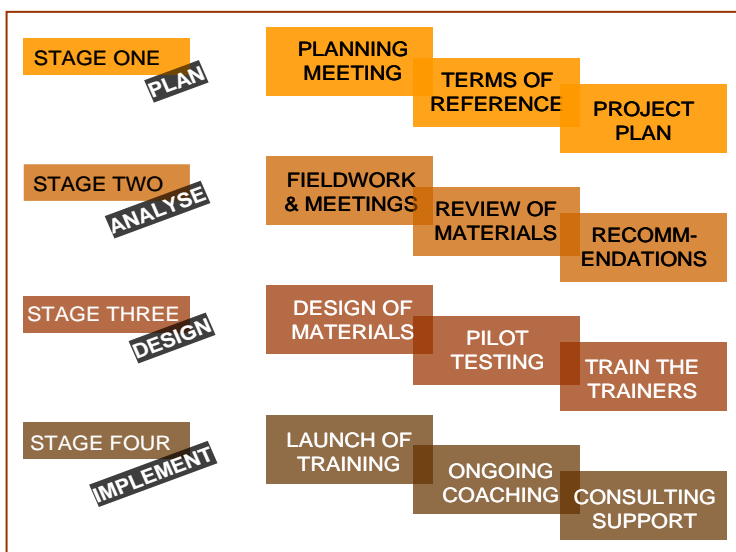
In its most comprehensive form, this approach has been used successfully for many clients, including:

- NTUC Fairprice (Singapore)
- Esso (Singapore and Malaysia)
- Evercrisp Company (Thailand)
- Gillette (Australia)
- Cadbury Schweppes (Australia)
- CUB (Australia)
- Smiths Snackfoods (Asia)
- Dulux and Selleys (Australia)

Frequently, help is needed with basic job understanding, skill development, management systems, and induction procedures (etc.), as well as with the more obvious training needs.

## Project methods

**harrison consulting’s** overall approach is summarised in the diagram below, although every project is different, reflecting the client’s particular needs.



Project methods may include:

- Training needs audit
- Project team stewardship
- Key performance indicators
- Competency specifications
- Program design
- Video / DVD materials
- Trainers’ manuals
- Trainers’ workshop
- On-line support tools
- Coaching tools for managers
- Performance management tools
- Review mechanisms

## TOTAL TRAINING: CASE STUDY

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A world-leading snack foods company engaged **harrison** to develop and deliver a comprehensive program of training for their operations across South East Asia. Working very closely with the Asia Pacific Management team based in Sydney, we started with a program of fieldwork and trade interviews in Thailand, Indonesia, Singapore and Malaysia.

In consultation with senior line management in each operating affiliate, we then customised the established disciplines of the parent company (in areas such as Trade Standards) for each market, and we developed three streams of training:

- Sales and merchandising
- Key account management
- Sales management

We supported these materials with tools and templates for account and sales management, and we filmed customised video footage, which was dubbed and subtitled into Bahasa Malaysia, Bahasa Indonesia and Thai.

All of the training manuals and trainers' materials were also translated and printed in Thai, and a co-faculty approach was convened for local training, due to language challenges.

This major project spanned three years from concept to completion, following the overall process and flow shown in the diagram below.

