To: Dr. Erika Paterson

From: Sean Sturm

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Subject: Proposal for the optimization of Training in the Telecommunications Retail Environment.

**Introduction:**

The telecommunications industry is constantly expanding, and the necessity for the integration of new selling and ‘client-based’ practices is ever important. By its very nature it is a constantly evolving industry, and as such it offers great opportunity for both personal and career growth to its employees. As such, the demand to onboard more employees at a fast rate is a constant threat to the quality and consistency of customer service that is required in our over saturated market.

If this problem isn’t solved quickly, the individual companies may begin to see a decline in customer satisfaction, and therefore a drastic dip in the profitability of their respective companies.

**Statement of Problem:**

The pressures on new employees to quickly master a complex, ever involving, database of knowledge poses a real threat to both quality of service and employee satisfaction. This problem affects the companies in two ways: it can potentially lead to high turnover, and therefore a waste of resources necessary to train the new hires, and customer dissatisfaction that will lead clients to potentially seek mobile solutions with their competition. The final effect of these two factors could lead to the decline of revenue, and the potential failure of individual telecommunications companies in Canada.

**Proposed Solution:**

One potential solution to this problem is to revamp the entire training process within the individual companies. This would involve a departure from the traditional e-training (online course) model, which is currently favoured, in favour of a combination of a hands on (experiential) model supported by a decreased amount of online training. This is a method that I have started to implement at my current place of work, and so far we have seen a quicker integration of new hires a faster increase in productivity, and a higher level of earlier onset employee satisfaction. A wider acceptance of this new training model can only serve to improve the efficiency of the training process while increasing the longevity of the new hires, which will cut down on operating expenses associated with initial training.

**Scope:**

To assess the value in these new training models, I plan to pursue these areas of inquiry.

1. The strengths and weakness of the current training model
2. How prevalent is dissatisfaction among new hires
3. What effect this has on current employees and store management
4. What effect this has on client experience (customer satisfaction)
5. What are the costs of implementing these new training methods
6. How quickly the return on investment (ROI) will be recognized.

**Methods:**

The study will be supported by a series of brief surveys that will be administered to new hires, existing employees, and clients at various retail locations. The data that I receive will be collected and evaluated jointly with the relevant area and regional manners. From them I will also receive specific sales data that I will use to corroborate with the information that I collect from the surveys. This information will be gathered from all participating areas nationwide, and will help me in creating a comprehensive report including my recommendations for pertinent reforms to training in the retail telecommunications industry.

**Qualifications:**

I have been working in this industry for the past decade, and have seen firsthand the strain that the combination of a quickly changing product line, and an outdated training process have had on this industry. I have served many roles, from entry-level representative to store management, and have mentored/trained many colleagues during this time. I will be supported in this endeavour by many individuals, with varying levels of experience and expertise in order to accommodate a thorough study, and a feasible plan of action for future onboarding.

**Conclusion:**

There is an obvious need for an overhaul of the training practices in the mobile telecommunications field, a workplace that can change drastically over night. In one of the world’s fastest growing industries, made more poignant by the advancement in personal computing capabilities in today’s cellular phones, now is the time to alter our practices to enable us to stay ahead of the curve on tomorrows technologies and sales practices.