MENEMSHA GROUP'S SALES & RECRUITER ENABLEMENT ROADMAP FOR SCALABLE GROWTH

MENEMSHAGROUP

INTRODUCTION

Most staffing and recruiting firms rely on a "superhero" model to drive revenue growth. A few top sales representatives or recruiters bring in the lion's share of revenue while a larger group of core performers lag far behind. The superheroes' success is effectively canceled out by their less-skilled colleagues' inability to repeat their winning tactics. As a result, the firm's growth stalls or even reverses.

Is the superhero model inescapable in the staffing and recruiting industry? Is it possible to build an entire team of high performers, and by doing so, unlock a higher level of scalable revenue growth?

Menemsha Group has been helping staffing and recruiting firms do just that since 2016.

MENEMSHA GROUP HELPS STAFFING AND RECRUITING FIRMS GROW

Menemsha Group offers staffing and recruiting firms a holistic, turn-key, revenue enablement solution to fuel scalable revenue growth.

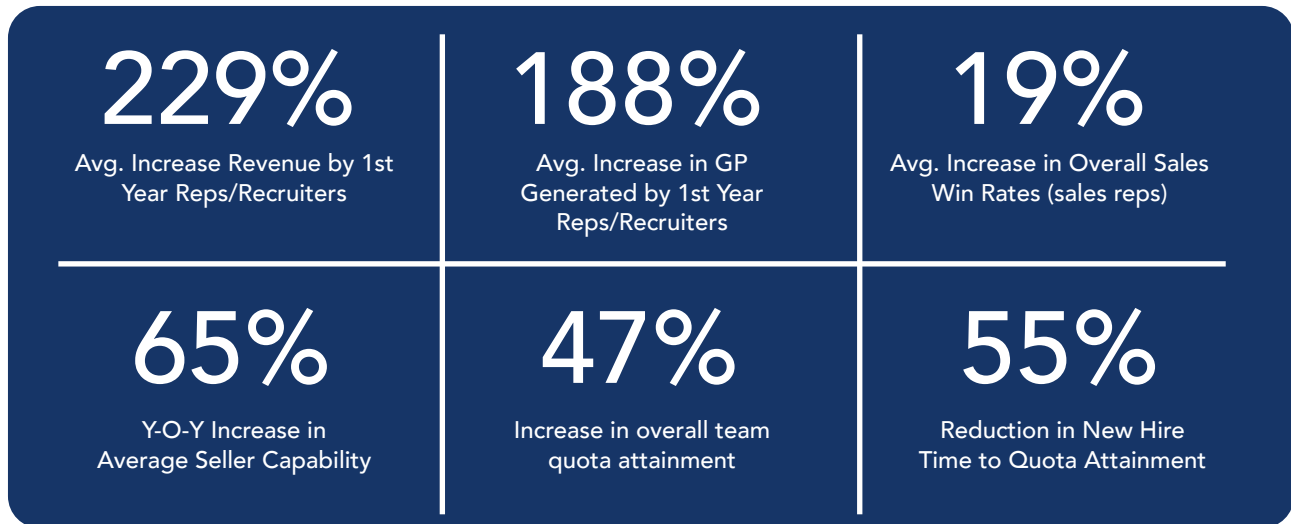This solution includes three integrated elements:

- Content
- Platform
- Services

Since 2016, Menemsha Group has successfully designed, deployed, and managed modern sales and recruiter enablement services for over 400 staffing and recruiting agencies.

Each day, over 3,000 staffing industry professionals — including leaders, frontline managers, and sales and recruiting professionals — actively improve their effectiveness and performance by engaging with Menemsha Group's industry-specific training videos, playbooks, and experiential learning certification assessments through our award-winning enablement technology platform, Mindtickle.

As a result of our work, our clients have, on average, more than tripled the revenue generated by their first-year reps or recruiters and nearly tripled the gross profit derived from that same group. Overall, Menemsha Group clients have seen their sales win rates increase by almost 20% and team quota attainment jump by nearly 50%.

MENEMSHA GROUP DELIVERS REVENUE IMPACTING OUTCOMES

229% Avg. Increase Revenue by 1st Year Reps/Recruiters	**188%** Avg. Increase in GP Generated by 1st Year Reps/Recruiters	**19%** Avg. Increase in Overall Sales Win Rates (sales reps)
65% Y-O-Y Increase in Average Seller Capability	**47%** Increase in overall team quota attainment	**55%** Reduction in New Hire Time to Quota Attainment

How do we help our clients achieve such transformative results? In this ebook, we'll describe Menemsha Group's sales and recruitment enablement roadmap: the tools, techniques, methodologies, and processes we employ to help staffing and recruiting firms attain scalable, repeatable success.

We'll start by explaining what Menemsha Group isn't: a sales training company.

Menemsha Group-Mindtickle Partnership for Sales Enablement
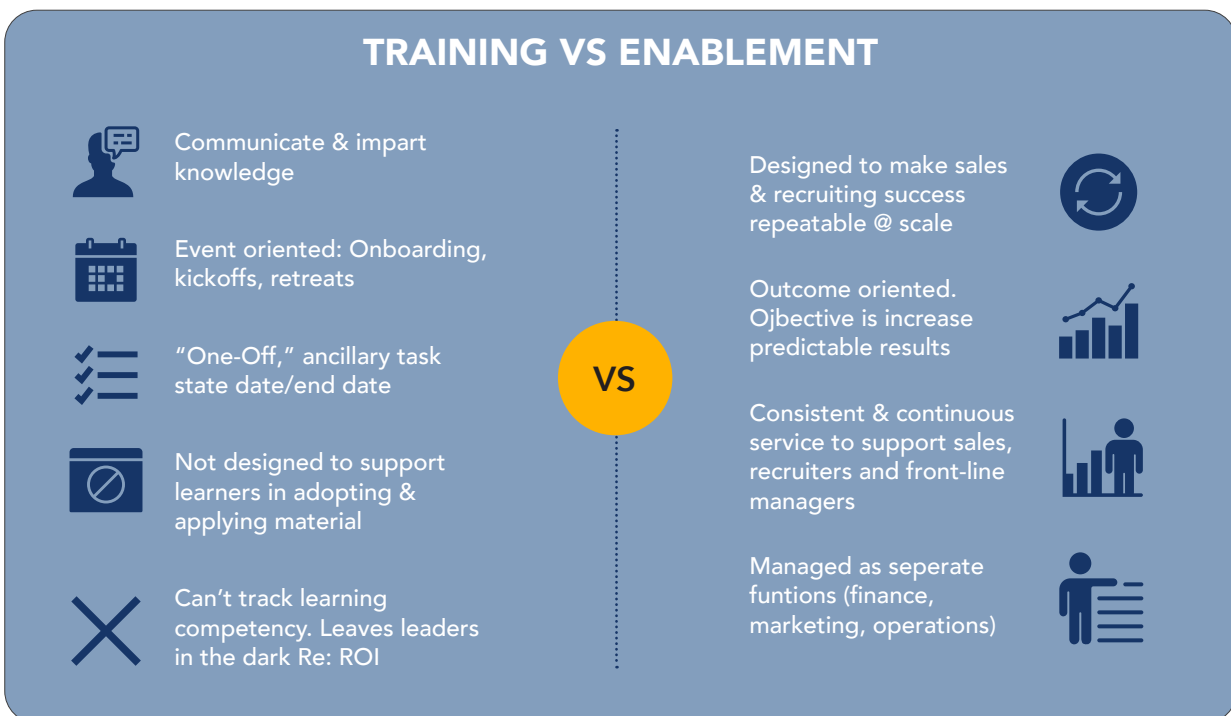
Mindtickle is a SaaS-based, data-driven revenue enablement platform that fuels growth for Fortune 500 and Global 2000 companies. Linkedin Learning, HP, SAP, UNISYS, Cisco Systems, Farmers Insurance, MongoDB, and PayPal all use Mindtickle's innovative capabilities for on-demand, online gamification-based onboarding, training, learning and development. Mobile updates, coaching, and role-play ensure world-class sales and recruiter performance.

Gartner, Forrester, and G2 have recognized Mindtickle as the product market leader for sales enablement software.

By integrating our industry-specific content library — including our proprietary methodologies, tools, experiential learning exercises, and playbooks — into the Mindtickle platform, Menemsha Group offers staffing and recruiting firms a holistic, turn-key learning and development solution fully equipped with innovative technology and modern learning practices.

WHAT IS A HOLISTIC SALES AND RECRUITER ENABLEMENT SOLUTION

Many companies focus on sales training, including dozens of niche providers that facilitate recruiter training. But Menemsha Group is not a training company. Training is one service that we provide as part of our *holistic sales and recruiter enablement solution.*

TRAINING VS ENABLEMENT

Training		Enablement
Communicate & impart knowledge		Designed to make sales & recruiting success repeatable @ scale
Event oriented: Onboarding, kickoffs, retreats		Outcome oriented. Ojbective is increase predictable results
"One-Off," ancillary task state date/end date	**VS**	Consistent & continuous service to support sales, recruiters and front-line managers
Not designed to support learners in adopting & applying material		Managed as seperate funtions (finance, marketing, operations)
Can't track learning competency. Leaves leaders in the dark Re: ROI		

The purpose of training is simply to communicate and impart knowledge to your learners and to make them aware of new information. Training is geared toward onboarding new hires and providing content for company retreats and kickoff events with a start and end date.

By design, training was never intended to help salespeople or recruiters **adopt** and **apply** new information or skills. Most importantly, training cannot track and measure learner competency, leaving leaders in the dark about its impact and return on investment (ROI).

For these reasons, training alone doesn't accelerate growth. By contrast, Menemsha Group's Revenue Enablement Solution is designed to make sales and recruiting success **repeatable** and **scalable**.

Menemsha Group provides scalable enablement services that allow recruiters, salespeople, and their managers to add value to every customer and candidate interaction. Our service includes onboarding, training, reinforcement, coaching, manager enablement services, content, and enablement software to ensure continuity and scalability.

Unlike training, our enablement solution is not a one-off initiative, ancillary task, or project with a start date and end date. Rather, it is a strategic, collaborative offering set apart from other functions such as finance, marketing, or operations.

While most staffing and recruiting firms are dependent upon individual success for revenue growth, Menemsha Group enables firms with the **capability** and **capacity** to make sales and recruiting success **repeatable, at scale,** by improving the effectiveness and performance of entire sales and recruiting teams.

What You're Trying to Enable and Scale

At Menemsha Group, we refer to our suite of services as a holistic sales and recruiter enablement solution (as described above). What exactly do we mean by enablement?

To understand the concept of sales and recruiter enablement, let's consider the *Team Quota Attainment Bell Curve* and the *Strength of the Customer Relationship Capability Maturity Model* (illustrated below).

The Team Quota Attainment Bell Curve

The Team Quota Attainment Bell Curve illustrates how most staffing and recruiting firms are overly dependent upon *individual* success. Approximately 80% of their revenue comes from 20% of the producers.

In this scenario, the impressive results achieved by top performers (far right) are undone by underperformers and core performers, who expend much of their efforts unproductively experimenting, attempting to discover winning strategies by chance.
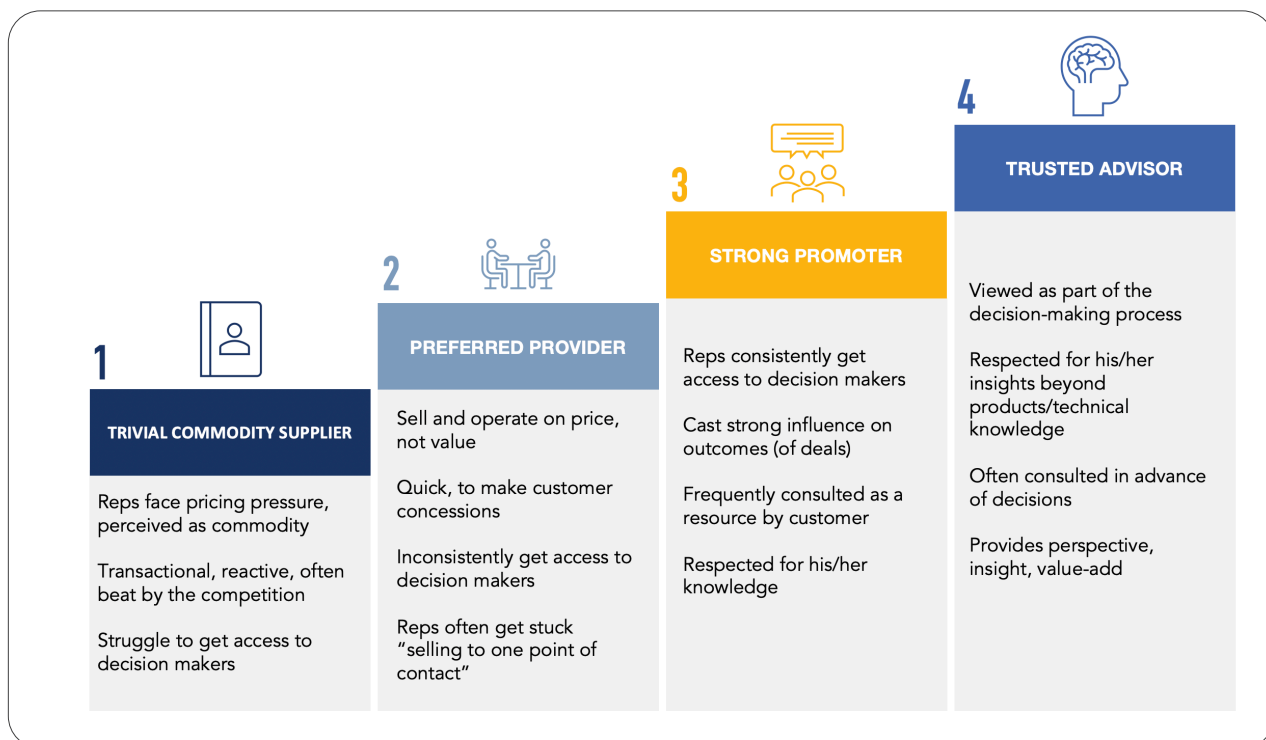
These firms have yet to build the internal capability and capacity for making winning behaviors repeatable at scale. Their growth is tied to individuals — and there is a significant difference between individual success and success across your entire team.
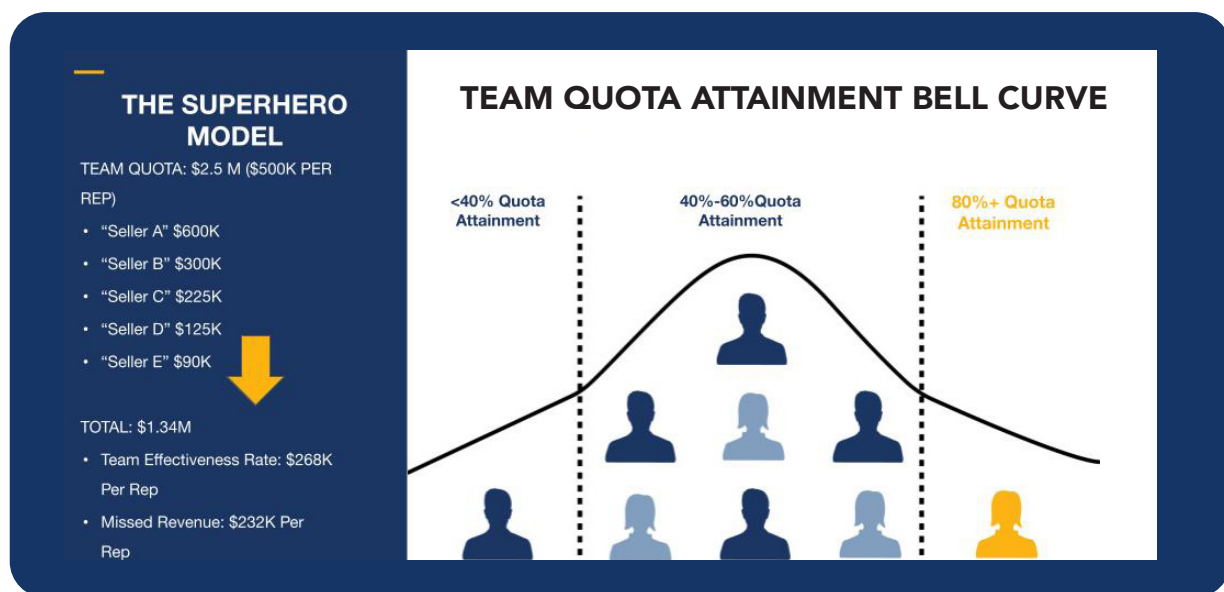
The Strength of the Customer Relationship Capability Maturity Model

The intent of the Strength of the Customer Relationship Capability Maturity Model is to help industry leaders quickly evaluate their organization's capability and current behaviors to understand:

- What business acumen is lacking
- What skills and knowledge are needed
- What content and coaching is needed
- What can be done next to improve the sophistication and effectiveness of the existing enablement *(training, learning, and development)* function

1 TRIVIAL COMMODITY SUPPLIER

Reps face pricing pressure, perceived as commodity

Transactional, reactive, often beat by the competition

Struggle to get access to decision makers

2 PREFERRED PROVIDER

Sell and operate on price, not value

Quick, to make customer concessions

Inconsistently get access to decision makers

Reps often get stuck "selling to one point of contact"

3 STRONG PROMOTER

Reps consistently get access to decision makers

Cast strong influence on outcomes (of deals)

Frequently consulted as a resource by customer

Respected for his/her knowledge

4 TRUSTED ADVISOR

Viewed as part of the decision-making process

Respected for his/her insights beyond products/technical knowledge

Often consulted in advance of decisions
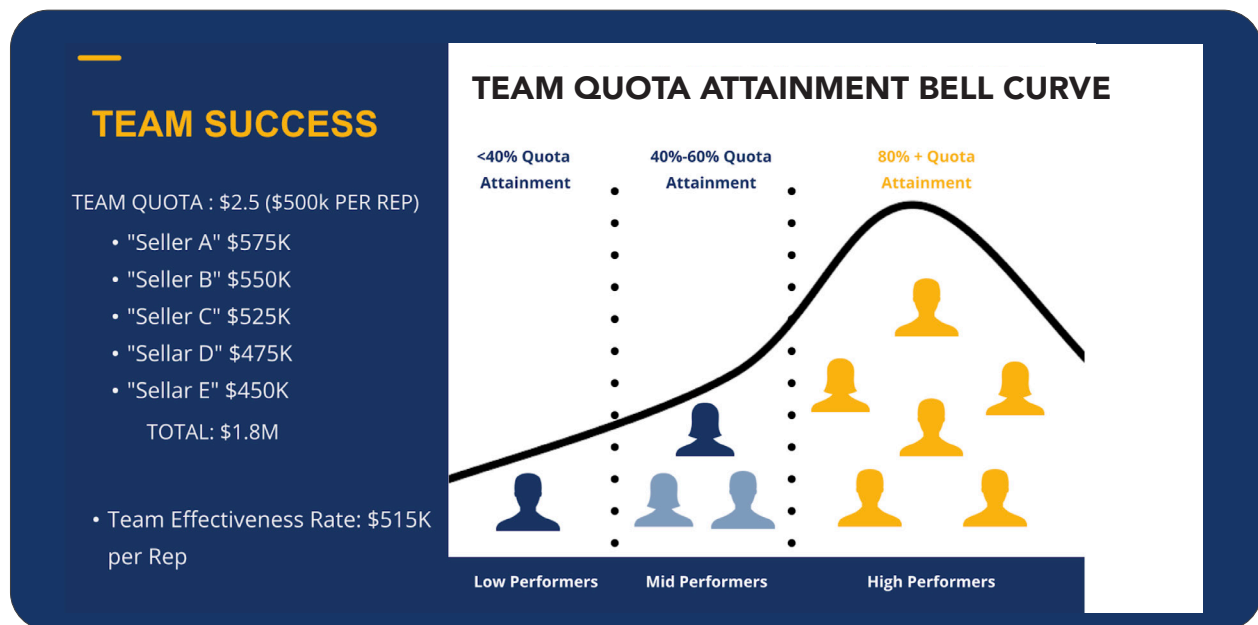
Provides perspective, insight, value-add

By developing more of your recruiters and sellers into "strong promoters" and "trusted advisors," we increase your overall team quota attainment which accelerates the growth of your organization *without increasing your labor costs or your dependence on individual success.* As a result, the bell curve moves to the right as a higher percentage of your producers meeting quota.

Training alone won't impact your bell curve, nor will it transform your team into a group of strong promoters or trusted advisors. What is needed is a **holistic recruiter and sales enablement solution**.

Menemsha Group's holistic recruiter and sales enablement solution includes three integrated elements:

- Innovative technology and modern learning methods
- Industry-specific content
- Training services, coaching services and manager enablement services

In the next two sections of this ebook, we'll expand on the unique value Menemsha Group brings to each of these areas.

TEAM SUCCESS

TEAM QUOTA : $2.5 ($500k PER REP)
- "Seller A" $575K
- "Seller B" $550K
- "Seller C" $525K
- "Sellar D" $475K
- "Sellar E" $450K

TOTAL: $1.8M

- Team Effectiveness Rate: $515K per Rep

TEAM QUOTA ATTAINMENT BELL CURVE

<40% Quota Attainment   **40%-60% Quota Attainment**   **80% + Quota Attainment**

Low Performers   Mid Performers   High Performers

INNOVATIVE TECHNOLOGY AND MODERN LEARNING METHODS

Making winning behaviors repeatable and scalable across your organization requires the right technology. Technology ensures continuity because all your recruiters, salespeople, and managers are trained the same way and evaluated against a shared set of competencies.

Menemsha Group's sales and recruiter enablement solution uses the following seven **innovative technology and modern learning methods** to push the boundaries of how our clients create, share, and consume our enablement services.

1. Mobile Deployment

The smartphones your employees use during every waking hour make it easy for us to put training content where your employees live and work, and in their preferred format, video. According to Forrester Research, 75% of learners are more likely to engage in video training lessons than read a document, email, or online article.

We've made hundreds of sales and recruiter training videos, exercises, and experiential competency exams available for recruiters, salespeople, and managers to consume via mobile devices. Mobile content is **far less expensive**, quicker, and easier to deploy than traditional instructor-led classroom training events or shadow training.
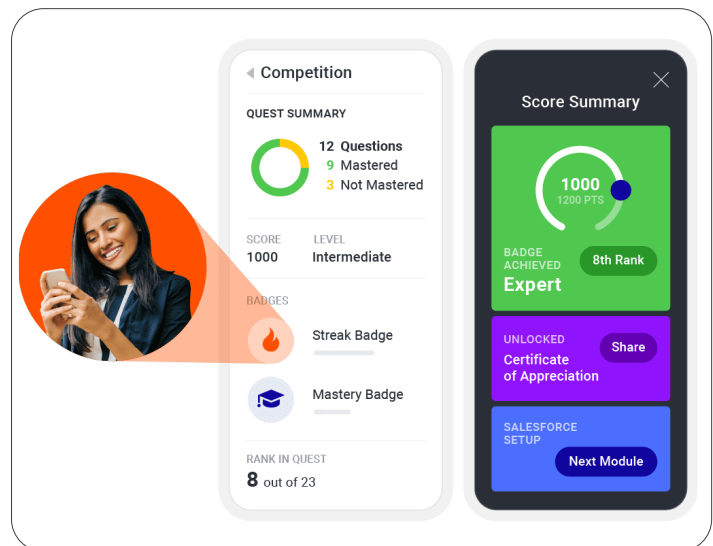
2. Video-Centered Learning

The human brain processes video 60,000 times faster than it does text. Forrester Research estimates one minute of video equals approximately 1.8 million written words. Staffing and recruiting industry professionals love, and more importantly, **adopt** our training curriculum, because we use fun, engaging, animated video.

3. Microlearning for Greater Attention and Retention

We've all sat through long, boring lectures and instructor-led classroom training only to forget the material a few days later. Microlearning is the remedy.

Microlearning involves delivering short pieces of content focused on a single learning outcome. In the era of short attention spans, microlearning videos accelerate knowledge retention and field adoption.

Our animated microlearning videos are no longer than three minutes. Not only are they more engaging and less time-consuming than traditional training, but our microlearning videos empower learners by giving them control of their learning path. Microlearning is **personalized** and **flexible**, and can be quickly and easily accessed via any mobile device.

4. Experiential Learning Skills Certification

With Menemsha Group, your employees will spend over 80% of their time *practicing* the skills to become **conversation-ready certified** by participating in experiential learning video role play exercises. Learners record themselves executing customer and candidate conversations to demonstrate they can apply the skills and knowledge they have learned.

This approach drives predictable, winning behaviors and instills confidence in learners to have the most impactful conversations by enabling them to practice and perfect:

- Messaging and pitching
- Objection-handling scenarios
- Cold-calling best practices
- Candidate and client negotiations
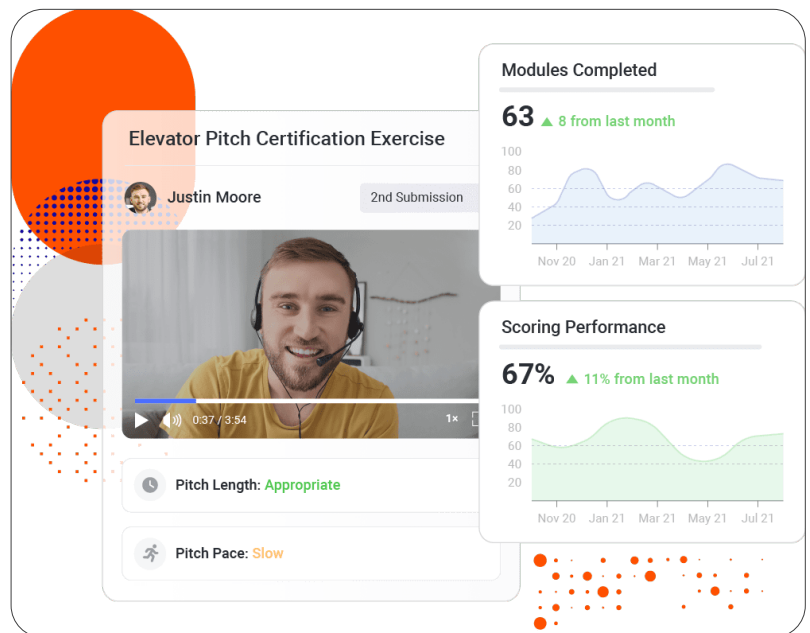
5. AI Insights and Feedback

With our AI insights and feedback you'll get hard data showcasing how each of your reps, recruiters, and managers are executing the skills and behaviors and applying the tools and knowledge they have gained through our enablement program.

Artificial intelligence delivers instant reinforcement for recruiters, which drives immediate improvement and guides managers to provide structured and relevant coaching to speed up the feedback loop.

Our insights give you the power to:

- Compare learner messaging against peers and quantitative certification criteria

- Execute keywords analysis

- Compare the duration of the recruiter's submitted pitch against target length range

- Analyze speech pace and filler word usage

- Transcribe the audio into multiple languages

- Conduct a linguistic analysis of the transcript to detect joyful, confident, analytical, anxious, hesitant, angry, and sad tones
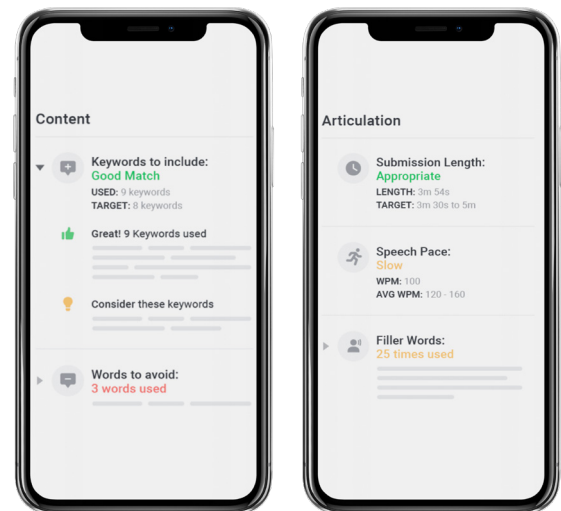
6. Automated and Intuitive Spaced Reinforcement

Research shows that people forget 80% of what they learn within a month of training. The **"forgetting curve"** is real. How can you help your employees recall the information they learned? The answer is spaced reinforcement.

Our **adaptive, automated spaced reinforcement** gives recruiting leaders a way to reinforce a body of knowledge or skills in bite-sized pieces over time without overloading learners. We provide recruiters with fun, easy, gamified exercises on an ongoing basis to help them absorb and retain what they learned so they can consistently apply their knowledge and skills in candidate conversations.

By leveraging our pre-built, industry-specific scenario-based questions, learners are enrolled in automated spaced reinforcement exercises to:

- Bridge knowledge gaps automatically with an intelligent and adaptive reinforcement system

- Drive engagement and winning behaviors with advanced gamification and smart notifications using streaks, mastery, and proficiency levels

- Gain insights on proficiency improvement based on benchmarks for a user or groups across questions and competencies
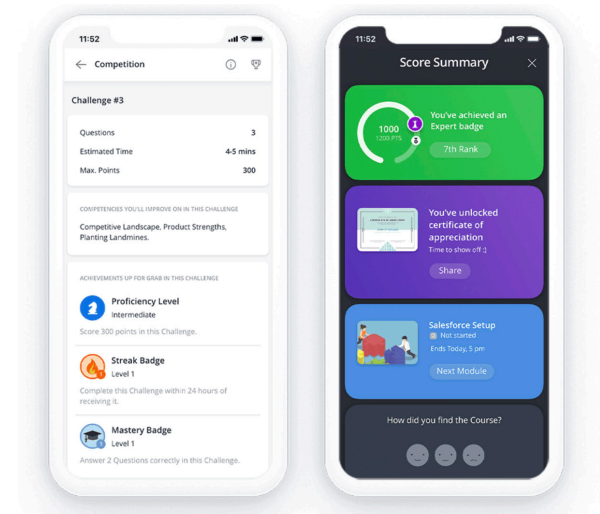
7. Conversational Intelligence: Correlating Enablement with Field Results

Instead of *assuming* your recruiters are saying and doing all of the right things, **Conversational Intelligence (Call AI)** software captures your recruiter-candidate interactions, understands and transcribes what was said, and delivers insights to help your team make improvements. With Call AI we quickly and easily correlate enablement effectiveness with field results.

With Call AI you get hard data, actual audio and video recordings of how your recruiters are executing on real candidate calls and interviews against your competency benchmarks. This enables recruiting leaders to provide personalized coaching based on real data, not assumptions.

Call AI offers true visibility into how your sellers and recruiters are performing every day, with AI-recommendations that help them reach their peak.
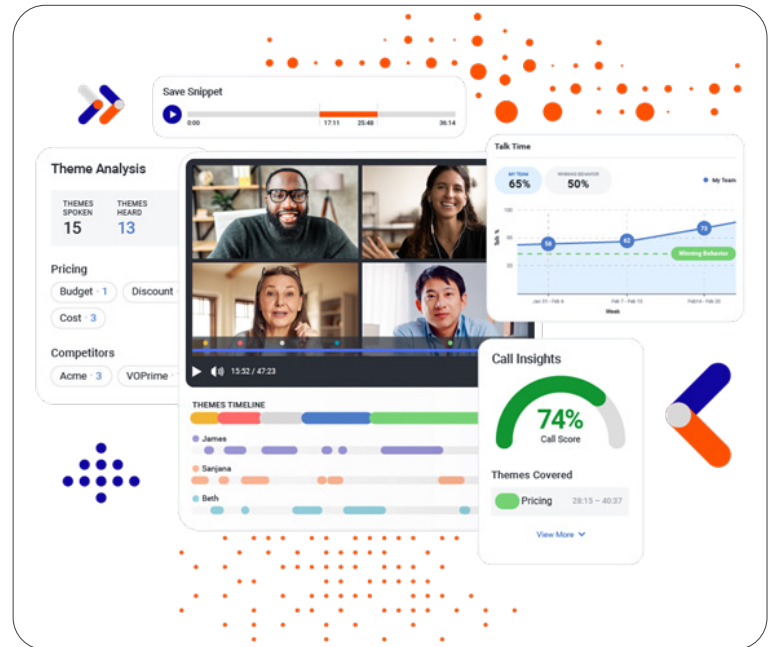
MENEMSHA GROUP'S INDUSTRY-SPECIFIC CONTENT

Technology is the "how," but equally important is the "what." In other words, a sales and recruiter enablement program is only as effective as the knowledge and abilities it imparts. This is where Menemsha Group's industry-specific content, training, and manager-enablement services stands above the rest.

Content Services

Candidates and customers are the arbiters of when and how they will move forward through the sales and recruiting process. No amount of calls, emails, or proposals is going to move a candidate or customer forward until they are ready. The role of content is to enable recruiters and sales professionals to add value at each stage of the process.

Salespeople and recruiters move up the relationship capability maturity model by adding valuable perspectives during each interaction with their candidates and customers. But not every interaction is verbal or even face-to-face. Offering the right piece of customer-facing and candidate-facing content such as a case study, analyst report, industry survey, or white paper at the right time keeps the value flowing and maintains forward momentum.

Content, including Menemsha Group's industry-specific enablement content, is also used to build the recruiter's skills and knowledge.

Our content is designed to help recruiters and salespeople prepare for and execute their interactions with their candidates and customers, demonstrating **"what to say," "what to do,"** and **"what to show,"** to compel candidates and customers to move toward the next step in the sales process.

Our sales training content includes:

- More than 175 animated microlearning videos covering all stages of the sales cycle
- 100 quiz questions, 50 pre-built staffing industry-focused experiential learning certification exercises
- More than 50 sales playbooks, scripts, job aids, and templates

Our recruiter training content includes:

- More than 140 animated microlearning videos covering all stages of the recruitment process
- 100 quiz questions
- 35 pre-built recruiter-focused experiential learning certification exercises
- More than 25 recruiter playbooks, scripts, job aids and templates

Our manager-enablement content (developmental coaching), offers:

- 31 different lessons including 17 microlearning videos teaching the developmental coaching framework, skills and knowledge
- 50 quiz questions
- 15 pre-built experiential learning certification exercises focused on the manager-subordinate relationship

All of this unique and proven content is the fuel that drives the enablement engine.

TRAINING, COACHING AND MANAGER-ENABLEMENT SERVICES

Training Services

The first thing a prospective customer or candidate notices about your organization is how well your recruiters and salespeople understand them including their role, their job function, their industry, market trends, and their goals.

To move up the customer and candidate relationship capability maturity model and add value, recruiters and salespeople need to be enabled with the relevant knowledge, methodology, and skills. As such, our training services are structured by functional area:

- **Knowledge Training:** Our knowledge training includes industry training, business acumen training, buyer and candidate persona training, buyer's journey training, and recruiting process and tools training.
- **Methodology Training:** Our sales and recruiting methodologies are rooted in understanding the candidate journey and the buyer's journey. This ensures that, rather than making a sales pitch, recruiters and salespeople are always adding value by helping the customer/candidate make the next decision in their evaluation process.
- **Skills Training:** Skills training covers those capabilities that are needed to execute the methodology along the buyer's journey and candidate journey.

Skills Training

Teaching recruiters and salespeople *skills* elevates their value to the business and to their candidate and customer interactions. Recruiters can differentiate themselves in the market by learning to be conversational, adaptable, and to use critical thinking.

Menemsha Group's skills training helps recruiters build the capabilities they need to open new relationships, better understand candidate and customer needs, engage in win-win negotiations, and position themselves as authoritative thought leaders.

Our skills training builds a sustainable competitive advantage because it differentiates team members in an increasingly commoditized industry.
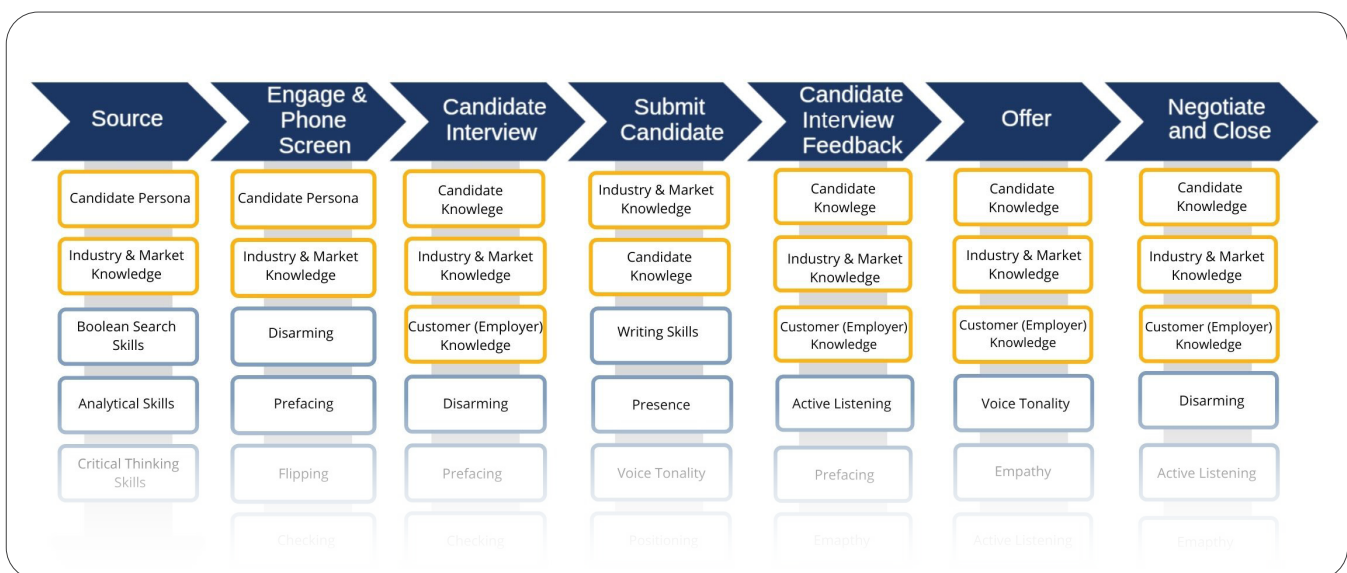
Skills Training Aligned to the Recruitment Process (Skills Matrix)

Training content from Menemsha Group is highly structured and aligned to the recruitment process by:

- Stage of the recruitment process
- Recruiter activities associated with each stage
- Requisite knowledge required to execute each stage
- Requisite skills required to execute each stage

The following illustration (skills matrix) depicts the requisite skills and knowledge for executing each stage of the recruitment process. Using video, we can observe, verify, track and score a recruiter's ability to execute each skill and, subsequently, each stage of the recruitment process.

The recruitment process skills matrix helps recruiting managers understand what skills to coach their recruiters to by stage (instead of trying to manage their recruiters to outcomes or activities).

Source	Engage & Phone Screen	Candidate Interview	Submit Candidate	Candidate Interview Feedback	Offer	Negotiate and Close
Candidate Persona	Candidate Persona	Candidate Knowlege	Industry & Market Knowledge	Candidate Knowlege	Candidate Knowlege	Candidate Knowlege
Industry & Market Knowledge	Industry & Market Knowledge	Industry & Market Knowledge	Candidate Knowlege	Industry & Market Knowledge	Industry & Market Knowledge	Industry & Market Knowledge
Boolean Search Skills	Disarming	Customer (Employer) Knowlege	Writing Skills	Customer (Employer) Knowlege	Customer (Employer) Knowlege	Customer (Employer) Knowlege
Analytical Skills	Prefacing	Disarming	Presence	Active Listening	Voice Tonality	Disarming
Critical Thinking Skills	Flipping	Prefacing	Voice Tonality	Prefacing	Empathy	Active Listening
Checking	Checking	Positioning	Empathy	Active Listening	Empathy	

Training Delivery & Consumption Models

All Menemsha Group training services are delivered as part of a blended enablement program to ensure proper transfer of knowledge, and application and adoption of skill, and that long-term, sustained behavioral change occurs in the field. Our training delivery modalities include:

- Live, instructor-led training (on-site classroom style workshops, retreats, kickoffs)
- Virtual, instructor-led workshops
- Self-paced eLearning
- Live webinar
- Recorded webinars
- An adaptive SaaS sales-readiness platform
- Experiential learning
- Peer-to-peer learning

Manager Enablement Services

Sales and recruiting managers are responsible for ensuring go-to-customer and go-to-candidate strategies are carried out effectively, and therefore, they must be included in enablement. Managers need to be enabled with the skills, knowledge, and tools to help their people succeed.

With our manager enablement services, staffing and recruiting managers learn:

1. **What and How to Coach:** We teach a repeatable coaching framework of best practices, tools and job aids to set expectations for how coaching works, the topics that will be discussed and the tools that will be used

2. **Coaching Skills:** We teach the coaching skills that managers need to gain real, genuine buy-in from their recruiters and salespeople. Managers learn a practical and powerful coaching strategy in which they lead by asking questions instead of telling. Examples of coaching skills include trading, leading with questions, disarming, checking, and positioning

3. **Coaching Tools:** An example of a simple coaching tool would be a coaching call plan that helps managers plan for their coaching conversations. The plan would include what the manager says to open the conversation, questions they will ask to get their subordinate to self-diagnose the obstacle holding back their performance and questions they will ask to empower the employee to take self-responsibility for improving performance.

4. **Data-Driven Coaching:** Managers learn how to leverage data in a coaching conversation and provide stage-specific coaching to develop the skills and knowledge needed to advance each opportunity.

In all likelihood, there is room for improvement in how your managers coach and the consistency in which they coach. Consider the following coaching capability maturity adoption model and take stock of where your managers currently reside on the model.

COACHING CAPABILITY MATURITY ADOPTION MODEL

1

Haphazard Coaching

When coaching occurs is random and inconsistent

How coaching occurs is random and inconsistent

All coaching is left exclusively to the front-line manager

2

Ad-Hoc Coaching

Limited guidance regarding when, how to coach

Guidance has not been consistent or reinforced

Coaching frequency is inconsistent, not planned in advanced

Coaching is "scrutiny based"

Coaching focuses on past performance vs. future behavior

3

Formal Coaching

Formal coaching methodology supported with training and tools

Managers held accountable to coaching team members

Managers held accountable to following coaching methodology

Reinforcement training and coaching provided to drive adoption of coaching methodology

Sales & Recruiter Cohort Coaching Services

Menemsha Group provides group cohort program management coaching services for groups consuming Menemsha Group training content. Menemsha Group is responsible for creating the group cohort training schedule, inviting cohort participants to online training modules, reviewing, and scoring completed missions (experiential learning exercises), and hosting live instructor-led group cohort coach calls.

Train-the-Trainer Coaching Services

The train-the-trainer program is designed to train trainers and instructors to ensure they can present, teach, coach and reinforce the Menemsha Group training material. They learn the best possible ways to deliver the training content and supporting materials for your employees.

GET YOUR CUSTOM REVENUE ENABLEMENT ROADMAP FOR ACCELERATED GROWTH

The best way to accelerate your revenue growth is to schedule a **Sales and Recruiter Revenue Enablement Discovery Session**. Defining your journey into the future begins by having a crystal-clear view of your current state. We help you diagnose the key elements of your program that are holding you back and share the specific content, training, coaching services, and enablement technology needed to achieve repeatable, scalable revenue growth.

Schedule your sales and recruiter enablement discovery session — I'm ready!