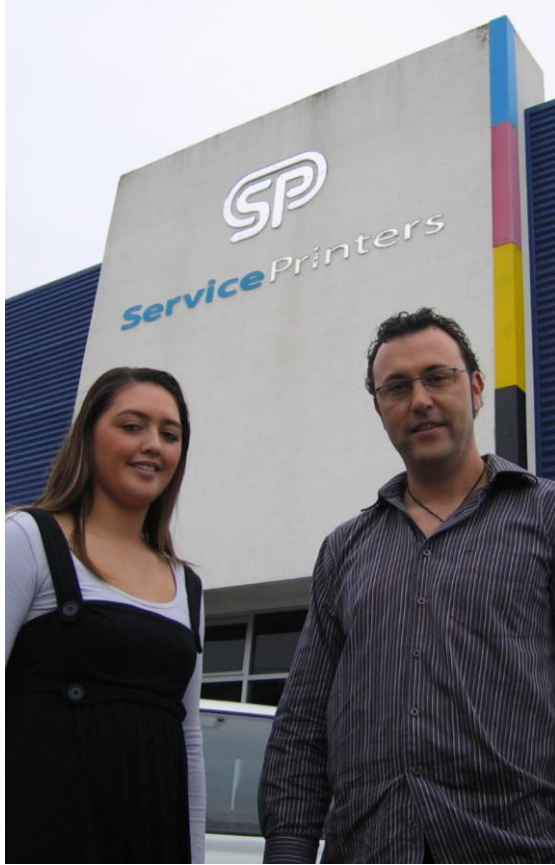


Case Study

Recognising youth potential – a cadetship in practice

Service Printers cadet sales rep, Christine Jennings, would probably still be the company's receptionist if it weren't for the cadetship philosophy of company owner, Bob Masters. She says she "got lucky" to have the door opened for her to a job she might never have thought of trying.



Sales cadet Christine with her manager Tim, at Service Printers

Sales manager Tim Upton, who has helped train and mentor Christine over the past year, says that when Bob approached the sales team with the request to get a young cadet working with the team, they put their heads together and came up with an offer to Christine, who had been working in reception and administration in Service Printers' neighbouring pre-press division.

The 'cadetship' concept gave Christine the opportunity to develop potential she had shown, and try her hand at a job she didn't have direct experience for, without compromising the company's overall sales targets. And Service Printers have gained an extra sales rep who is working to build up their sales turnover now and into the future.

How it works at Service...

While Christine is learning from scratch about the printing process and the account management side of sales, she is not expected to meet the same dollar targets that would be set for an experienced or even junior rep. And there is not the same pressure sales staff are normally under to attract new work.

However, while she has been developing her skills in areas such as quoting for jobs, she has built a contact list of more than one-hundred potential clients, who she has cold-called and followed-up with a personal visit. Some of those people are now regularly sourcing quotes from Service. She is also encouraged to work with existing clients, and gets involved in their day to day service delivery, dropping off jobs and liaising with clients on behalf of the sales team.

What Tim says...

As a manager, Tim says the cadet position is an addition to the regular sales team, so there is not the requirement to deliver the same level of return as others.

He sees the role as all about learning, and especially, developing the ability to build relationships. That ability is the talent that he and his colleagues spotted in Christine, who had spent just nine months in her previous admin role, straight out of school.

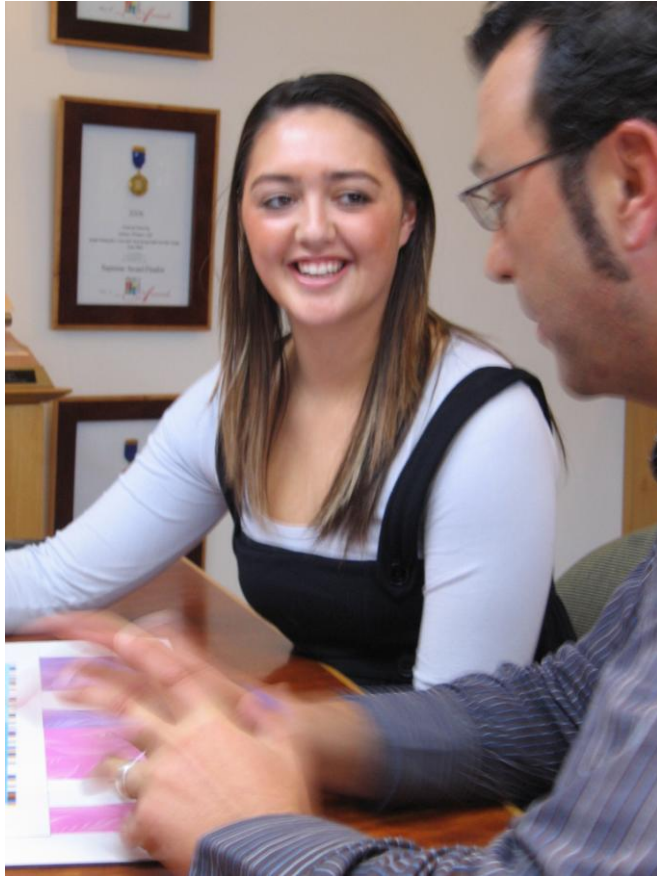
Compared to employing a new salesperson he says putting a need together with an existing employee gave them the advantage of knowing more about what they would be getting. He says that in terms of offering future cadetships, if the right person was there they'd do it again.



Checking out the newest Service Print technology

"If you see a spot you want to fill and see someone you think might be right, and you can identify certain talent – go for it!" – Tim Upton

What Christine says...



Tim talks Christine through a client proof

The hardest thing according to Christine is not always being able to answer a client's question. But Tim has coached her in dealing with those times, and the 'honesty' approach is always the one they take. She'll be back to the client as soon as she's had the chance to check it out with one of the more senior staff.

Christine likes her job, even though she admits she probably wouldn't have thought of a career in sales if she hadn't been offered a cadetship.

And how hard has it been for her to learn about the print industry?

"Every time I learn something there's something more I need to learn!" she says.

But the fact there isn't the same level of pressure to meet financial targets there would have been if she'd been taken on as a junior sales rep makes a difference for Christine – "it's all about learning the ins and outs" is her philosophy.

"I don't even know if this is what I want to do – it's a learning curve," she says.

But in the meantime Tim is confident she's got the right personality and the talent to form relationships that can build Service Printers' client list in the highly competitive print industry.