

Leadership Manual

Presented by:

MMM MARKETING LLC.

On behalf of the Management Team

Welcome to the Team!

Table of Contents

Pg.3 - Company Vision/ Mission

Pg.4 - Leadership Standards and Expectations

Mission/ Vision Statement for Leaders

Responsibilities of a Leader

Leader's Office Schedule

Public Speaking

Types of Meetings

Pg.10 - Training/ Coaching

Training Methods

Teach to Learn, Learn to Teach

Effective Forms of Communication

Impulse Factors

Law of Averages

Types of Trainees

Advanced Performance Training

Power Re-Train

How to APT Yourself

Teaching How to Work Territory Effectively and Efficiently

Zoning

Working T While Training/ Interviewing

Conversations to Have During Training

Pg.22 - Interviewing

Outline and Responsibilities for Conducting Second Interviews

5 Steps to a Second Interview

Second Round Evaluation

Career Path & Management Training Program

Pg.30 - Office Schedule

Pg.30 - MMM Position Advancements

Pg.32 - 5 Types of Interviews

Pg.33 - Mission Statement

THE COMPANY'S VISION

Our vision as a top organization is to promote highly motivated individuals into a management position who show 100% commitment, integrity, character, and camaraderie in a professionally driven environment.

THE COMPANY'S MISSION

At MMM Marketing LLC, we focus on opportunity. An opportunity to surpass our clients' targets through building relationships with their customers. Internally we focus on an opportunity for our team that allows them to maximize their potential and control their growth personally and professionally.

Leadership Standards and Expectations

In the leadership phase of our business, you should focus on duplicating yourself by training and developing other people.

While establishing goals for yourself, you will also be responsible for taking care and creating opportunity for others.

Leaders are proactive by constantly going to others for help and seek out knowledge; they do not wait for it to come to them.

Mission/ Vision Statement for Leaders

I am a leader who is skilled, passionate, and committed with high standards and strong drive to win. Others will say that I balance both successful business results with a genuine interest in people and systems including always treating others with respect.

I am known as someone who can juggle multiple and complex goals in a focused and organized way. I convey that I am clear about my priorities, delegate tasks to our trusted team, people who work with me because we select our team carefully and believe they can be successful in our atmosphere providing the guidance and coaching they need to develop and grow in their roles.

Responsibilities of a Leader

“Leadership is not a position – it is an ACTION!”

Keep track of your agents!

- Use your attitude to excite others.
 - You set the tone of the office.
 - Understanding posi-negs and how to manage both.
- Run business trips – Show the manager your capabilities.
- Interview on behalf of the company – Average LOA for interviews 1/3,
- Teach techniques of the business through impacts.
- Develop others through positive reinforcement – BBB.
- Be approachable and understanding so others ask you for advice.
- Be the promoter of people, leaders’ meetings, rallies, management, etc.
- Teach and train everyone, **not just people on your team.**
- Set the example and be positive role model – in and outside of work.
- Be aware of your actions in the field – understand what can and cannot be taught to others – follow the system to a T.
 - Have a student mentality – ask questions and apply what you learn.
 - Imitate pace setters and people in the positions in which you aspire to be (top leaders, assistant managers, owners, etc.)
 - Be in work every day and on time. **Top Leaders get here by 9:55**
 - Profitability and managing/ saving money.
 - Establish goals and surpass them – **5+ accounts daily is leadership standard**
- Team leadership/ setting the pace for your crew and the office

Leaders Office Schedule

Leaders are expected to be to the office by 9:55 am if they are going to be looked at as a top leader.

The top people in any organization will always be earlier trying to find ways to better themselves (one on one’s).

If a leader is late, you will be given a warning the first time and any time following the leader will be disciplined accordingly. If a leader is given any type of leadership responsibilities, they are expected to be completed (office responsibilities are a privilege).

Public Speaking

As a leader, you will be given the privilege to address groups and speak during meetings. This is your opportunity to develop your public speaking skills and demonstrate to the group the image you have and your potential for management.

Keep in mind, the group you speak in front of, regardless of size, always looks forward to hearing something that they can learn from, encourage reflection, and gain new perspective on different issues and topics. They are your biggest fans and you were selected to speak because your success and insight will help and inspire others. As your audience, they look forward to your message and encourage you to do well.

Office Responsibilities and Meeting Topics (suggestions)

Concentrated Learning/ New Guy Hang Back: Ran for the new guys to get further development on topics that will help them be consistent in the field and get into leadership.

Possible Topics:

- Paperwork
- Working T correctly
- 4 Impulse Factors
- Tracking sheets
- 8 work habits
- Overcoming Rejections
- Product Knowledge

Campaign Meeting: Instructional information, this is the theory of the topic that is going to be most valuable to the group to learn in order to improve the performance of the group. The way it is picked is by looking at the numbers of your group from the previous day and analyzing what 1 topic would improve the day's results.

Possible topics:

- Being a consultant vs a sales rep
- Taking control – of the gatekeeper, decision maker, etc.
- Paperwork
- 4/5/8's
- Handling Objections
- Working smarter AND harder
- Working T correctly
- Rehashing
- Time management and disengaging quickly
- LOA and how to improve it
- Painting the picture on what the customer needs

Drills: Fun, interactive, and practical aspect of the campaign meeting. Drills are usually ran immediately after a campaign meeting and could be considered a way to practice what was just taught. Sometimes it has its own time slots during atmosphere but at times it's just considered part of the Campaign Meeting.

Techniques:

- ***Games*** – use games that everyone has seen implement what was taught.

Examples: Jeopardy, Family Feud, Pictionary, Pyramid, Impulse Baseball, ABC game, Relays, etc.

- ***Horseshoe*** – great drill for listening to how others overcome the same objections, rehash an item, close on a negative, etc. Every person in the group participates without repeating what someone before them said.

- ***Circles*** – People gather in groups to roll play and let everyone participate while learning from everyone else

- ***Lines*** – This allows you to pair people off and face each other to participate, its very easy then to rotate the people by having one of the lines move up one in order to give people multiple perspectives

- ***Partnerships*** – Assign each person a specific partner to practice with. The purpose of this technique is that you can control who teaches whom and you can allow more personalized practice

- **Modules** – Mini groups are formed with a top leader in each group to make sure the information/ message of the campaign manager is clear among the rookie leaders.

Pitch Practice: This is where the whole office gets to practice what was learned today and days prior in a realistic roll play situation so people can learn from others on how to handle specific scenarios in a one-on-one setting so that everyone can get the most amount of practice possible in a few minutes. The idea is that it should be hard and realistic, that the hardest pitch of the day is delivered in the office so people are overly prepared when facing customers in the field.

Possible Techniques:

- **Circles** – see Drill above
- **Lines** – see Drill above
- **Partnerships** – see Drill above
- **Pitch wars** – two people pitch each other simultaneously trying to learn how to not be distracted by exterior situations and learning how to say the pitch without having to think of each word
 - **Pitch Olympics** – teams are created, and one person writes 3 things that another person will be judged on, the rest of the team knows what 3 things are being judged and once the pitch is completed the participant is told what items they were being judged on and gives them the team scores
 - **Pitch Personalities** – This is a fun way to remind people that having fun in the field is a priority in having a good day. Multiple personalities are given and people pitch imitating that personality
 - **Games** – There are a few games that can be used to make this fun but be careful of too many games since practice pitch is supposed to be hard and realistic.

Impact: An impact is a short skit or speech on how the system we teach can be observed in everyday activities. It is ran on what most new guys need to focus on; will not impact everyone but the goal is to impact as many people as possible while delivering an example of something most people have seen in everyday life and can relate to as a successful technique.

Possible Topics:

- LOA
- Any one of the 4's, 5's, or 8's

- K.I.S.S.
- Tight Tracking Sheet
- ABC
- Working T Correctly

*Maintaining Attitude and Rehash are usually not good topics to run as impacts.

We do not focus on rehash with new people until they get good at impulsing customers. And maintaining attitude is a choice, it's not something that can be taught, it has to be their decision to do it or not*

Cycles: This is very similar to a campaign meeting with the only difference being that its topics are ONLY topics that pertain to growth and personal development within the company. We do not want to focus on field topics because that would be considered a campaign meeting. Cycles can also have a drill if the topic allows it but in most instances; it will be strictly theory. Possible topics would depend on the group you were working with.

Games: This is the only time slot that doesn't have any educational information in it. The purpose of a game is to give the whole office some time to come together and to bond as an office and as a team. You can run any games that's fun and appropriate for the whole office and make sure every person, no matter how long they've been in the company, are able to be on the same playing field (that's why the topics have nothing to do with what we teach so there is no seniority during the game).

Possible games:

- Mafia
- Pictionary
- Song Game
- Scategories
- Fun Facts
- Guess Who You Are Through Yes or No Answers
- Pyramid
- Spalt
- Biggest Fan

Training/ Coaching

Training Methods

People train in 3 basic ways:

1. ***Visual*** – Teach the theory, then have the trainee write it down. Example: Rapport building SEE Factors, 5 Steps to the Pitch, Rehash. Have them write the pitch out. Write the rebuttals out; write 5 ways to build rapport.
2. ***Auditory*** – Explain what you're going to do and why then have them listen to how you do it. Then let them do it, repeat it back to you.
3. ***Kinesthetic*** – After explaining it to them, let them explain it back to you then have them apply it.

Teach to Learn, Learn to Teach

Empower your trainee. Once they can explain the 8 great work habits and 4 impulse factors, have them teach in the atmosphere.

Once they learn the 5 types of buyers, have them teach to the next new group in the atmosphere with a Leader in the room.

Teach them to have the mentality to act as if. Meaning they are going to be leader soon and if they are a presence and teaching the system which they just learned they are not only putting themselves ahead, however it is going to reassure they know the system and once they teach and apply, they will start to see consistency.

Effective Forms of Communications

Build Break Build (BBB) – When criticizing use a positive they are doing, then state the error, and then use another positive to end on a positive. You always want to start by building the trainee up. This way the trainee isn't beating themselves up. Once the trainee understands what s/he is doing something right we want to explain what s/he can do better to yield the results they want then build them back up as to how by making the necessary changes it will benefit them in the long

run. The build is very important to make sure the trainee knows they are doing things right. Make sure the build is sincere; don't just make stuff up.

SCENARIO: Trainee is good at building rapport, however, is not sticking to the pitch, therefore losing control.

EXAMPLE: Johnny you are great at getting the customers relaxed and talking to you. You have a natural way about you at building rapport, the area you are losing interest is through the pitch. The pitch is designed to help you take control. It guides you through to the close. We are going to focus on sticking to the pitch. By sticking to the pitch, you will find you are more confident and will close the DM's you are pitching. Continue building rapport and stick to the pitch and you will see the result you are looking for which is closing apps and making money. Keep in mind everything we do whether running a meeting or doing interviews, we use the 5 steps to a conversation by learning to stick to the pitch, it will help you in all aspects of our business as you are working your way up into management.

Feel Felt Found (FFF) – Relating to the person you are talking to. Most people can adapt and manage if they know other experience the same situation and have overcome it. “I understand how you feel, believe me. I felt the same way, but I found if you do this you will get through it.”

SCENARIO: Trainee is getting frustrated with a lot of objections when s/he gets in front of the DM.

EXAMPLE: Johnny, I know how frustrated you are that the rebuttals do not come naturally. I remember my first week of training. I felt I would never get as smooth as the person who was training me. However, I found that the only way I would ever get as good and smooth with the rebuttals is by getting as many objections as possible. With repetition and practice, I found I finally yielded the result I was looking for which was naturally overcoming any objection given to me.

Impulse Factors

Fear of Loss: The Now-or-Never impulse. Fear of losing out. You want to use fear of loss on your trainees so that they understand that if they don't learn the information, they won't do well in the field and will lose out on this opportunity.

How to use it: “You have to learn to build rapport before I can teach you further into the pitch. If you don't learn it, then the rest will not make sense. Let's try again.”

Sense of Urgency: The “my time is as valuable as yours” impulse – managing time wisely. You want to use sense on urgency on your trainee so that they understand that managing their time and understanding that each day they have limited time to maximize their skills. By getting good at sense of urgency, they will do well and be consistent in the field and won't lose out on their opportunity.

How to use it: “You have to learn to qualify quickly and know who to spend time with. If you don't learn this, then you will spend time with the wrong type of business and miss out on the next business who is able to order. So remember, your time is just as valuable as the DM you are speaking with. If they are not qualified, move on.”

Jones Effect: The “Everyone else has been successful with this system so if I follow their advice, I will be too” – Also can be used as “I don't want to be left out.” While training, verbalize that the areas you are focusing on for the day are areas all trainees must learn to be successful at our business. Verbalize the fact that those who do well are those who put in the extra effort of learning the skills and not being afraid to make mistakes. They are skills that helped them get further ahead and to set themselves apart from the rest.

How to use it: “Today we are working on overcoming objections. The only way I can see you getting good at the objections is by allowing you to overcome them and make your mistakes while I am here with you. The way Scott got ahead was he put himself in front of the DM's and never allowed himself to shy away from

objections, he was willing to make mistakes with me and got really good at overcoming objections which helped him be successful when he went solo.”

Indifference: The “this is your opportunity. I am giving you the skills and time” impulse. You meet half-way, “I will give you the tools to be successful.” – Being a consultant. While training, the trainee needs to know we care about his success, just as much as s/he does. If he is applying all that we teach and train him to do to be successful, I will give my time.

How to use it: “I have explained to you why it is important to say the pitch verbatim. You are choosing not to stick to the pitch. You can continue to do it your way or do it as trained. Either way, you are determining how successful you will be once solo.”

LAW OF AVERAGES WITH TRAINEES

It is important to understand the **Law Of Averages (LOA)** while training for a few different reasons:

- It takes the pressure off of ourselves and places it onto the system. It takes the emotion out of the equation and makes being consistent something you can control.
- From day one training explain how LOA works on the field; talk out loud how many doors you have to see to yield qualified doors to yield DM's. Explain what the national averages of DM's to closes is. Also explain, to really know your true LOA you have to figure it out from a full week.

Explain: OK Johnny my goal is to close three accounts today. The way we are going to do this is by seeing at least 40 doors. My LOA is, I can close 3 out of 4 doors in order for to this I know for every 10 doors I will see 6 qualified and out of those 6 qualified I will see one close, I know I can't close three in a row so for me to give myself the chance to close 3 I have to see 40 doors. Once 2:30 hits and I only have 1 application, I look at my tracking sheet have Johnny tally how many doors we have seen if it is low for ex. below 20 doors, then I let him know that we need to pick up the pace if we are going to hit our goals.

Now LOA works the same in pitching doors as it does in training. Identify your LOA on how successful you are at training by keeping track of how many trainees you have trained and how many have made it out of training. Realize that not everyone will make it out of training; however, the more practice we get at training the more will make it out of training.

When explaining LOA to the trainee use a real life scenario to help them understand.

Example of how law of averages works: Basketball: If I have never played basketball before and they place me at the free throw line and give me one shot. what are the chances I will make the shot? Very low, however if they gave me ten balls and ten shots how much do my chance increase? 10 times, if 50 balls and 50 shots how about then? Exactly 50 times the chance of making the shot. Same as knocking door to door in order to give ourselves a better chance at closing we need give ourselves more opportunities at making on by knocking as many doors as we can handle. National average is that for every 3 DM's (Decision Maker) we see at

least one will close. For apartments, generally, out of every 6 we see one will be a DM, so with both of these averages in consideration we must see 60-80 homes in order to close three but remember these are averages for beginners with little experience.

TYPES OF TRAINEES

Friendly- These people are easy going and usually have a great student mentality. When training a friendly trainee, we need to make the training fun, get them involved in all aspects of the training.

- A. **How to train them:** They do not care how much you know until they know how much you care. They will work with you and have blind faith in you because they like you. Build a lot of rapport with them and try to avoid criticizing them much.
- B. **Common issues:** They have a hard time disengaging, KISS (Keep It Short & Simple) when dealing with rude customers. They usually have difficulty taking control, using a sense of urgency and Fear of Loss.
- C. **Things to avoid while training them:** Getting frustrated, criticizing them too much and expecting them to be able to take control immediately.

Rocket Scientist: This person is a very detailed individual, they need to understand the whys behind everything and this type of trainee tends to be very organized. As long as it makes sense they will apply and tend to do well once solo.

- A. **How to train them:** SACS stop answer all their questions and make sure when you are teaching them that it makes sense, keep a positive attitude. Explain and teach by keeping it short and simple, answer all questions directly, then let them apply what they've learned.
- B. **Common Issues:** They take everything literal; they tend to have a hard time maintaining their attitude. They tend to use all of their bullets, have a hard time sticking to the pitch, and overly complicate everything that could be simple. They struggle with ice breakers and building rapport. Indifference is not their strong suit.
- C. **Things to avoid while training them:** Getting frustrated, downplaying areas they are struggling in, they want no sugar coating, tell me what I need to do to fix areas needed to improve on and I will do it. You will need to be patient with them while they are developing the skills of Building Rapport and Breakers these will not come naturally.

Adamant- This type of trainee wants to consistently know what's in it for me. They are very strong-willed individuals and have strong feelings on everything. With them explain the whys so they see how it benefits them.

- A. **How to train them:** Empower them, once they understand concepts they will be quick to attempt it. They need more trial and error; however once they

see success in what you've taught they will continue to do what you teach them. They are confident people and if possible keep everything you explain short and simple, no fluff. Be blunt and to the point.

- A. **Common issues:** Their biggest issue is learning how to KISS; they tend to want to explain everything. Also using ice breakers and building rapport is not their strong suit. Taking control is an area they struggle with until they see, for themselves, that it works. They usually have a hard time using indifference with customers.
- B. **Things to avoid while training:** Letting them stray from the pitch, allowing them to get away with not using ice breakers and building rapport. Allowing them to make excuses as to why they did not rebuttal as much or go to close. Be patient as taking control will take a little longer to perfect.

Partner: This type of trainee tends to be very smart and has a great student mentality. They are great listeners and tend to be extremely easy to train. The system makes sense and creates stability in their mind, so they rely on it a lot. While training this person relate and use real life examples as much as possible.

- A. **How to train them:** Suggestive approach works well with partner trainees. Build a huge personal relationship with this type of trainee, the more they understand the quicker they will apply the information.
- B. **Common issues:** They tend to be very empathetic with their customer, so taking control is very difficult for the partners potential buyer. They tend to have a difficulty overcoming objections and taking control because the trainee feels he is being too pushy when closing. They also have a hard time using fear of loss.
- C. **Things to avoid while training:** Frustration, letting them get away with not closing or taking control, empower them to be able to approach doors on their own so they are confident in their ability to be successful. Understand that for them using fear of loss will be a skill that takes a bit longer to perfect.

Shopper: This type of trainee tends to analyze everything. They've usually had a lot of experience and are sharper than the average person so at times they seem over confident. For this trainee things need to make sense and they need constant reassurance of their progress to perform to the best of their ability.

- A. **How to train them:** Empower them, play off their strengths, allow them to venture further in the pitch, remember to Read Relate and Relax as long as they understand and feel that you are confident in them that they will be more apt to venture further and push themselves to success.

- B. **Common Issues:** They have a hard time KISS(Keep It Short a& Simple) and taking control. They will test the limits on how far you let them stray from the pitch and system. This person tends to have a hard time imposing and wants to constantly set up appointments. They also have a hard time disengaging and a spending QTQP and a Sense of Urgency.
- C. **Things to avoid while training:** Letting them get away with not using the system, allowing them to become appointment settlers. Understanding and being patient with them that taking control and closing will be a weakness, as well sense of urgency.

ADVANCE PERFORMANCE TRAINING

Make sure to set expectations on how apps and money will be split for the day.

Who- all consistent people pulling 2 or 3 apps daily but want to step it up to get 3-4 or they are looking to get better at rehashing.

Examples:

- New people at the end of 1st and 2nd week (on day 3-5)
- Leaders wanting to learn to train or interview after they have had practice

Where- in the individuals territory- They drive (unless its an APT on training then together they decide which T to go to)

Why- Increase the production

- Round off the training for new people
- Increase recruiting and training ability

How- Observe them for the first 2hrs or 15 doors (whatever happens first), then talk to them about what you see that they do different than you, then show them how to do it in the next 3 doors and then repeat the first step of observing them again but now only for 5 doors or 1hr. and give them feedback. Repeat steps all day.

POWER RE-TRAIN

Make sure to set expectations on how apps and money will be split for the day.

Who - People who do not produce on the field for 2 consecutive days?

- Leaders who do not produce trainees
- Leaders who do not consistently hire their interviews

When – As soon as the goals are set to earn the retrainees are met

Where – In the individuals territory- They drive

Why – To identify the missing link and get them back on track

How – Observe them for the first 2 hours or 15 doors whichever comes first, then talk to them about what you see that they different than you, then show them how to do it on the next three doors and then repeat the first step of observing them again but now only for 5 doors or 1 hr, and give them feedback. Repeat steps all day.

HOW TO APT YOURSELF

It is not always viable for another leader to APT you if there are a lot of trainees or interviews that need to be taken care of. In these situations you want to learn how to APT yourself. When a person is struggling in the field that means that they aren't correctly implementing 1 or more parts of our system (4's, 5's or 8's). I find that if I honestly use these steps as a checklist and go through each one, rating myself on how well I implemented it that day, that I can usually pinpoint exactly what I need to work on the next day.

Example: What is the result I am looking for, closing 3 apps versus 2? What is the average number of doors I see in a day, if it is a low number than ask yourself is the reason it is low due to the fact I am not disengaging, taking control, or utilizing sense of urgency. Once you identify focus on become turning that weakness into a strength. Example disengaging – QTQP, taking control going to closing statement with confidence, SOU remind yourself your time is as valuable as the customer.

Accountability- Explain to manager, leader or another leader in the office what it is you will be focusing on and what result you are looking for, for that day. Have a leader hold you accountable for the changes you've set out to make, because they tend to be things you don't want to do or aren't good at... hence why you need to work on them.

Teaching how to work territory efficiently and effectively

Working territory correctly and making money while training tend to be 2 of the biggest challenges that leaders deal with in the field so we wanted to take a little time to explain how to organize your time while still being an efficient leader so you can avoid dealing with this issue.

There are 4 types of doors in a day:

Callback- Have spoken to the Decision Maker (DM), for whatever reason they were unable to sign up with our service today, they ask that you come back on a specific time and a specific date.

Fallback- Have spoken to DM and they didn't have the time initially. These customers are mistaking a lot because they have asked you to come back so we think they are interested.

Loop Door- Spoke with a gatekeeper, not a DM, the business was closed or locked, was given no chance to give a full presentation to a decision maker.

New Doors- This is a door you've never pitched anybody in before. If you went to the house previously but no one was home, it is still considered a new door the next time you go back because you haven't pitched anybody in it

ZONING

Always work tight and to the right and to the left and around so that you don't miss any consumers. General rule of thumb work 2 blocks east to west, and 2 blocks north to south. So that all callback, crawl back and lap doors are in same area, this also helps you to avoid driving a lot.

INTERVIEWING

Outline and Responsibilities for Conducting Second Interviews

A. Requirements to qualify for an interview:

1. At least \$100 personal profit.
2. Consistency on the field.
3. On time and efficient with office responsibilities
(Remember taking out an interview is a privilege)

B. When you earn an interview:

1. BE PREPARED!!
 - a. **Dress the part** (Your image reflects our companies professionalism)
 - b. Invest into your business (Cover any expenses incurred with interview)

C. Reviewing the resume:

1. Identify the interviewee's start date.
2. Look for possible "hot spots" & things in common
 - a. Sports – competition driven
 - b. Travel
 - c. Clubs (ex. Greek org., Student government, non-profit)
 - d. Previous Employment
 - e. Recently Moved
 - f. Money Motivation
 - g. Advancement Motivation
 - h. Recent College graduation

D. Interviewing Pitch:

1. 5 Q's
 - a. Qualify candidate – 5 questions
 - b. Qualify Yourself
 - c. Qualify Direct Marketing – face to face / MMM Marketing LLC
 - d. Qualify Client
 - e. Qualify Career Path

(Just like one the field you have to stick to your pitch)

(Consistent effort yields consistent results)

E. Offering Position:

1. The “rehash” phone call (Refer to Training Section/ Conversations to have).
2. What to Bring and Expectations for new hire paperwork and orientation.

5 Steps to second interview

1. Intro – Icebreaker, while you’re walking from the office and when you first sit down, ask about family, friends, where he/she is from?
2. Short Story – 5 Q’s
 1. Qualify candidate – 5 questions
 2. Qualify Yourself – Your story, why you started, what you like
 3. Qualify Direct Marketing – Face to Face / MMM Marketing LLC
 4. Qualify Client – Star Energy
 5. Qualify Career Path
3. Presentation – Breaking down the career path
4. Close – Closing questions, bringing “closure” to the interview
5. Rehash – Explain the next step of the interview process.

1.Introduction

Icebreakers- Where are you from? How was your weekend? How is your week going?

Congratulations on being invited back for a second round interview. I know management interviews a lot of candidates so you must have impressed them to be invited back. I’m sure you have a lot of questions; I know I did on my second interview.

Here is the structure of this interview:

1. The first part of the interview will be for me to find out more about you, work experience, education, background etc.

2. Then I will tell you a little about me, where I came from, why I chose this career and what my goals are.
3. After that I will tell you more about our industry, why we are growing and why our clients love to work with us.
4. Then we will get to the most important part, and the main reason why we brought you back today, I will go over our Management Training Program and the career path that's offered here.
5. Finally we will wrap up with a few managerial questions and any other questions you have for me. Also, I have set aside time to discuss compensation and benefits.

Review their resume and ask:

- Preferred name (It will usually be circled)
- What made them apply? What about the Ad caught their eye?
- IF offered the position, what is their first start date?

2.Short Story

1. Qualify your candidate: 5 Questions

This is where you create conversation, small talk and really get to know the candidate. Ask deeper questions and have fun.

- (1) Why did you leave or why are you leaving your current position?
- (2) Why are you interested in the marketing and sales industry?
- (3) What interests you in MMM Marketing LLC.?
- (4) What transferable skills have you gained through past employment that will help you in marketing?
- (5) What is most important to you in a new career?

2. Qualifying Direct Marketing:

Tell me what you know about MMM Marketing LLC. so far?

INDERICT VS. DIRECT MARKETING (Value we bring to our clients)

- Are you familiar with the difference between direct and indirect marketing?

- **Indirect Marketing is the commercials, billboards and radio ads etc.**
 - **Indirect Marketing is a high risk investment and is very difficult to measure the return.**
 - **Indirect Marketing is used more for brand recognition because it doesn't really tailor to a specific customer.**
- **Direct Marketing. (Telemarketing, direct mail, email, face to face)**
 - **Now, how effective do you think telemarketing is? (72% of America is on the do not call list)**
 - **How effective do you think direct mail is? (less than 1% return)**
 - **Email: Junk/Spam folders are there to avoid these type of marketing strategies.**
 - **Face to face interaction: This is what we do. Why do you think we do face to face? (Regardless of what they say – build their confidence and say perfect)**
 - **We do face to face because its**
 - **Easier to develop a relationship**
 - **Educate the customer and clients**
 - **Build trust**

Are you familiar with outsourcing?

- **Large companies hire someone/smaller company to do something for them**
- **We specialize in face to face interaction, so large companies hire us to do it for them**
 - **Already trained and knowledgeable**
 - **They'll get a faster return by hiring us instead of trying to figure it out on their own.**

Our target is the residential market in the greater Columbus, Ohio area.

3. Qualify Yourself:

- **Where you'r from**
- **Sports or activities your involved in**
- **College (where/major)**
- **Brief on previous employment**

- **Why you started**

4. Qualifying Your Client

De-regulation:

- **This is where the state government steps into an industry and removes the monopoly from the industry.**
- **You can choose: Coffee, Pizza, Cell Phone Service**
 - **Now consumers and business owners can choose who they use for their natural gas as well as their energy supply**
- **This is where our suppliers comes in**

CLIENT (Value our clients, bring to our customers)

- **Our suppliers are some of the largest energy supply companies in North America.**
- **Our supplier utilizes many forms of indirect marketing and have not seen the penetration or return on their investment that they desire, that's where we come in.**

3.Presentation

- **Working with energy supplier is a very small part of what we do. I am here for the career path and experience. I get to work with great people and get to be apart of a fast-growing company that will work with many high-profile clients. So learning the fundamental skills of sales and marketing is essential for me to learn how to become a great manager, leader and even an entrepreneur.**
- **Explain the Career Path *Reference breakdown sheet.**
- **Do you have any other questions for me or was that straightforward?**

Now, I want to tell you a little more about our company culture.

A big part of our company is giving back to the local community. It shapes our character as individuals and it shapes the character of our company. Any

time we are in a position to give back, we are all for it. Some organizations we have worked with include:

- Salvation Army
- Leukemia & Lymphoma society.
- Habitat for Humanity.
- Restore the Shore.
- Operation Smile.

We also believe in the spirit of healthy competition. Some competition we have thrown have resulted in:

- iPad or tablets
- New suit bonus
- Visa gift cards
- Travel opportunities
 - I've had a chance to travel to different parts of the country (Boston, Nashville, Atlanta, Dallas, L.A.) to attend conferences where I was able to develop both personally and professionally.

Final Question: As a company we invest a lot into our people. That investment requires a lot of time, energy, and money to ensure each candidate becomes successful. So my last question to you is why should we choose to invest in you?

4.Close

Great.

Now we have some very difficult decisions to make today. I will be giving an evaluation of the interview to the hiring manager and they will be deciding who to offer a final interview to.

We will be inviting candidates back for that based on today's evaluation and references. Do we have your permission to contact your references?

Great! Depending on how soon we are able to get a hold of references, we will be making our decision by sometime this afternoon.

2nd Round Evaluation

Date ____ Interviewer ____ DOA ____

1. *Qualify Candidate - 5 Questions*
2. *Qualify Yourself - Your story, why started, what you like*
3. *Qualify Direct Marketing – face to face / D2C*
4. *Qualify Client*
5. *Qualify Opportunity - Lunch Time Break Down*

Qualify Candidate – 5 Questions

1. *Why did you leave or why are you leaving your current position?*
 - a. Rating 1 2 3 4 5

 - b. Notes

2. *Why are you interested in the marketing industry?*
 - a. Rating 1 2 3 4 5

 - b. Notes

3. *What interests you in MMM Marketing LLC?*
 - a. Rating 1 2 3 4

 - b. Notes

4. *What transferrable skills have you gained through past employment that will help you in marketing?*
 - a. Rating 1 2 3 4

 - b. Notes

5. *What is most important to you in a new career?*

a. Rating 1 2 3 4

b. Notes

Schedule for Office Training Monday - Friday

Monday- Cover Fraud / Practice Pitch / Go over expectations for those living in rep houses.

Tuesday- Practice handling objections and rebuttals / Practice closing a deal.

Wednesday- Go over how to login into the Hoolie portal and how to look at daily sales / Go over registration app, ex: TPV, EMERIOS etc.

Thursday- Review the qualifications required for moving up in Leadership / Emphasize the importance of recruiting and strategies for recruiting effectively / Breakdown the new 401k and health insurance benefits.

Friday- Practice and fine tune everyone's pitch / Teach the importance of the deregulation law.

MMM Positions Advancements

Agent- Entry level positions expected to listen to more experienced agents and to retain the information learned from them.

Senior Agent- More experienced sales agent with deep knowledge in sales. Senior agents are expected to work with little to no management.

Team Leader- A team leader is like a senior agent but they go out of their way to help other agents and guide newer ones. Preparing to become management.

Manager- A manager has a team of reps between 3-5. Managers are expected to take care of their reps and ensure they have all they need to work and be successful.

Office Manager- An office manager like a manager has to take care of multiple reps. The only difference is they have a lot more people to manage. An office manager is expected to have their reps closing a certain amount of sales weekly. They must have the potential to run an entire office on their own.

Company Advancement Pay Scale

Agent-	40/40
Senior agent-	40/40
Team leader-	50/50
Manager-	50-60 + Difference in pay for overrides
Senior Manager-	60-70 + Difference in pay for overrides
Office Manager-	80/80 -100/100 + Difference in pay for overrides

Dress Code

Khaki pants only no rips or distress.

NO jeans holes, rips or tears.

No t-shirts unless work t-shirt, work polo or dress shirt.

No holes in shoes.

No branded ball caps only supplier branded ball caps

Type of Interview	Characteristics
Friendly	Easy going, talkative, office environment, personal relationship is important, want to enjoy what they do for a career, will have no problem chatting with businesses, want to know the whys and will ask you to pre-empt the position, “knowledge is power”
Rocket Scientist	Detailed oriented, asks a lot of questions, brings notebooks, ask about reimbursements, want details on advancement, will ask you about the sale in the busi
Shopper	Have other interviews lined up and they are all different industries, on the fence, will mention ways to improve our system or training, will talk about their ‘old job’ a lot, “The grass is always greener” .
Adamant	They observe and then they speak, they are interviewing the company, questions on how you get paid, they want to be in control, image is important, skeptical but like that it is performance based, “I control my opportunity”
Partner	Care about what they’re loved ones will think about their position, concerns will be commissioned based, will ask questions that might be concerns for their loved ones, like the challenge, like that we provide training, if you don’t care about the no’s on the field they won’t, “United we stand is their mentality”

Note: *Just like in the field, you have 5 types of interviews and have to learn how to identify them. Once you have identified the type of interview you have taken out, then you can learn how to adapt to them and “paint the picture” of the business*

around them. It is important that you learn to recruit all 5 types because the next aspect in Leadership is learning how to train all 5 types of people.

MMM Marketing LLC. is a leading outsourced sales and marketing company in the business-to-consumer market. Indirect channels of marketing, such as TV ads, Radio ads and direct mail, have created a personal gap between the product and the consumer. Our firm bridges this detrimental gap by building lasting relationships through in-person contact with consumers. When compared to other forms of marketing, the benefits are invaluable.

Through the use of courteous, professional and service-specific presentations we create a positive and lasting impression. Our approach enhances brand loyalty, which translates into increased revenues and long-lasting success.

Mission statement

At MMM Marketing LLC. We focus on opportunity. An opportunity to surpass clients' targets through building relationships with their customers. Internally we focus on opportunity for our team that allows them to maximize their potential and control their growth personally and professionally.

As our client list continually expands, so does the demand for our services and the need for leadership. For this reason, we have created a leadership development program through which our sharpest people quickly ascend the corporate ladder and begin a rewarding career built on sound business principles. The following types of training provide all employees with a dynamic education in sales and marketing that facilitates both personal and professional growth.

Comprehensive Training

The future success of MMM Marketing LLC, depends on you exceeding career goals that you never thought possible. We don't expect you to have refined management skills when we bring you on board. Your talent is intrinsic but we believe some of the most necessary and useful skills can be taught. Initially, you

are hired for your talent and potential, Then, the pressure is on both of us to make sure you are getting the training that will make you the razor sharp partner we know you can be. We approach this challenge from several different angles while training each day.

In Office Training

We provide morning training sessions everyday. These meeting are not only used to teach specific skills, but they are also used to get everyone positively charged up for the day ahead. There are classroom sessions for all levels of management to make sure that our entire staff continuous to develop and meet their professional goals.

Practical Training

Every executive and manager at MMM Marketing LLC. started as an entry level representative and has grown through our ranks. They hold a wealth of knowledge about the challenges you'll face, and they understand fully the value of mentoring and its impact on personal growth, At MMM Marketing LLC. managers do not operate behind closed doors, Instead, they are right there coaching you and are always available to provide on-the-spot training and advice when challenges arise.

Development Program

Through years of trial and error we have honed in on the development path that leads to career success. We have mapped it out, We provide you with self-assessment tools and career timelines to chart your progress. You will never feel the pain of career stagnation. You'll always know where you stand, and you will always know what you need to move ahead.

Fast Track Career Growth

We put all these training programs in place for a reason and it is not only to help you reach your professional goals, but to build the future of our company. We are running a business after all. The business we are running is a true meritocracy. Simply put, when you develop and perform well, you advance. Our people advance- without exception- based purely on the results they generate for the business. Age and tenure are meaningless measures at MMM Marketing LLC.

Why Join Our Team?

It is not an accident that our company consists of some of the most fun and ambitious men and women around central Ohio, they were given an opportunity to work their way up from the bottom and they succeeded, being careful not to ignore the lesson along the way. The people who are successful here have been self-reflective, have developed great habits, have taken advantage of the experience of their mentors, and have made the most of the tools available to them.

At our core there's a simple belief: **Teams outperform individuals.** It's nothing that shocking, especially if you ever been involved in sports. Great leadership wins championships. Great preparation coupled with great habits equals great results.

These beliefs combined with genuine desire to do our best have made us one of the fastest-growing, most successful companies in the highly competitive outsourced sales and marketing industry.

We Are Unique

Most organizations are built on a every-man-for-himself model. Even in a large company, everything is a solo deal. We are different. We know that teamwork pays off. No one succeeds alone. We know that our success is dependent on finding and developing solid team players. That is why we focus our own recruiting on identifying those with the inherent qualities to succeed: discipline, commitment, character, and personality.

We look for the right type of person (who may or may not have experience), and then introduce personal and professional leadership principles to further their career.

The result is success, and for a simple reason: our employees are continuing to learn and grow. If you're the kind of ambitious, energetic, charismatic pro we believe you are, you can be very successful here, too.

Life at MMM Marketing LLC.

We are a company built around relationships. Putting people together with a plan to achieve their goals is what we do. Working here, you will develop an appreciation for discipline and following through, and you will work hand in hand with the best trained go-getters around. Along the way you will develop great working relationships with your team.

It is not uncommon to find yourself dining out with your coworkers after a long day of work or even grabbing a coffee in the morning with your mentor to plan your day. You can find many of our employees at the gym in the morning or even volunteering on the weekends. Love what you do and you will never have to work another day in your life.

Benefits

We all want to succeed in life as much as we want you to succeed in business. Your hard work is appreciated. At MMM Marketing LLC., recognition goes far beyond great earnings. We provide benefits that give you the means to a healthy lifestyle and the flexibility to meet your changing needs. Below are the benefits and perks that show you how much MMM Marketing LLC. appreciates our employees and the work they do every day.

Eligible employees enjoy the following....

PAY FOR PERFORMANCE

The more you achieve, the more you earn. MMM Marketing LLC. employees choose to be compensated by using the pay-for-performance plan (commissioned determined by services sold + bonuses). Due to the entrepreneurial nature of the plan, it truly has no ceiling. Employees can and do earn as much as their hard work and innovation dictates. If you have a great work ethic, self-motivation and the ability to think on your feet, you can earn an income in 2-3 years that would take 10 years to earn anywhere else. If you've got what it takes, there's really no limit how far you can go.

All employees receive performance incentives.

Ultimately, any career boils down to your ambition. That's why we provide some of the most comprehensive and effective leadership around. With it, you'll develop

universal skills that will provide value in your career at MMM Marketing LLC. and beyond.

LIFE COACHING

Our busy lives are constantly changing. Wouldn't it be nice to get some tips on how to better meet life's daily challenges? Whether you are dealing with a change in the workplace, transition from college life to the "real world", or struggling with an emotional concern, MMM Marketing LLC. provides coaching that can make the difference between "settling" and enjoying an abundant life.

TRAVEL OPPORTUNITIES

Several times a year, you may be invited to join your managers in an off-site retreat. These sessions provide focused leadership training. They're often scheduled in coordination with the big, company-wide social events we hold throughout the year. The Bahamas, Cancún, Las Vegas, San Juan, Miami, and Scottsdale have been popular destinations in the past.

CAR

We provide performance gas and transportation incentives to all of our full time employees.

CONTESTS AND OTHER PERFORMANCE BONUSES

At MMM Marketing LLC. we say thank you to the commitment and dedication of our employees by providing extra ways to earn incentives such as gift cards, weekend trips or even tickets to watch sports games,