

Staffing Structure

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The winning continuing education units operate their contract sales division separate from their open enrollment division. Resources such as instructors and curriculum, and operations support such as financial reporting, purchasing and so on may be used by both, but since contract sales is selling clients and open enrollment is selling students, the sales and marketing strategies are different.

The contract sales structure evolving includes sales staff, product development/management staff, operations staff, and inside sales staff. If large enough, the contract sales division would have a director. If it were not large enough, the director would most likely be the sales staff or product development/management staff.

Some contract sales division staff structure tips:

1. Director, if not the sales or product development/management staff, should spend 50 percent of his/her time out of the office generating opportunities.
2. If sales staff need to generate on average twelve times their salary, they cannot be immersed in the day-to-day, thus should sell contracts but not be responsible for implementation.
3. Although sales staff needs to do cold calling, inside sales staff can be responsible for generating leads and setting appointments. The more sales staff is meeting with clients instead of trying to generate leads, the better.
4. Contract sales divisions should be doing promotions, such as eMarketing, social media, events, articles and blogs, and so on, and this is best done by inside sales staff.
5. When sales staff open the door with a client and do a high level “pain/gain” needs assessment, product development/management staff should scope out the contract requirements with the client. This may require utilizing subject matter experts, but hopefully the sales staff can move on and open more doors and not take on the responsibility off scoping the client’s needs.
6. Product development/management staff provides sales staff what they need so they can price and close the contract. Product development/management staff should not be involved with pricing and closing.
7. Once a contract is closed, product development/management staff should manage the curriculum development if needed, as well as the implementation. For many of the tasks, such as ordering materials, lining up instructors and so on, the operations staff can help out.
8. After the contract is complete sales staff should do a quality assurance visit in an effort to get new contracts and/or referrals.



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