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Issue 17

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Non-Competition & Non-Solicitation: Protecting Your Business from Departing Employees ■ The Struggle to Sustain Youth Employment ■ Staying Ahead of the Competition ■ An Intensification of Competition ■ Fostering a High Performance Sales Environment

COMPETITION: A driving force





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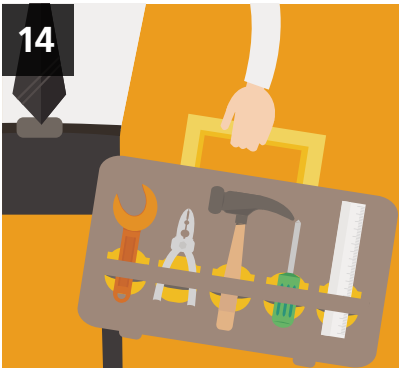
Contributors



Feature
Non-Competition & Non-Solicitation: Protecting Your Business from Departing Employees
By Jennifer Heath, B.Sc., LL.B.



Interview
The Struggle to Sustain Youth Employment
With Liza Calhoun



Marketing
Staying Ahead of the Competition
By Shalini Mitchell



Economics
An Intensification of Competition
By Peter Andersen, PhD



Interview
Fostering a High Performance Sales Environment
With Paul Mann

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Editorial

“The power to lead your company and career towards the finish line is in your hands.”



Sandra Hokansson
President and Country Manager
Adecco Employment Services Limited

STAMINA, AGILITY AND SKILL ARE what set great athletes and great companies apart from the rest. With the 2015 Pan American and Parapan American Olympics headed to Toronto this summer, the city is buzzing with anticipation over the arrival of 7,000 athletes from across Latin America, South America, the Caribbean and North America. These skilled competitors will put years of training to the test in an arena to demonstrate the power of competition. In light of these events, we’ve asked industry professionals to guide a discussion on competition in the workplace and the systems in place to establish dominance in an industry or profession.

What separates the top dogs from the rest? What pressures are you faced with to perform? How important is it to be a thought leader in an industry? These questions are guiding our discussion on the topic of competition and will be answered through expert advice sharing insight into a wide range of industry demands in the fields of economics, legal, marketing, HR and more.

We’re pleased to present articles from Marketplace Events, Bell Aliant, and new graduate Liza Calhoun who will discuss the ways competition has influenced their business and careers while they’ve battled it out in the workplace. In addition to these contributors, Rubin Thomlinson LLP will go over the steps to take in order to protect your businesses from solicitation and competition from past and present employees, and economics expert Peter Andersen has prepared a thorough report on the state of economy due to competitive business trends.

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Are you ready to read this edition of *Lead*? On your marks, get set, go!

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one career at a time.

Contributors



PETER ANDERSEN, PHD Economic Forecaster
Andersen Economic Research Inc.

Peter Andersen is an independent consulting economist specializing in applied economic forecasting. He obtained his doctorate in economics from Harvard University. Peter provides strategic economic advice to management through boardroom meetings, video conferencing, economic reports, email commentary, and telephone calls. He is a regular keynote speaker at industry conferences in Canada and the United States. In addition, Peter taught financial economics as well as money and banking at the University of Texas at Austin from 2001 to 2010.



JENNIFER HEATH, B.SC., LL.B. Associate
Rubin Thomlinson LLP

Jennifer Heath is an associate with Rubin Thomlinson LLP, a boutique law firm specializing in employment law and human rights issues. Jennifer represents employers across various industry sectors and is well-versed in current employment case law and statutes, but is also sensitive to the practical impact of the law on her clients and their employees. Her skills include drafting employment and independent contractor agreements, non-competition and non-solicitation agreements, termination letters and workplace policies. During her seven years of practice, she has conducted numerous mediations and hearings relating to issues such as wrongful dismissal and disability.



SHALINI MITCHELL, B.A. Marketing Director, Canada
Marketplace Events

Shalini Mitchell is a seasoned marketing veteran with over 15 years of industry experience under her belt. As Marketing Director of Canada, Shalini is responsible for overseeing B2B and B2C event marketing deliverables for over 10 shows across Canada which includes: traditional and digital advertising, social media campaigns, public relations, strategic development, sponsorship, sales, contract development and negotiations and partnership management. In 2002 Shalini began working for Foote, Cone and Belding on their HGTV account which is where she discovered her passion for marketing home and garden events. For the past 10 years, Shalini has honed her skills and delivered superior results for Marketplace Events, the leading home show producer of home and garden events in North America.



PAUL MANN, B.B.A. Director of Sales - Consumer and Small Business Markets
Bell Aliant

Paul has been in progressive roles in telecom and IT sales for 20 years. Spending most of his career in Business Market sales, he was asked to lead sales efforts in the residential space at a time when Bell Aliant was investing in a new Fibre-to-the-Home network called FibreOP. He has helped build Bell Aliant's sales capacity materially over the last four years. Paul leads the strategic sales planning exercises at Bell Aliant and runs its field sales, retail, online and outbound contact centre sales teams.

ACKNOWLEDGEMENTS:

We'd like to thank Liza Calhoun for agreeing to be interviewed by Adecco for this edition of Lead magazine. Liza is currently an undergraduate student at Trent University pursuing an Honours Bachelor degree in Biochemistry and Molecular Biology. In the summer of 2014, Liza was placed at the Nestlé confectionary plant where she worked as an intern on the Product Application Group (PAG) team for the Nestlé assembly line.



NON- COMPETITION & NON- SOLICITATION:

Protecting your business
from departing employees

By Jennifer Heath, B.Sc., LL.B.

Contingency planning is an essential aspect of long-term business growth. An often overlooked part of contingency planning is the impact of employee departures on a business' long-term success. Specifically, employers should consider the following: would there be any harm to the business if a key employee resigns and then sets up a competing business or solicits major customers? If the answer is yes, then the employer must determine whether it can restrict the employee from engaging in competitive post-termination activity and, if so, how to restrict such activity.



THERE ARE A NUMBER OF factors an employer must address when enacting post-termination restrictions (aka restrictive covenants), which affect the utility and enforceability of those restrictions. Below, we have summarized the following:

- What are restrictive covenants?
- Identifying the most common types of restrictive covenants
- Judicial scrutiny of restrictive covenants
- Increasing the likelihood of enforceability

What are restrictive covenants?

Undeniably, an employee owes a duty of loyalty to his or her employer during employment. Restrictive covenants impose limitations on an employee’s activities after employment ends. Unlike the duty of loyalty, restrictive covenants generally require an explicit agreement between the employer and the employee.

Identifying the most common types of restrictive covenants

The most common types of restrictive covenants are as follows:

Non-competition

A non-competition restriction prohibits an employee from competing with his or her former employer for a specific time period following his or her departure. “Competing” may take a number of forms, including setting up a new venture in the same industry or joining a competitor’s business.

Non-solicitation

A non-solicitation restriction constrains an employee’s ability to solicit customers, employees, suppliers, etc. of his or her former employer. For example, an employee may solicit a customer by contacting him to offer services similar to those of the former employer. An employee may solicit a former co-worker by

persuading him or her to resign. Although less common, an employee may solicit a supplier to stop supplying a limited resource to the former employer.

Other

Alternative types of restrictive covenants include non-acceptance (i.e. not accepting business from former clients, even if such business was not solicited) and non-disparagement (i.e. not making derogatory comments about the employer or its employees).

Judicial scrutiny of restrictive covenants

Courts are hesitant to enforce non-competition and non-solicitation restrictions. Fundamentally, these restrictions represent a restraint of trade, which is contrary to public policy. However, where an employer can show that the restriction is reasonable and certain and does not go further than is necessary to protect the employer’s proprietary interests, a court may find such restrictions to be enforceable.

In addition, a non-competition restriction must be reasonably narrow with respect to the:

- geographic area;
- duration; and
- type of activity restricted.

For example, a clause that prevented a former salesperson who sold widgets in Ontario from selling widgets, doohickeys and thingamajigs anywhere in North America for five years would likely be unenforceable. In contrast, a more tailored restriction, such as one preventing a key widget salesperson from selling widgets in the City of Toronto for six months post-termination, is more reasonable and thus more likely to be upheld by a court.

“...restrictive covenants generally require an explicit agreement between the employer and the employee.”

Increasing the likelihood of enforceability

If restrictive covenants are so prone to being struck down by judges, then how can employers ensure that they are enforceable? There is no such thing as an ironclad restrictive covenant, but there are some important steps to take to improve the chance that a clause will pass judicial scrutiny:

1. *Get it in writing*
It is rare that courts will impute non-competition or non-solicitation obligations on an employee unless they are set out in a written agreement. Since you cannot count on goodwill alone when an employee departs, put the agreement in writing.
2. *Get consideration*
While reducing the restrictive covenants to writing is a first step towards enforceability, something more is required. There must be consideration – i.e. the employer must give the employee something of value in exchange for the agreement to be bound by the restrictions. Continued employment is not consideration. Ideally, the initial offer of employment will set out the restrictions and thus the consideration is the employment itself. However, a bonus or other extraordinary compensation during employment can also be consideration. Without consideration, even a written agreement is not enforceable.
3. *Use narrow restrictions*
A non-competition clause is more restrictive than a non-solicitation clause: the former restricts an employee from working in the industry at all, while the latter permits an employee to work in the industry, but makes certain clients or employees off-limits. Where

a non-solicitation clause is sufficient to protect the employer’s business interests, then it should be used instead of a non-competition clause. A court will strike out a non-competition clause where it deems that it is “overkill” in protecting the employer or where the length or geographic scope or types of activity are overly restrictive. Employers should use the most minimal restrictions necessary to protect their interests.

4. *Courts don’t draft restrictions*
Often, employers assume that if the restriction is too oppressive, the court will simply re-write it or “read it down”. In the employment context, there are few, if any, instances in which a court will amend restrictive language: it will either uphold the language or it will deem it to be void and unenforceable.
5. *Different approach in the sale of a business*
Notwithstanding the courts’ general reluctance to enforce restrictive covenants, they are more open to upholding such restrictions as part of the sale of a business. Where a purchaser is buying an asset with a value contingent upon the seller’s agreement not to compete, the agreement is more likely to be upheld.

Conclusion

As part of any good contingency planning, employers must look at the risk that employees could pose to the business post-employment. If post-termination solicitation or competition by departing employees poses a real threat to the business, then the employer should ensure that employees enter into valid and enforceable non-solicitation and non-competition agreements to minimize the threat. ■

The Struggle to Sustain Youth Employment

AN INTERVIEW
WITH LIZA CALHOUN
BY ADECCO

YOUTH UNEMPLOYMENT IS A TOUGH pill to swallow, and students are feeling the backlash as they battle it out for available positions in their search for relevant employment. As of January 2015, the youth unemployment rate was at 12.8% in Canada¹. This is a step in the right direction compared to 2012 when the youth unemployment rate was at 14.3%, a rate twice the national overall average at the time which stood at 7.2%². The rate is going down annually, but globally we're faced with an epidemic of unemployed youth.



NORTH AMERICA FALLS SOMEWHERE IN the middle of the unemployment scale, with the United States sitting at a youth unemployment rate of 12.2% – which is lower compared to some European countries such as Spain, where the youth unemployment rate is 51.4%, and Italy with an unemployment rate of 42%³. The struggles in Spain and Italy are representative of the highest extremes on the unemployment scale while some countries are presenting numbers as low as 7.1% (Germany) and 8.2% (Austria)⁴.

Youth unemployment numbers are much higher than the country averages, meaning most of the unemployed citizens of these countries are made up of young students or new graduates struggling to find employment. What does this mean for the state of the economy? For starters, we have a pool of unused resources waiting to work. But how do we begin to make use of this underutilized resource? It is time to learn by example. Let's take a look at Germany's systems to learn from the country with the lowest youth unemployment rate in the world.

The Mowat Centre, a public policy group located at the School of Public Policy & Governance at the University of Toronto, examined how Canada might be able to learn from Germany's strategies. In the article *Youth unemployment in Germany is much lower than in Canada. How do they do it and what can we learn?* the Mowat Centre brings to light Germany's use of a dual system that incorporates vocational education and training for students. Students are able to spend time both in the classroom and outside while they complete scheduled days in the workplace. Those enrolled in the system attend school one or two days a week where they study the theoretical aspects of their profession, and then perform on-the-job training three or four days a week⁵. Plus, an added perk is that they're paid for the work they complete. If you are wondering how this type of program is funded, the article explains that placements and payments for students are financed through the government and private sector companies⁶. However, the Mowat article comes to the conclusion that this type of program isn't easy to implement in Canada because it "...would require transforming our labour markets, education systems, and industrial relations altogether."⁷ Despite the fact that at this time Canada and other countries might not be able to facilitate this type of dual system, the message Germany is sending is clear: a combination of practical and theoretical experience paves the way to gainful employment.

So how do young students and new graduates go about getting this experience? Internship and co-op placement opportunities are available, but they're highly competitive as companies only have a handful of spots available for eligible students. Those who qualify to apply are then left to compete against each other for these spots, leaving the unsuccessful students packing and on their way to seek solace in another opportunity. If students are lucky enough to land a role, what happens once they are ready to start applying for jobs in their field? Does it improve their chances of gaining relevant employment once they have graduated? Current student Liza Calhoun seems to think so – which is why we spent some time talking to Liza after she completed her placement through Adecco's Way to Work initiative: a program that places students with a company to gain valuable, hands-on experience.

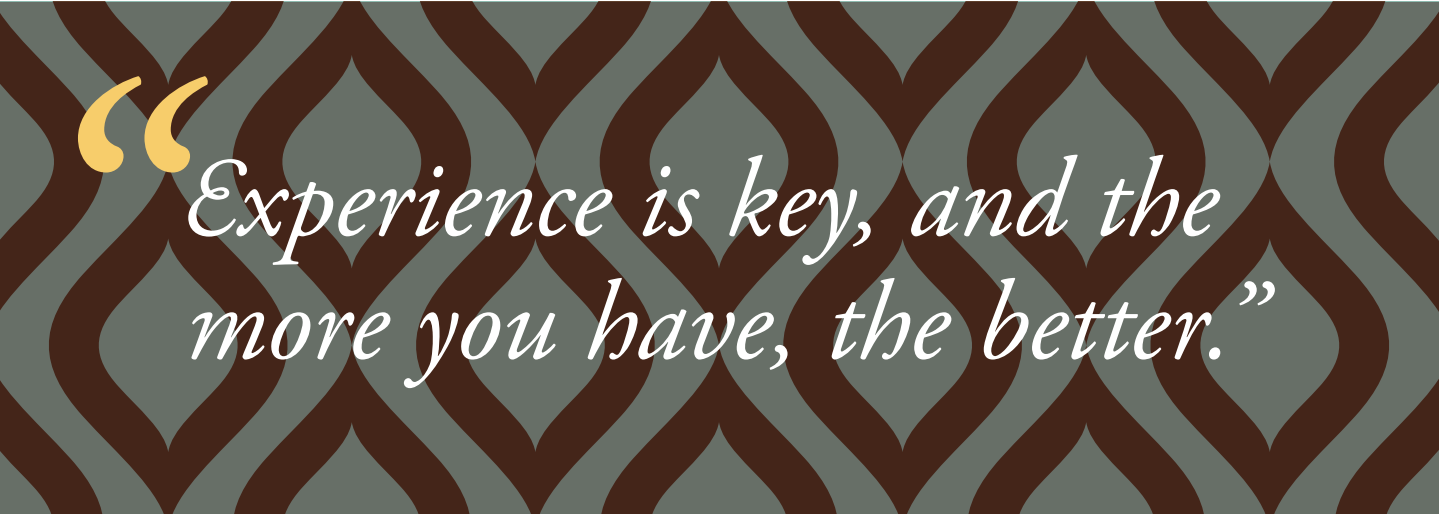
In 2014, Adecco Canada sent Liza Calhoun to Nestlé to work in their Product Application Group (PAG). While at Nestlé, Liza worked with quality assurance teams, engineers, and operations teams in charge of the confectionary lines which produce delightful, sugary treats. Here is what Liza had to say about her temporary employment with Nestlé.

Q: What difficulties did you face trying to find relevant employment prior to connecting with Adecco?

The biggest challenge trying to find relevant work was the search for summer employment. Most companies desire a degree and hands-on experience, as well as an employee that will be there to work full-time hours during the placement. As a student, it was difficult to find a placement that worked around my schedule.

Q: Did your time with Nestlé add relevant skills to your resume?

My time with Nestlé taught me how to be an independent and confident employee. In such a large company, my position also allowed me to improve upon my organizational skills and ability to prioritize tasks.



Q: Looking back on your work placement, would you recommend this hands-on approach to other students seeking relevant work experience?

I believe that hands-on experience for students is essential for success in the workforce. It allows you to put your theory into practice and prepare yourself. No amount of schooling can prepare you for the extra practical and personal development skills required to excel in a workplace after graduating.

Q: Based on what you've learned working for Nestlé, do you have any advice on what other students or graduates should do in order to try to land their first job in the field?

For current students or graduates, the only advice I can give is to work hard to get a position that gives you experience in the field, whether it be volunteer work, co-op, or an internship like the one Adecco provided. It does not necessarily have to be your dream job just yet, but if an opportunity arises that will expand your knowledge in any sense and help you work towards your goal, it is definitely worth it.

Q: Do you think the Nestlé placement has given you a competitive edge against other people you know who don't have relevant experience working in their field?

The Nestlé placement has given me a significant edge compared to those who do not have any hands-on experience. This opportunity will open many doors for me, in combination with other opportunities I have had, I am confident I will be able to achieve my career goals. The Adecco internship has given me an incredible opportunity and it will be one that will help me along my path. Experience is key, and the more you have, the better.

Experience, however one obtains it, can then be leveraged when applying for future endeavours. Whether it is through educational placement opportunities given during school like the ones being offered in Germany or through internship, co-op, or apprenticeship opportunities elsewhere, the key to providing young workers with the necessary skills to survive and thrive in the workplace is opportunity. Opening up doors and having more options available to young professionals and students will work towards decreasing the number of unemployed youth and prevent future struggles to sustain work placement opportunities in a competitive world. ■

1. "Canada Youth Unemployment Rate 1976-2015." *Trading Economics*, 2015. Web.
2. Galarneau, Diane, René Morissette, and Jeannine Usalcas. 2013. "Insights on Canadian Society: What has changed for young people in Canada?" *Statistics Canada Catalogue no. 75-006-X (2013): 1*. Web.
3. "Canada Youth Unemployment Rate 1976-2015." *Trading Economics*, 2015. Web.
4. *Ibid.*
5. "Youth unemployment in Germany is much lower than in Canada. How do they do it and what can we learn?" *The Mowat Centre*, 12 Sept. 2014. Web.
6. *Ibid.*
7. *Ibid.*



Staying Ahead of the Competition

By Shalini Mitchell

DON'T REST ON YOUR LAURELS — STAYING ahead of the competition doesn't happen by sitting back and letting things happen. Being active and responsive allows for growth, which is a vital part of any business. Just as the times change, so should your methods if you're not getting the results you'd like to see. It was Albert Einstein who said that the definition of insanity is doing something over and over again and expecting a different result. Well, he does have a valid point. Keeping an open mind and adapting to change as it comes is a great start to building a business and culture that paves the way instead of trailing behind others. At the same time, embracing an innovative spirit will allow you to see new ways to improve your business. Wondering how this is all accomplished?

Marketing

“...hire the experts in your field or industry so you can establish yourselves as thought-leaders in the industry.”

Hiring the right people

Leading the industry comes down to hiring the right people and staying true to your corporate culture and guiding values. Having committed, creative, and hardworking teams who work year-round to build relationships within the community, collaborate with experts, and stay on top of the latest trends and new products is the only way to ensure every year is better than the last. Better yet, hire the experts in your field or industry so you can establish yourselves as thought-leaders in the industry. When making your hiring decisions, think about the type of candidate you're trying to hire and make sure they will follow your vision and values to their core. Your staff are your cheerleaders, so make sure the message they're singing is loud and clear to all who are listening.

Research and development

Who is your target audience? What do they do? How do they consume media? These types of questions are important to have answers to if you're planning on making sure your messaging makes its way onto their smartphone or into their inbox. Investing in marketing, even when the going gets tough, has its advantages. Creative campaigns that break through the clutter, building new promotional partnerships, investing in online databases, developing VIP programs for loyal customers, and working closely with creative, advertising and PR agencies ensures fresh and current advertising and sales campaigns year-over-year. Conducting research into your target audiences and then going above and beyond the norm by adopting tailored plans will ultimately help your company rise above the rest.

Creating unique experiences

Research is an important element that helps to build the customer experience. When surveys are sent to your client base or consumers, you are able to then interpret the data which can then be analyzed, shared, and used to develop best practices that can guide processes like: content development, sales initiatives, and advertising. When you are able to quantify this data, your next steps are to then share this with others as key findings should be used to educate stakeholders or customers. Statistics are powerful representations, so work on improving areas that are lacking in order to learn from your mistakes and to move forward towards a unique experience each time. It's important to adapt and constantly change, because if you don't, others will move on without you. Plus, there's nothing worse than having a customer repeat a poor experience, as you'll likely lose them forever if their experiences with you haven't been favourable.

Exceeding expectations

Strive to do better with each initiative you embark on. Build experiences, with each experience aiming to be better than the last. Don't just meet expectations, but exceed them by taking control of your company and your message, and never stop learning.

Solidify your top spot in your industry through a combination of hiring the right people, using research and development, creating unique experiences, and continuously exceeding expectations. Combining these elements will push your business forward with marketing in mind. ■

An Intensification of Competition

By Peter Andersen, PhD



THE GLOBAL ECONOMY FACES AN increasing deflation risk. The collapse in oil prices is having a big impact on expectations. It is producing contagion among other commodities. As long as the price of oil continues to decline there will be downward price pressure across the board on all commodity and raw material groups. This will have a defining effect on competitive pressure in labour markets, requiring a fundamental change in business strategy.

The threat of a global deflation crisis has caught the attention of investors and business leaders across the world. Looking at Europe for example, consumer price deflation is fairly evident. Eurostat, the statistical office of the European Union, estimates that consumer prices were down by 0.6% in January in the 18-member Euro Area, compared to 12 months earlier. This follows a 12-month decline of 0.2% from the previous month.

While prices are down for energy, they are also down for food, alcohol, tobacco and non-energy industrial goods. The latest data

shows annual 12-month price deflation in 16 of the 28 member countries of the European Union.

Deflation is also a threat in China and Southeast Asia. Some believe that China is on the brink of deflation due to the fact that producer prices in China have shown annual declines for 35 consecutive months and a 4.3% 12-month decline in January alone. In addition, producers' input costs have been falling in China in step with output prices.

The current deflation risk in Europe and Asia is debt-related. Debt-related deflation produces economic stagnation. In Europe, deflation is concentrated in debtor countries. Compared to Europe, China's elevated debt is threatening financial stability and future economic growth.

Since 2008, China has been the driving force behind the sharp acceleration in leverage among the EMEs (Emerging Market Economies). China's strong economic growth has been fueled by



“Strategies that worked in an inflationary world will not work in a deflationary one.”

debt. Since 2008, China’s total debt has increased much faster than debt increased in the U.S. in the 6 years before the beginning of its financial crisis. This is behind China’s over-investment problem, its over-capacity, and declining industrial prices.

The worry is that deflation in Europe, China and Southeast Asia will spill over into North America. The recent surge in the value of the U.S. dollar is making imports cheaper and could effectively import deflation into the United States from Europe and Asia.

Strategies that worked in an inflationary world will not work in a deflationary one. Competition will intensify in product and service markets for companies, and will also intensify for job-seekers in the labour market.

Expectations about future prices and costs are changing. A dollar in hand today could buy more tomorrow. As a result, the rules of finance are being turned around. In such an environment, everyone needs to get as liquid as possible. Cash retention and internal financing will get top priority as the ways to enhance shareholder value.

Companies will have to respond to the threat of deflation by trying to be super-efficient and highly innovative. Unrelenting competitive pressure will require them to carry razor-thin inventories. It will force them into non-stop cost control.

Over time, deflation steadily declines prices. It is not easy to reverse once it has begun because it shapes people’s expectations. It has been in place for decades in Japan. The real cost of debt becomes more of a burden. Borrowers worry that they will have to pay off today’s debt with future dollars that would be worth more.

This is a big change from a familiar inflationary world where they could repay with future dollars that were not worth as much (i.e. did not have as much purchasing power.)

In a deflationary world, if you have to go into debt, make sure that it is very short-term debt. A priority on short-term contracts would also apply to labour agreements. Why commit to a long-term wage agreement if the future level of wages could be lower tomorrow?

Such thoughts have probably surfaced now in Alberta as oil companies push-back on suppliers to lower costs. There will be a preference for shorter-term commitments to workers. The bottom line is that that we are facing a buyers’ market for labour in Canada in oil-producing provinces.

The energy supply chain has a long reach. Sharp declines are taking place in energy sector corporate revenue and related business investment. Canada’s oil crisis means that wages and government revenues will decline. The Federal Government has already cut its FY (Fiscal Year) revenue forecast by several billion dollars. Alberta is reported to lose \$215 million in government revenues for every \$1 oil price drop that lasts for 1 year.

Even in the non-energy sector, spending that is not critical to operations is being put on hold. Hiring will focus on only the most productive workers. An even greater premium will now be put on skills, training and experience. ■

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FOSTERING A HIGH PERFORMANCE SALES ENVIRONMENT

PAUL MANN, DIRECTOR OF SALES AT Bell Aliant, manages one of the largest field sales teams in Canada. We spoke with Paul to get a better understanding of how he fosters a healthy and competitive work environment to ensure the team is motivated and successful.

In a digitally-powered society with the rise of digital media and online shopping, why do you think door-to-door sales still works for Bell Aliant?

We have only been doing field sales for four years, so when you think of going direct to your consumer in a door-to-door fashion, what is old is new again. We have found that field sales creates a sense of urgency and convenience – two important ingredients in a sales cycle. When field sales associates are working face-to-face, they can build that sense of urgency by getting a better understanding of what is truly important to that household and tailor

the pitch to show how the service meets their needs and how it differentiates from the services of our competitors. The bond between the customer and sales associates is built in the convenience of the customer's home. There is no substitute for this form of face-to-face involvement.

How do you motivate your team to meet goals and to keep pushing forward for your business objectives?

The team that we are fortunate enough to manage receives a base pay. But they are not motivated by just that – they strive for sales. They make a higher percentage of their compensation potential based on variable incentives as opposed to their base pay. We do not put ceilings on their earning potential – the more they succeed, the more they are enriching their family's lives and their back pockets.

“ While their work and educational backgrounds may differ, the people who are successful possess the same characteristics – self-motivation and drive. ”

Do you have a team recognition program in place?

We put a large focus on professional development and celebrating our top producers. We provide them with an opportunity to share what makes them successful. A rising tide floats all boats, and the leaders in our business subscribe to that mentality.

When it comes to the accountability of the team, do they feel responsible to meet their quotas and goals? If so, how are you reinforcing your objectives to your teams?

There is a very evident leaderboard and each sales associate knows exactly where they rank on a weekly and even daily basis. Bell Aliant has invested in leaderboard technology that we all use (sales associates & managers) that provides a visual representation of where they rank compared to their peers, which pushes them to hustle if they are falling behind.

We have maintained a culture of accountability and we are here to produce results, which is an objective that is clear to everyone. They are provided with the tools, training, and plans which all come with ownership on their behalf and they operate with these expectations in mind.

Why do you think this sales team structure and management structure works for you?

We have developed a lot of best practices over the past four years, and have had amazing growth since we started. It was not always perfect, mistakes were made, but the key to our success is that we learned from them and adapted our processes and structure to reflect the improvement.

We work with a lot of great people who are committed to growing the business and make sure our customer's best interest is in mind. The sales associates deserve a lot of credit, because sales are not

only dependent on having the right structures in place, but also having the right people to help you accomplish your goals. You cannot succeed in this role unless you have a high level of engagement. Thankfully we have partnered with the right recruitment firm to bring forward these star performers who believe in what we do.

When you are describing the ideal candidate to your recruitment firm, what qualities do you focus on and deem necessary for this role?

When we started working with Adecco four years ago, we tried to find our prototypical candidate to make it easier from a recruitment perspective. But the reality is that Adecco has supplied us with people from all different backgrounds. While their work and educational backgrounds may differ, the people who are successful possess the same characteristics – self-motivation and drive. They enjoy the profession of sales, are successful networkers, and have the desire to grow and succeed.

How do you foster an environment of cooperation among all sales associates?

We reinforce a culture of accountability and encourage the sales associates to work as one united team.

It may seem like a lone wolf sport but there is a lot of comradery between the team members. They utilize a variety of means like Blackberry messenger to connect and if anyone needs help the teams are willing to provide their support. The bond that has been created between all team members is powerful and present in everything they do. ■



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Adecco is a full-service staffing firm with professional business lines of expertise that include Office & Administration, Accounting & Finance, Marketing & Sales, Engineering & Technical, Information Technology, Human Capital Solutions and many others.

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Adecco Professional is a leader in temporary and permanent recruitment and placement of top talent. Specializing in organizational leadership and support positions in HR, Sales, Legal, Office Administration, and more, Adecco Professional leverages job market insight and niche industry expertise to find employers their best-fit candidates.

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Adecco Finance specializes in the temporary and permanent placement of premier finance, accounting, and bookkeeping professionals. Boasting recruitment consultants who specialize purely in the Finance and Accounting fields, Adecco Finance identifies not only the most skilled individuals, but those who best mesh with clients' unique corporate cultures.

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A great business starts with great people – who are committed to focusing on results and who deliver outstanding customer satisfaction. With 40 years of professional recruitment experience, Holloway Schulz & Partners offers an extensive resource network to identify and attract high-calibre candidates to your organization.

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Roevin is one of Canada's largest Engineering, Technical and IT employment providers, specializing in the supply of construction and operations management, skilled engineering, technical, IT, and trades personnel. With more than 35 years of experience, Roevin is the tried and trusted partner in managing the complete process of connecting the best people with the right businesses.

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