

Sales Excellence Programme



Member Prospectus

Foreword

May 2017

Dear Member,

Through feedback from many BPIF members we recognise that in an ever-competitive marketplace, that there is a desire to increase sales, gain more customers, and improve account management. We also understand that members are questioning if they have the right sales people in place with the right skill set to grow their business. Improving skills is a key demand to come from this feedback and the printed output surveys.

In line with our corporate vision, which is to “support all members to be successful” there are 4 key areas:

- Reduce Cost
- Improve your Profile
- Improve Turnover
- Improve Profitability

As a result of your feedback and our vision, we have taken the time to carefully plan and expand our Sales Development Service offering to directly address the needs of our members by creating a Sales Excellence Programme. The offer takes into account the varying sizes of member organisations and an “a la carte” menu of options can be tailored to match your available time and budget.

We strongly believe that the programme on offer will provide the most relevant skills training available to strengthen the skills of your sales people and help you to create high performing teams with sustainable results.

I look forward to hearing your feedback and about your successes from the programme.

Your sincerely,

Chris Selby

BPIF Sales and Consultancy Director

The Member Proposal

The BPIF Sales Excellence Programme offers a unique, tried and tested set of services, software and training, to address the key challenges that members face today of wanting to increase sales, attract more customers, add and grow accounts, plus improve the skills of existing teams.

By applying the same rigour to sales processes as you would to printing processes and workflows you will achieve:

- Increased sales, profit and shareholder value
- Upskilled sales teams
- Increased selling time and sales productivity
- Provide structure to sales processes
- Increased professionalism and account development
- Sharper competitive edge

Best practice SCOTSMAN® and Commitment Based Selling will be embedded into your sales culture and the processes within your business. People development and behavioural change are achieved, through training, coaching and doing.

You will maximise your return on human capital investment and effective design of your sales processes. Sales are transformed and operational excellence is achieved when these elements of being in control are in place.



SCOTSMAN® and Commitment Based Selling Overview

Advance's uniqueness is built on the completeness of our Commitment Based Selling model.

The biggest waste of time is the sale you lose. Companies regularly lose 70% of their sales, winning only 3 out of 10 deals. The best sales people win 7 out of 10 or more. They double their selling and prospecting time by focussing on the winnable.

SCOTSMAN® Qualification is a checklist to qualify an opportunity by scoring it against 8 areas. This helps to determine what work is needed. A commitment is what the prospect does for you to progress the sale. Most companies measure what the salesperson is doing – quantity of activity. They don't measure what the prospect is doing for you – the quality of the sale.

SCOTSMAN® Qualification tells you if they are serious about the project.

Commitments tell you that they are serious about you and your solution.



Commitment Based Selling provides the tools and training for sales leaders to qualify sales, and work out the commitments they need to win. Measurement becomes a binary process – Yes or No. The prospect either did or didn't commit to a series of actions. You measure the quality of the sale with a simple, but powerful check. This makes inspection easy. Sales become more science than art.

The best sales performers intuitively use Commitment Based Selling. We have 'bottled' common sense to ensure that everyone can replicate the best so they:

win more orders, bigger orders, more profitable orders, more quickly.

What we offer to BPIF Members

An "a la carte" menu of options gives the flexibility to choose what is right for your company, your budget and the time that you have available. For those companies that would like to discuss the creation of a Bespoke Package please speak to your BPIF representative.

	Option	Duration	Cost	Breakdown
Health Check	BPIF Sales Health Check + Report	20 minutes	FREE	per company
Online	BPIF Online Sales Academy + BPIF Certificate	Ongoing online training at individual's own pace	Ask for details	per user per month
Open Workshops	Sales Leaders Workshop Sales Training	2 days 2 days	Ask for details	per attendee
Bespoke Package	A package tailored to the specific needs of one company	Dependent on package created	Ask for details	per company
Follow Up Support	Executive Coaching & Sales Transformation Support	1 day sessions	Ask for details	per day

Note: further detail of each element can be found later in this prospectus.



Sales Health Check

The sales health check is an online survey designed to give you a snapshot of where your organisation is today from a sales perspective. A report then outlines the key challenges and where focus is needed for improvements to occur.

Sales Leaders Workshop

A 2-day workshop for Sales Leaders to demonstrate how sales excellence is achieved, how managers can inspect key information, plus develop and coach sales staff (sales behaviour / performance). This stage is crucial for buy-in as in managing the sales process “People respect what you inspect, not what you expect.”

Sales Excellence Training Workshops

These 2-day programmes for Sales People and Management equips participants with the core professional skills and behaviours that are required to engage the customer and progress the sale. They will learn how to qualify using SCOTSMAN®, how to beat the competition and focus on winnable bids.

BPIF Online Sales Academy

Skills learned in the classroom need to be refreshed and reinforced. With the BPIF online academy there is 24/7 access to over 70 hours of bite-sized modules and further resources to make skill development sustainable.

Executive Coaching and Sales Transformation Support

1-day sessions support sales leaders and managers in the journey to sales excellence. This can entail Executive Coaching, Deal Planning Clinics or a Sales Leaders Action Planning workshop. They are all designed with practical implementation in mind to build on the open courses to help embed best practice, create sustainable results and high performing teams.

Embedding Commitment Based Selling Learning Continuum

Overview

Our approach has three phases:

- **Align:** Generate the **willingness** of the people involved to move forward in the desired direction
- **Equip:** Provide the necessary **skills**, competencies and **leadership** for them to complete the journey to your destination
- **Sustain:** Continually reiterate messages and reinforce **new behaviours** until the vision becomes reality – business as usual.

The Continuum is a Blended Learning approach, comprised of:

- Sales Leaders Training
- Developing Relationships and Managing Accounts Programme (DRAMA)
- Professional Selling Skills Programme (PSSP)
- The BPIF Online Sales Academy
- Executive Coaching and Sales Transformation Support (such as Deal Planning Clinics).

Continuum Objectives

- To develop and implement the Change Programme that moves sales teams over to SCOTSMAN® and Commitment Based Selling
- To deliver a Blended Learning Programme majoring on SCOTSMAN® qualification, sales productivity and behavioural change
- To ensure training and development is sustainable by design
- To provide comprehensive support to leaders and managers with 1:1 coaching, deal planning clinics – working on real deals
- To build self-sufficiency, by training managers to lead ongoing development of their teams
- To maximise adoption of the available facilities and support by sales teams and their managers.

Summary of Outcomes for Members

- Up-skilled people who've adapted their behaviour deliver a measurable ROI on learning and development
- Leaders and managers:
 - 'Replicate' their best people
 - Perfect their processes
 - Tune up their systems.
- Best of the best performance in each of the roles

Sales leaders, managers and sales professionals inspect and manage the right things. They drive predictable sales growth, increase profitability and enhance shareholder value. They focus on quality prospects and customers; retain, add or grow them in a controlled way, develop more confidence and achieve more targets.

70:20:10 – Where and How You Learn



70% of learning is on the job

20% through coaching and mentoring

10% through formal learning

Sustainable People Development



Sales Leaders Workshop

Participants: Sales Leaders

Duration: Two days (as part of an Open Workshop or a Bespoke Package for larger companies)

Purpose

- Equip leaders to deliver predictability, reliability and consistency of business results
- Enable members to accelerate the pace of profitable sales growth
- Demonstrate how to maintain effective control over the business.

Content

The Sales Leaders workshop includes how sales operational excellence will drive predictable sales growth. We demonstrate how this can be achieved by examining and refining key elements of existing business models, sales leadership, management processes and change management.

Key Learning Outcomes

- Confirmation of what it means and how it feels to be in control of the four pillars of sales operational excellence – Business Planning Management, Customer & Market Management, People Management and Performance Management
- Clearer view of getting organised for success
- Better understanding of true value that CRMs can deliver in achieving sales excellence
- Enhanced change management skills
- Better appreciation of coaching and how to manage sales behavioural change
- Improved understanding of role of management by fact
- Appreciation of how to make the most of available resources (people, process and systems) to sustain sales operational excellence
- Understanding of processes for agreeing, documenting and tracking sales people's development, behaviours and performance
- Increased ability to deliver the predictability, reliability and consistency of results expected by shareholders.

Summary

Sales operational excellence has three major dimensions:

- A dynamic business model, architecture and infrastructure
- Effective customer & market engagement and sales productivity
- Sustained knowledge transfer and skills up – sales leaders, managers and sales people.

Elements combine to deliver excellent business results based on Commitment Based Selling

Developing Relationships and Managing Accounts Programme (DRAMA)

Participants: Existing sales team members and management

Duration: Two days (as part of an Open Workshop or a Bespoke Package for larger companies)

Purpose

- To establish an account management and development culture
- To practise the necessary skills by carrying out assignments based on live accounts.

Content

Programme begins with an introduction which examines the differences between Account Management Selling and “Deal” Selling and the concept of Preferred Supplier Relationships.

We then examine the processes needed to develop an account, such as the steps required to get access to key people and gain the political commitments needed to develop the relationship.

Delegates will learn how to network effectively at many levels and open up opportunities to develop business and work towards gaining and sustaining preferred supplier status.

The programme also includes SCOTSMAN® and commitment based selling.

Learning Outcomes

Delegates learn how to:

- Develop a “Scouting Plan”, to talk at many levels
- Gain Access to key individuals within new and existing accounts
- Hold effective sales meetings
- Put in place a process for pipeline and networking management
- Create major opportunities at a senior level.
- Gain a Hunting Licence within an account to open up and discover potential opportunities
- Put in place remedial and housekeeping activities
- Qualify opportunities very thoroughly - they take a lot of resource
- Uncover the complex decision processes of large organisations
- Understand the “Political Maps” in their accounts
- Gain access to all key people at all levels within new and existing accounts at key times
- Escape if trapped at the wrong level
- Talk the language of senior executives
- Gain Preferred Supplier Status

Professional Selling Skills Workshop (PSS)

Participants: New starters and existing sales team members

Duration: Two days (as part of an Open Workshop or a Bespoke Package for larger companies)

Purpose

- To equip participants with the core professional skills that are required in every sales situation
- To understand the key elements of sales meetings, master the roles played by the sales person and utilise the skills needed to engage the customer and progress the bid.

Content

The course begins with an introduction to the different selling styles, in particular the difference between responding to needs and creating needs, and the appropriate behaviours to use in different sales circumstances.

We then examine the core skills that are needed in a sales situation:

- Managing productive sales meetings.
- Gaining commitment from the customer or prospect.
- Understanding the needs of senior and junior management, addressing different priorities.
- Getting the prospect to open up and talk about their issues and objectives.
- Asking the right questions and listening actively.
- Uncovering the prospect's personal needs.
- Using reference stories to prove our capability.
- Qualifying potential sales.

When we are in a sales meeting, there are four things we have to do:

- Find out their needs, both business and personal.
- Show how we can help.
- Structure the requirement into a commercial proposition.
- Gain commitment to the next steps in the process.

Learning Outcomes

- Identify the advantages and disadvantages of the four different selling styles.
- Create and develop a prospect's needs.
- Understand and use key listening skills.
- Gain commitment as the sale progresses.
- Talk the language of senior executives.
- Create major opportunities at a senior level.
- Qualify these opportunities very thoroughly.
- Identify potential showstoppers and what is needed to address them.
- Hold effective sales meetings.
- Define the pattern of a sale as a set of commitments by the prospect.

Executive Coaching and Sales Transformation Support

Objective

Help you manage the changes needed for a successful journey to sales operational excellence, powered by Commitment Based Selling.

Participants

Selected as appropriate from:

- Sales Director
- Sales Managers
- Account Managers
- Sales Team Leaders

Main Activities

- Deal Planning clinics, 100% practical, examining real deals
- Team building, facilitator training and process management coaching for sales teams
- 1:1 coaching on the journey to operational excellence
- Facilitator workshops for AMs, two per team, working on real deals
- 1:1 progress reviews.

Benefits

You will be accelerating towards your desired state by:

- Utilising improved strategies for business planning, customer and market development, people and performance management
- Managing by fact
- Inspecting and managing the right things
- Implementing personal development plans for sales leaders, managers and sales people
- Making the most of your available resources – people, process and systems – to sustain sales operational excellence
- Coaching and managing sales behavioural change
- and more ...

Deal Planning Clinics – Train the Trainer (practical approach – real deals)

Objective

To implement the six-step deal planning process across all bids by all teams:

- Deal planning based on commitments
- Engage the planning process early in the sale
- Process as illustrated followed.

Participants

- Sales Team Leaders
- Sales Teams
- Others as required.

Activities

Team leader facilitation training:

- Learning by (guided) doing, working real deals
- 1:1 feedback and coaching
- Self-reflection.

Deal planning and management:

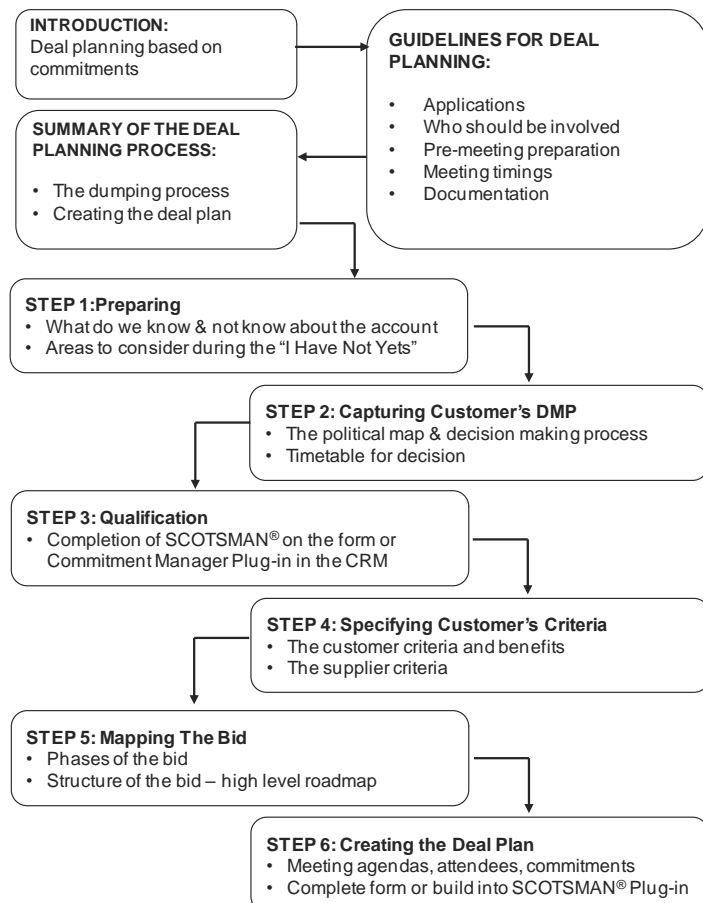
- **Big deals:** How to use full bid planning process, including mapping and SCOTSMAN®
- **Smaller deals:** How to utilise SCOTSMAN® as the main tool and process
- **Both cases:** How to track, manage and progress the bid with SCOTSMAN® Commitment Manager Plug-In.

Outcomes

- Objective of the plan is clear – To sell service *A* to customer *B* by month *C* for £*D* p.a.
- Plan and resource requirement based on careful consideration of criteria such as deal size, strategic importance, complexity
- Sales team leaders and teams increasingly self-sufficient
- Continuous improvement to quality of sales planning and execution
- Reduction in time and resource needed.

Benefits

- Higher win rate
- Increased sales revenue, reduced cost of bidding
- Higher profitability and profit
- Competitive edge.



Blended Learning – Online, Mobile, Workshops, Classroom

Participants: Defined by the subject matter

Duration: Circumstance and media dependent

Objectives

1. Win more sales, bigger sales, more profitable sales and win them more quickly
2. Ensure that sales leaders, managers and people are equipped to retain, add (to) and grow their accounts.



Outline

Orientated towards Commitment Based Selling, our training shows you how to open more senior doors, how to win the best deals, how to be more effective against the competition, how to be better at handling the politics and how to develop preferred supplier relationships.

Material always includes assignments and tasks that test knowledge and provide opportunities to practise newly acquired skills.

Key Learning Outcomes

Too numerous to list on a one-pager, this diagram provides a view of the pure selling skills covered.



Summary

We help you to create sales, win sales and develop your accounts with a combination of face to face classroom training, workshops and case studies which are supported by a comprehensive set of online and mobile courses, accessible online for skill honing, refresh and sustainment.

Advance online training programmes and courses all have classroom equivalents