



BPIF SPECIALIST SERVICES

# BUSINESS DEVELOPMENT PROGRAMME

BREAKTHROUGH GROWTH FOR SALES



## FOREWORD

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Through feedback from many BPIF members we recognise that in an ever competitive marketplace, there is a desire to increase sales, gain more customers, and improve account management.

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

- Reduce your cost
- Improve your profile
- Improve your turnover
- Improve your profitability

We understand that for our members with up to 25 staff, the MD or leader (responsible for sales) has many roles to play within the organisation.

There is a challenge of knowing where to invest time, profit and revenues to grow the business and improve turnover and profitability, while maintaining control.

As a result of your feedback, printed output surveys and our vision, we have taken the time to carefully plan and expand our Sales and Specialist Services offering to directly address the needs of our members by creating a Business Development Programme.

## WHAT IS ON OFFER?

The offer – delivered by our partner Advance – is specifically designed to provide a sustainable journey of development that takes into account the time pressures involved in your role.

The programme consists of an initial Sales Healthcheck and discussion to identify where you are now and where you want to get to. What follows is then a series of four 1-day workshops to help you be in control of the sales process, managing people and performance, plus have the appropriate selling skills. Coaching and online training are provided to support organisational and personal development. Two optional 1-day workshops are also available at the end of the programme for those interested in improved prospecting and winning bigger deals and contracts.

## BENEFITS TO PARTICIPANTS

We strongly believe that the programme will provide the most relevant training for you to develop the right skills and help you create high performing teams with sustainable results. It will lead to:

- Being in control of sales with a clear direction for breakthrough
- Structure in sales akin to manufacturing processes
- Effective coaching to build high performing teams
- Working less on intuition – science is more science than art
- ROI – witness the impact of personal development
- Increased win rates and margins
- Increased competitive edge

## PROGRAMME OVERVIEW

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### WORKSHOP OVERVIEWS

WORKSHOP 1	WORKSHOP 2	WORKSHOP 3	WORKSHOP 4	WORKSHOP 5	WORKSHOP 6
BUSINESS LEADERS IN CONTROL	MANAGING PEOPLE AND PERFORMANCE	CORE SELLING SKILLS PART 1	CORE SELLING SKILLS PART 2	SALES COVERAGE AND PIPELINE MANAGEMENT	WINNING BIGGER DEALS AND CONTRACTS

### WORKSHOP 1 – BUSINESS LEADERS IN CONTROL

This session introduces you to the concept that just like your everyday manufacturing processes, selling is also a process that can be managed, inspected and improved. We explore how to improve efficiency and effectiveness, drive predictable sales growth, and achieve sales excellence; with different selling models and selling skills for different products/solutions, through understanding how sales processes are managed, and how the mathematics of selling links to skills and behaviours.

### WORKSHOP 2 – MANAGING PEOPLE AND PERFORMANCE

This session builds on the first workshop to show you how breakthrough growth is achieved by you becoming effective coaches to manage change and create/develop high performing teams. Practical exercises give each of you a feel for current staff capabilities and any development needs to address to get the best from your people, and how problem-solving and root cause analysis improve productivity.

### WORKSHOP 3 – CORE SELLING SKILLS PART 1

In this session you will learn and/or develop professional customer engagement, networking and consultative selling skills relevant to every sales situation. We start by introducing the four selling models and when to use each of them. Our Customer Engagement Model builds on this by exploring the concepts of; uncovering business and personal needs – using empathy, physical listening and verbal skills, building rapport, and strategies to prove you can do a good job. Print related role plays help you practice the core skills to have world class meetings and utilise a powerful storytelling format to give evidence appropriately (i.e. proving you can do a good job).

### WORKSHOP 4 – CORE SELLING SKILLS PART 2

This session completes our explanation of the Customer Engagement Model, where you will focus on how to plan and manage sales calls/meetings and understand which commitments (or actions) from the customer are needed to move the sale forward. We also include discussions around how to overcome objections as well as knowing when to walk away from an opportunity. Print sector specific case studies and role plays are used to practice these additional core skills.

## PROGRAMME OVERVIEW

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### (OPTIONAL) WORKSHOP 5 – SALES COVERAGE AND PIPELINE MANAGEMENT

This session explores pipeline management skills – to achieve more accurate forecasting and gain a better understanding of how to plan for, and achieve, more ambitious sales targets and conversion rates. Irrespective of experience levels, you will formulate strategies to: prospect in existing accounts; break out from low level contacts; build relationships with decision makers without upsetting current contacts; target and break into potential new accounts, with the best business opportunities for their products and services.

### (OPTIONAL) WORKSHOP 6 – WINNING BIGGER DEALS AND CONTRACTS

This final session helps you to develop the skills required for planning and winning larger bids/tenders. You will progressively put newly acquired or honed skills into practice to create real deal plans. We explore how to win bids and tenders by: understanding how to influence the criteria understanding the politics (who is who and their role in the decision-making process); how to sell to senior managers/buyers; and how to climb the preferred supplier ladder.

### COACHING AND PROGRESS REVIEWS

2-hour sessions support sales leaders in the journey to sales excellence. This can entail coaching, action planning and/or a healthcheck progress review to see distance travelled. They are all designed with practical implementation in mind to build on the workshops to help embed best practice, create sustainable results and high performing teams.

### 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.

Programme participants also have the opportunity to complete additional evidence/work-based tasks to gain/achieve an Institute of Sales Management (ISM) endorsed, BPIF Business Development Programme Certificate.

## SCOTSMAN® AND COMMITMENT BASED SELLING OVERVIEW

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ADVANCE'S UNIQUENESS IS BUILT ON THE EFFECTIVENESS OF ITS SCOTSMAN® AND COMMITMENT BASED SELLING OVERVIEW.

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**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.

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.

### WHERE AND HOW YOU LEARN

- Formal classroom sessions
  - Gaining knowledge
  - Developing skills
- Informal learning, often experientially, on the job
  - 24/7 access to online modules, work-based tasks
  - Workshops utilising live data
- Supported development through coaching and mentoring
  - Ensuring business leaders are in control
  - Sharing best practice

### ALIGN, EQUIP, SUSTAIN

- Understanding what and why
  - Generate the willingness of the people involved to share the vision and move forward in the desired direction
- Having the wherewithal
  - Provide the necessary skills, competencies and leadership for them to complete the journey to the destination
- Coaching and support
  - Continually reiterate messages and reinforce the new behaviours until the vision becomes reality – business as usual

## SALES HEALTHCHECK

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THE SALES HEALTHCHECK WILL GIVE YOU A SNAPSHOT OF WHERE YOUR BUSINESS IS FROM A SALES PERSPECTIVE.

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**The answers will draw out the challenges currently faced and explanations as to what this means with some tailored “things to consider” specific to their business.**

Overall, the report, will open your eyes to the possibilities of how small improvements can have a big impact when structure is brought to sales processes, how these are managed and when there is appropriate skill and behaviour development. The Mathematics of Selling worked scenario specific to your business provides a compelling ROI case to create enthusiasm to want to do something about it.

### FACTS – WHAT IS INVOLVED?

- Online survey that will take no more than 20 minutes
- Questions are based on best practice from best performing companies and sales people in the sector
- A report will be delivered within two weeks of completion of the survey
- A follow-up call to discuss feedback and how this relates to entire programme

### BENEFITS

- Clearer insight into the current situation from a sales perspective
- Identifies the key challenges faced and what this means
- Understand actions to address the needs of the business to create a breakthrough in sales
- A worked example specific to your company
- A discussion with a BPiF representative and a sales specialist to discuss the report findings and next steps in the Business Development Programme

## WORKSHOP 1 – BUSINESS LEADERS IN CONTROL

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THIS SESSION INTRODUCES YOU TO THE CONCEPT THAT JUST LIKE YOUR EVERYDAY MANUFACTURING PROCESSES, SELLING IS ALSO A PROCESS THAT CAN BE MANAGED, INSPECTED AND IMPROVED.

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**We explore how to improve efficiency and effectiveness, drive predictable sales growth, and achieve sales excellence; with different selling models and selling skills for different product/solutions, through to understanding how sales processes are managed and how the mathematics of selling links to skills and behaviours.**

### PURPOSE

- To equip leaders to deliver predictability, reliability and consistency of business results
- To enable leaders to accelerate the pace of profitable sales growth
- To demonstrate how to maintain effective control over the business

### WORKSHOP CONTENT

- Putting the business leaders in control
- Selling models and skills/behaviours of selling
- Sales process management vs sales management process
- Managing the selling process
- Introduction to qualification and commitments
- Managing sales

### 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 and market management, people management and performance management
- Appreciation of how to make the most of available resources (people, process and systems) to sustain sales operational excellence
- Clearer view of getting organised for success
- 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.

## WORKSHOP 2 – MANAGING PEOPLE AND PERFORMANCE

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THIS SESSION BUILDS ON THE FIRST WORKSHOP TO SHOW YOU HOW BREAKTHROUGH GROWTH IS ACHIEVED BY BUSINESS LEADERS BECOMING EFFECTIVE COACHES TO MANAGE CHANGE AND CREATE/DEVELOP HIGH PERFORMING TEAMS.

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**Practical exercises will you a feel for current staff capabilities and any development needs to address to get the best from your people, and how problem solving and root cause analysis improve productivity.**

### PURPOSE

- To develop understanding of the motivational factors that may limit a sales person's performance
- To build skills that facilitate the leader to be an effective coach to build high performing teams
- To explore how root cause analysis can support effective, accurate business forecasting
- To develop an understanding of the Sales Excellence Model for Business Development and how to use it to suit your business

### WORKSHOP CONTENT

- Managing results through people:
  - Improving sales performance
  - Learning and management styles
  - Sales leader as a coach
- What motivates and drives results – and how to make it happen (managing change)
- Management by fact (root cause analysis)
- SME sales excellence model for business development

### LEARNING OUTCOMES

- Better appreciation of coaching and how to manage sales behavioural change
- Understanding of processes for agreeing, documenting and tracking sales people's development, behaviours and performance
- Appreciation of how to make the most of available resources (people, process and systems) to sustain sales operational excellence
- Enhanced change management skills
- Improved understanding of role of management by fact



## WORKSHOP 3 – CORE SELLING SKILLS PART 1 (CUSTOMER ENGAGEMENT)

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IN THIS SESSION YOU WILL LEARN AND/OR DEVELOP PROFESSIONAL CUSTOMER ENGAGEMENT, NETWORKING AND CONSULTATIVE SELLING SKILLS RELEVANT TO EVERY SALES SITUATION.

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**We will recap on the four selling models and when to use each of them. Our Customer Engagement Model builds on this by exploring the concepts of; uncovering business and personal needs – using empathy, physical listening and verbal skills, building rapport, and strategies to prove you can do a good job. Print related role plays help you practice the core skills to have world class meetings and utilise a powerful storytelling format to give evidence appropriately.**

### PURPOSE

- To equip participants with the core professional selling skills
- To understand different selling models, styles and behaviours and why/how they should be adopted in different selling circumstances.
- To understand the key elements of sales meetings and master the varied salesperson roles
- To utilise the skills needed to engage the customer/prospect and progress the sale

### WORKSHOP CONTENT

- Selling models – highlight your organisation's current and ideal selling model, plus differentiate between unrecognised and recognised needs
- Need creation – how to hold thought provoking conversations that create or amplify the need for your offering
- Listening – understand what to listen for and the key techniques to support need creation
- Building rapport and developing relationships to support the progression of the sale.
- Giving evidence – examine the power of reference stories and the best way of telling them – the formula

### BENEFITS

- Identify and understand the four different selling models
- Hold thought provoking conversations that stimulate needs
- Engage the customer in a productive business conversation in your areas of expertise
- Use listening to uncover personal and business needs and benefits
- Use a proven formula to present evidence effectively
- Be able to communicate effectively with language appropriate to each level in the hierarchy

## WORKSHOP 4 – CORE SELLING SKILLS PART 2 (PLANNING SKILLS)

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THIS SESSION COMPLETES OUR EXPLORATION OF THE CUSTOMER ENGAGEMENT MODEL, WHERE YOU WILL FOCUS ON HOW TO PLAN AND MANAGE SALES CALLS/MEETINGS AND UNDERSTAND WHICH COMMITMENTS (OR ACTIONS) FROM THE CUSTOMER ARE NEEDED TO MOVE THE SALE FORWARD.

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**We also include discussions around how to overcome objections as well as knowing when to walk away from an opportunity. Print sector specific case studies and role plays are used to practice these additional core skills.**

### PURPOSE

- To introduce SCOTSMAN® qualification
- To develop planning skills required to support effective qualification
- To explore the concept of the luxury of choice and knowing when to walk away from a sale
- To develop effective strategies that use key commitments to move sales forward

### WORKSHOP CONTENT

- Qualification – tools for time management and measuring the quality
- Sales meeting objectives – how to gain commitments
- Selling timetables
- Beating competition

### LEARNING OUTCOMES

- Use a checklist of areas against which to qualify the strength of a lead
- Understand how qualifying effectively impacts positively on your hit/win rate
- Know how and why it is important to define and set effective meeting objectives in terms of customer commitments
- Use commitments to drive successful meetings with senior people
- Understand key activities that help support different stages of the sale
- Gain access to all the key people, at all levels, within new and existing accounts, at key times

## WORKSHOP 5 – SALES COVERAGE AND PIPELINE MANAGEMENT

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THIS SESSION EXPLORES PIPELINE MANAGEMENT SKILLS – TO ACHIEVE MORE ACCURATE FORECASTING AND GAIN A BETTER UNDERSTANDING OF HOW TO PLAN FOR, AND ACHIEVE, MORE AMBITIOUS SALES TARGETS AND CONVERSION RATES.

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**Irrespective of experience levels, you will formulate strategies to: prospect in existing accounts; break out from low level contacts; build relationships with decision makers without upsetting current contacts; target and break into potential new accounts, with the best business opportunities for your products and services.**

### PURPOSE

- To explore how to open up new or existing accounts to create qualified new business opportunities
- To develop understanding about how to break into and win business from new accounts
- To explore the concept of the luxury of choice and knowing when to walk away from a sale
- To develop effective strategies that use key commitments to move sales forward

### WORKSHOP CONTENT

- Managing the selling process – the mathematics of selling refresher
- Territory research – big and easy
- Relationship and pipeline management
- Why people buy
- Preparing a business case for a new product/market

### LEARNING OUTCOMES

- Research potential markets for new products
- Develop market strategies, processes and documentation
- Profile target markets
- Plan and implement a campaign plan using the most appropriate routes to market
- Make campaigns measurable and report on return on investment

## WORKSHOP 6 – WINNING BIGGER DEALS AND CONTRACTS

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THE FINAL SESSION HELPS YOU TO DEVELOP THE SKILLS REQUIRED FOR PLANNING AND WINNING LARGER BIDS/TENDERS. PARTICIPANTS PROGRESSIVELY PUT NEWLY ACQUIRED OR HONED SKILLS INTO PRACTICE TO CREATE REAL DEAL PLANS.

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**We explore how to win bids and tenders by: understanding how to influence the criteria; understanding the politics (who is who and their role in the decision-making process); how to sell to senior managers/buyers; and how to climb the preferred supplier ladder.**

### PURPOSE

- To explore the value of understanding and being able to articulate company strengths to different levels within a prospect's organisation
- To learn and practice creating, monitoring and managing an effective sales campaign
- To concentrate on the essential aspects of major account selling through role plays based on live data

### WORKSHOP CONTENT

- Climbing the preferred supplier ladder
- Preparing a political map
- Selling to senior executives
- Care plan/prospecting plan
- Business Development Programme conclusion and summary

### LEARNING OUTCOMES

- Talk the language of senior executives
- Be able to translate services into a language senior people use
- Understand the power of knowing, and being able to manage, the politics of a sale
- Know the process needed to gain preferred supplier status
- Be able to plan and manage effective sales campaigns

## COACHING AND PROGRESS REVIEWS

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THE AIM OF COACHING IS OUTSIDE OF THE WORKSHOPS, YOU WILL RECEIVE SUPPORT TO HELP YOU MANAGE THE CHANGES NEEDED FOR A SUCCESSFUL JOURNEY TO SALES OPERATIONAL EXCELLENCE, POWERED BY COMMITMENT BASED SELLING.

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**Coaching involves ownership of the process from the participant. Your coach will become a trusted advisor to share experiences with and work through opportunities/challenges.**

You will solve problems together and these sessions will provide focus and clear direction to build on each workshop and coaching session.

Overall, the objective is to help bring out your full potential to enable you to grow your business.

### DURATION

There is a total of a full day's coaching support during the Business Development Programme. These are broken down into 4 individual sessions (of 2 hours each) by phone or Skype.

These are in addition to the assessments and discussions during the 1-day workshops with experienced trainers/coaches.

### MAIN ACTIVITIES

You will be assigned a coach for the duration of the programme. As each participant will have different goals and needs, together you will determine individual plans and identify the actions needed for breakthrough.

These are in addition to the assessments and discussions during the 1-day workshops with experienced trainers/coaches.

- 1:1 coaching on the journey to operational excellence
- 1:1 progress reviews
- Healthcheck progress reviews

### BENEFITS

- Using 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

## ONLINE SALES ACADEMY

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OVER 70 HOURS OF WORLD CLASS, INTERACTIVE SALES TRAINING (CREATED IN HTML5 TO WORK ON DESKTOPS AND MOBILE DEVICES), ORIENTATED TOWARDS COMMITMENT BASED SELLING.

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**Our training modules recreate as closely as you can the classroom experience online. Bite-sized units can be accessed as needed to recap and/or develop deeper knowledge and understanding.**

### **Presenters**

All our modules use video content of trainers. They take learners through each stage of the journey – adding in stories and animations.

### **Exercises**

At various stages through the modules, exercises provide check points to test the learner's progress.

### **Role Plays**

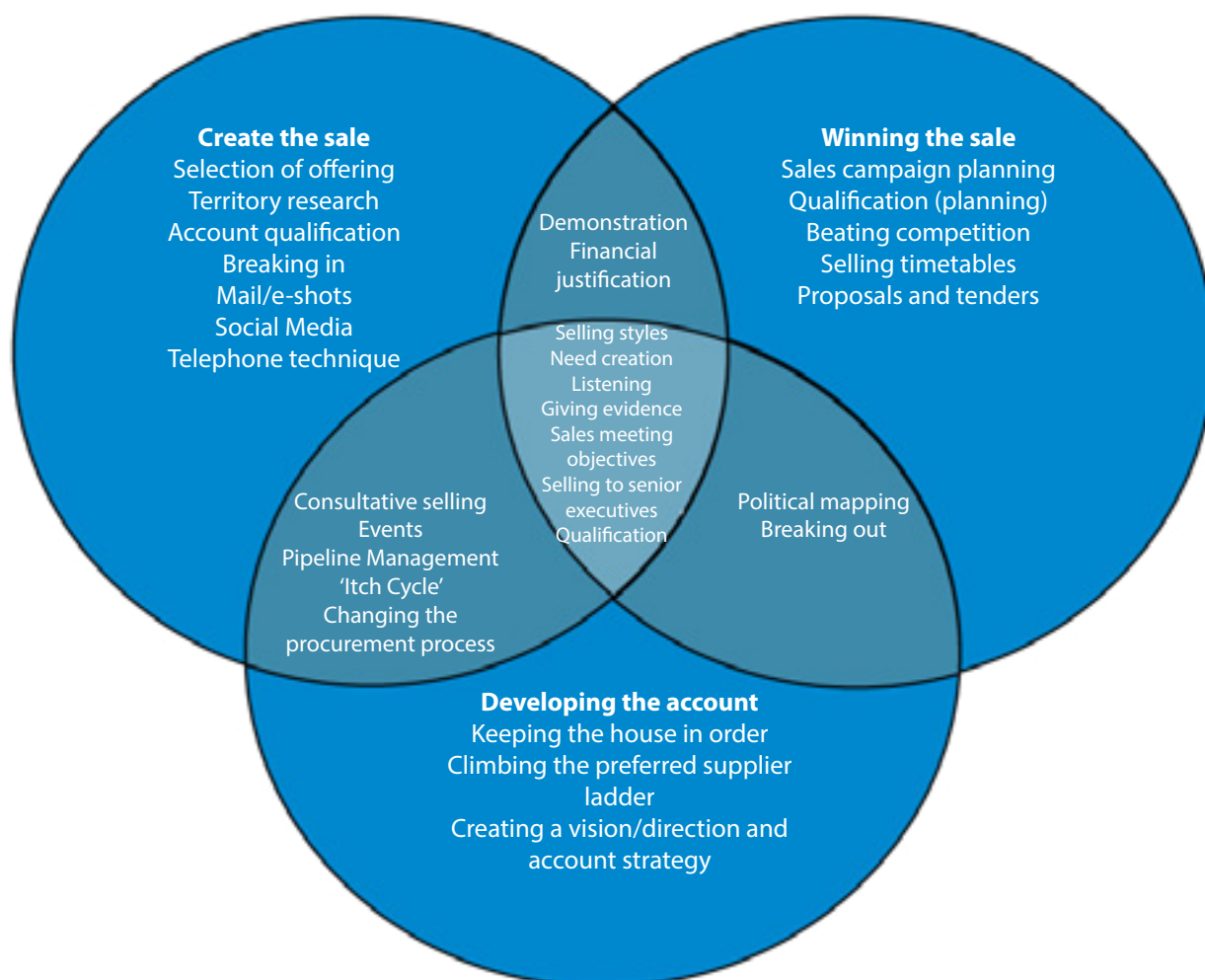
Videos are used to allow the user to take part in role plays to reinforce their learning.



## ONLINE SALES ACADEMY

### ONLINE TRAINING OVERVIEW

This diagram provides a view of the selling skills covered in the online modules. All Advance online training programmes and courses all have classroom equivalents.



### SUMMARY

We help you to create sales, win sales and develop your accounts by supporting classroom training and workshop with our comprehensive set of online and mobile courses, accessible on demand for skill honing, refresh and sustainment.