

Essential Challenger Skills to Help Drive Sales Performance

CLIENT: BCA Research

BCA Research is a world leading provider of independent investment research.

Since 1949, the firm has supported its clients in making better investment decisions through the delivery of leading-edge economic analysis and comprehensive investment strategy research.

With access to over 150,000 series, BCA maintains one of the most extensive research databases in existence, covers every region of the globe, and provides analysis on virtually every investible asset class including equities, fixed income, currencies, real estate, commodities and geopolitics. BCA maintains a head office in Montreal, with local offices in New York, Los Angeles, London, Hong Kong, Sydney, and Buenos Aires.

THE NEED

BCA's Sales Management Team has a home grown sales culture, experience, leadership and management ethic. This is made up of a diverse range of individuals and personalities. BCA were keen not to 'clone' or template the approach, to allow each individual to thrive in a Sales and Leadership environment.

Mark McNerney, Commercial Director EMEA at BCA Research, says *"Greenbank responded to our invitation to help us with a Solution Selling and Sales Leadership Programme, around 4 years ago, along with 3 other suppliers. We chose to move ahead with Greenbank because they are responsive and nimble, were flexible in their approach, and offered a very personal and efficient service. Unlike the larger providers who presented "Off the Shelf" solutions, Greenbank tailored the programme to our individual needs."*

"Greenbank has influenced a lot of positive changes to the way we sell and lead our sales team at BCA London. Their personal approach through Ian and Judith really helped build the trust of the team and facilitate some eye opening role play sessions."

Mark McNerney

Commercial Director EMEA,
BCA Research



THE PROGRAMME

Greenbank worked with BCA Research to roll out 2 programmes on 'Developing Sales Excellence' and 1 programme on 'Developing Leadership Excellence'. BCA had introduced a range of new digital products and services, which were cutting edge in terms of research and required new skills and a different approach to selling than previously used.

1. Solution Selling – focusing on the Strategic process and methodology.

- Providing a clear focus on the Sales Process with particular emphasis on a customer's 'Buying Cycle'
- Interactive 'Roleplay' Sessions where peers and other members of the team evaluated each individuals' performance
- Use of relevant scenarios, including real/actual critical client situations
- 121 Coaching - Took people out of their comfort zone and showed them another way of approaching the situation
- Provided a toolkit of solutions to use across different situations
- Looked at written proposals and worked on their structure and content

2. Sales Leadership

- Introduced tailored 360° feedback process – Working closely with BCA Research, Greenbank developed a programme using their fully tailored on-line 360° survey tool – PRISM, Sales Psychometrics (Insights Discovery) and then provided 121 coaching to Empower each Manager to develop their Leadership Skills
- Exploring effective techniques for introducing change in an effective and motivating way
- A focus on ways to increase performance both for the Individual Sales Manager and their team
- Providing a clear development planning process which placed ownership firmly with the manager
- Developing a toolkit of development activities for managers to use both for themselves and their teams tailored with real examples

Following the successful delivery of the Solutions Selling and Sales Leadership programmes, Judith Hirst, Head of Leadership Development at Greenbank, was invited back to moderate a discussion around creating a new Performance Review process at BCA Research, and this process has now been implemented.

THE RESULTS

The programme has been highly successful. In particular, the Managers have seen a great improvement in the way in which they focus on the Client's 'Buying Cycle' rather than their Sales Cycle to improve Sales Results.

The clarity and content of their presentations has improved through the use of a template prepared by Greenbank. The cold calls made by the team are more effective and most importantly, their new Skills have given them a new confidence to 'Close the Deal'.

The 360° feedback has really helped individuals to spend time on self-reflection, which in turn has helped them to become better Managers. The New Review System has allowed Managers to be more relevant and forward thinking.



GREENBANK: Profile

Greenbank are a global Performance Consultancy specialising in developing leaders, strengthening teams and developing high performance.

We invest our time to really understand our client's business needs and then we add our own expertise and experience to develop tailored programmes focused on delivering measurable and sustainable results.

To achieve this, our work in Sales Development programmes typically includes:

- Assessment and benchmarking at an individual and organisational levels
- High-impact, involving training workshops
- Coaching
- Sales management development
- Live bid support
- Immediately useful sales processes

And in the area of Management and leadership development includes:

- Tailored 360° feedback surveys
- A range of psychometrics to increase personal awareness
- 121 and team coaching
- Action Learning
- Tailored 'real play' and 'role play'
- Organisational simulations

info@greenbankltd.com