

Building Exceptional Global Commercial Leadership

CLIENT: NSG Group

NSG Group are one of the world's leading manufacturers of glass and glazing systems in three major business areas; Architectural, Automotive (Original Equipment and Glass Replacement) and Technical Glass applications, such as displays and glass cord.

NSG Group acquired the leading UK-based glass manufacturer Pilkington plc in June 2006. Today, the Company has combined sales of just over JPY 520 billion (£3 billion), with manufacturing operations in 30 countries and sales in 130 countries, employing some 28,000 people worldwide.

THE NEED

NSG Group identified a need to enhance the leadership skills of its commercial managers to enable them to predict and then react quickly to fast changing market demands by focusing on customer requirements and applying effective commercial strategies. To achieve this, they decided to commission a unique development programme for their sales & commercial management teams that combined leading edge sales and finance skills together with business school-level leadership development. Louise Pilkington, Global Talent Manager, NSG Group, attended the L&D Seminar in London during 2012 where she met Ian Hirst, CEO, Greenbank to discuss the programme.

Although Louise had already started a tender process with several Business Schools to find the right partner, she wanted to investigate alternatives from other providers in the marketplace. Following the meeting, Greenbank were invited to tender for the programme and were successful in winning the business.

'In particular, it was clear that Greenbank's very positive and flexible approach, together with their strategy of understanding in-depth the clients' business – and then using this knowledge to create a completely tailored, highly practical programme – was an excellent match for NSG Group.'

"Greenbank worked very well with the Regional Commercial Team to develop a range of programmes which are very tailored to our needs and will help us deliver our plans for the future."

Louise Pilkington

Global Talent Manager,
NSG Group



THE PROGRAMME

In 2013, Greenbank ran a 5-day Pilot Programme with NSG's Automotive Glass Replacement (AGR) business, including a tailored online 360° feedback survey using Greenbank's own PRISM system, sales psychometrics, using the popular INSIGHTS Discovery© model and a variety of role plays written specially for NSG Group. To ensure that the programme learnings were sustained beyond the programme, participants worked together in project teams both during the week and beyond, to apply the learning to real-life business projects set by senior management.

The Pilot proved to be extremely successful. Cynthia Enman, Regional General Manager, Automotive AGR, North America comments: "This training was, by far, the best the NSG Group has ever delivered... in over 25 years."

As a result, the programme has been established as a key part of NSG Group's global curriculum and is being delivered in multiple languages in 2014 in North America, Japan, Europe and South America. This has included using Greenbank's multi-lingual PRISM 360 degree feedback system to allow Japanese-speaking participants to work in their own language and receive Japanese language reports.

The key themes of the Programme include:-

- Building Marketing & Strategic Business Knowledge
- Value-Based Selling and Negotiation Skills
- Developing Consultative Sales Skills
- Competitive Differentiation
- Pricing Skills
- Advanced Rapport Building Skills using the INSIGHTS Discovery© model
- Personal Assessment and Feedback via the PRISM Tailored 360° feedback survey
- Bid Tools based on Greenbank's Win-Plan toolkit
- Being successful in a VUCA (Volatile, Uncertain, Complex and Ambiguous) World
- Applying Skills to Real Life Business Challenges

THE RESULTS

Greenbank were very quick to establish credibility with the Business Leaders from each of the business lines within NSG Group, adapting well to their very different business needs and customer requirements.

Delegates who attended the initial programmes in Europe and the US were set business projects which reflected the challenges that each of the business units were facing in the region. They worked in teams to apply the skills they had learnt in their training sessions to develop solutions.

Some of these solutions have already been implemented. NSG Group feel that this approach will help them to refocus their business to add value and sharpen the skills of their commercial team - particularly in having value based conversations with customers.

Many customers already respect the quality of our products and value the expertise of our commercial team, but we need to ensure that we always turn these strengths into a strong case for the customer to buy from us. The Commercial Leadership programme has helped us to equip commercial managers with the tools and skills to enable them to foresee and react quickly to fast changing market demands and then achieving maximum value for the business through applying effective commercial strategies".

Louise Pilkington, Global Talent Manager, NSG Group.



GREENBANK: Profile

Greenbank are a global Performance Consultancy specialising in developing leaders, strengthening teams and ultimately driving sales growth.

We invest our time to really understand the business needs our clients have 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 the area of 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

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