



cadogan[△]

Business Training Consultants

BRINGING BUSINESS EXPERIENCE TO PROFESSIONAL DEVELOPMENT



Building skills
for the long term

we inspire
people and organisations
to grow

We are Cadogan, a partnership of specialist business consultants developing and delivering customised in-house courses and programmes for clients in Europe, Middle East and Africa.

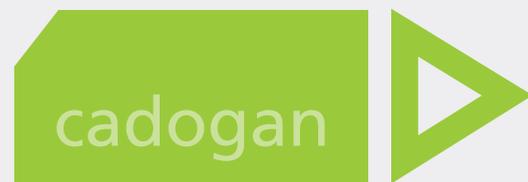
All our consultants each have over ten years commercial experience in industry

We bring valuable business experience to professional development

Our courses are based on proven concepts and case studies, and deliver skills practice, tools and templates that are directly applicable in the workplace

Courses are delivered in-house in highly interactive small group workshops of 6 to 12 people

We always work with clients to ensure that all training is fully customised to the needs of your organisation



LEAD CONSULTANTS

Ted Wainman



**Commercial Skills,
Finance & Accounting**

Graham Hollins



**Marketing & Brand
Management**

David White



**Leadership &
Management**

James Mayhew



**Business Development
& Negotiation Skills**

Ted Wainman has been successfully delivering training courses since 2004. He specialises in Commercial Skills training – the practical application of financial thinking to the operational and strategic challenges faced by clients – but also covers Management & Leadership, Negotiating & Influencing and Business Communication (both verbal & written) Skills training. Ted has worked with many different institutions and companies from across of EMEA region. He is comfortable presenting to boards and the senior management of organisations.

When he is not working as a training consultant, Ted is a Non Executive Director and the Company Secretary of Double Take Studios Ltd – a photographic business with a turnover of £26m and a staff of over 600. As the Finance Director, he played a key role in raising funding from a Venture Capital Trust. Since successfully raising over £2m in funding, Ted has now stepped back from being the Finance Director to bring on a full time replacement and concentrate on his business training. The current management team are looking to exit the company in the next couple of years.

Ted Wainman spent six years with Ernst & Young where he qualified as a Chartered Accountant (ACA), working as an Audit Manager in the Financial Services sector. He then joined JPMorgan where he spent 3 years in two financial roles - Group Financial Controller and then Senior Business Analyst - before being promoted to Vice President of the European Internet Marketing Team. The next 3 years were then spent developing the organisation's online presence and completing a company-sponsored MBA, from which he graduated at the top of his class.

This unique background allows Ted to bring considerable practical work place experience into the training room – something that delegates find very beneficial.



Examples of tailored courses, developed for clients, by Ted include:

Strategic Commercial Awareness

Financial & Commercial Skills for Professional Managers

Financial & Commercial Skills for Telecoms Professionals

Financial & Commercial Skills for Sales Professionals

Using Commercial Awareness in Negotiations

Commercial & Negotiation Skills for Procurement

Finance & Commercial Skills for Insurance Professionals

Financial & Commercial Skills for Banking Professionals

Project Management & Financial Skills

Written Business Communication Skills

Ted has delivered to a wide variety of companies, including: Bank of New York, BSKyB, Channel 4, Formula 1, Indesit, JP Morgan, Legal & General, Lloyds Banking Group, MTN, Nationwide, NATO, Orange, Qatar Telecom, RFU, UBS and Vodafone

Comments from delegates on Ted's courses include:

Fascinating insight covering a number of relevant areas, made even more enjoyable / interesting by the skills of the trainer. Thoroughly enjoyed the 2 days which exceeded my expectations. Ted was obviously very knowledgeable and presented very well - *Introduction to Finance and Banking*

Trainer was excellent, energising, thought provoking and knowledgeable. Knew his stuff and his examples of real life helped. Excellent delivery – kept course interesting & was flexible to tailor course content to attendees' requirements - *Finance for Non Finance Managers*

Very good. Possibly the best trainer I have had in 21 years. Energetic, knowledgeable and entertaining. He made sure it didn't drag on as other courses tend to do - *Successful Budgeting*

Ted is definitely the most inspiring trainer I have ever had deliver a course. His knowledge is first class and interaction with delegates fantastic - *Introduction to Strategic Commercial Awareness*

Graham Hollins, MA (Oxon) is an experienced marketing professional who has spent over 20 years in client, agency and consultancy companies, ¾ of the time in key marketing roles for blue chip companies in the UK and Australia. He specialises in all aspects of strategic marketing and implementation; from customer research and insight to brand positioning, new product development, marketing and communications.

Graham started his career with Reckitt & Colman (now Reckit Benckiser), gaining both sales and brand marketing experience. He then worked at L'Oreal UK to the level Group Product Manager and subsequently at GlaxoSmithKline (GSK) across Haircare and OTC pharmaceuticals. In his final position at GSK, Graham managed the Lucozade Sport brand, which in addition to classic marketing, also involved all sponsorships.

He relocated to Australia, holding the position of Marketing Manager for Unilever in the food business. Graham then became Group Account Director at a sponsorship agency Octagon, managing Olympic Games sponsors plus non-Olympic business. He then moved to the Australian Rugby Union as Head of Marketing.

Graham runs training and facilitation sessions for groups from 6 to 120 across the areas of technology, pharmaceuticals, hotels, financial services, sports, brewing and FMCG. He lectures for the Chartered Institute of Marketing and is a member of the Marketing Society.

Graham provides training based on extensive practical experience and real-life understanding, supported, but not led, by marketing theory.



Examples of tailored courses, developed for clients, by Graham include:

- Market Research & Insight
- Brands & Brand Positioning
- Strategic Marketing & Planning
- Innovation & New Product Development
- Marketing Communication & Activation
- Successful Sponsorship Selling
- Sponsorship Activation
- Dynamic Writing Skills

Graham has developed and delivered a range of customised learning programmes in the UK, and in over 30 countries across every continent, for clients including: Aviva, RSA, RBS, MasterCard (Asia Pacific), Hewlett Packard (EMEA, North America, Asia-Pacific), Sony Europe, Nokia, Philips Electronics, Akzo Nobel, InterContinental Hotels Group, Cadbury, Nestlé, AstraZeneca, Pfizer, Novartis, Carlsberg, SAB Miller, Fast Track, Octagon

Comments from delegates on Graham's courses include:

Graham's energy and enthusiasm as well as his classical marketing expertise made a significant impact on the organization - **Brands and Brand Positioning**

Graham's diligence, energy and attention to detail gave me complete and utter faith in his ability to implement any programme required of him. Graham was always totally professional, reliable and also went the extra mile. He was especially thorough about briefing and reporting back to his client which sets him ahead of the pack - **Innovation and New Product Development**

Graham's breadth and depth of marketing experience gives him an immense wealth of expertise to develop new and innovative strategic work - **Strategic Marketing and Planning**

Graham draws on his own experience to make the subject more relevant to every day work. He is engaging, well-prepared and imparts his extensive knowledge really well - **Market Research and Insight**

David White is an experienced manager who has worked at a senior level in sales and marketing in the telecoms, consumer goods and financial services sectors. He has been involved in training and management development for over 10 years.

David specialises in leadership, management and communication. He is a Visiting Academic at the University of London, where he teaches postgraduate leadership and management communication at Royal Holloway and King's College.

David's professional career began in sales and marketing where he worked in the automotive, food and chemical industries. In the early 1980s he was a founder manager of BT's pioneering venture into telemarketing, before setting up a database marketing agency in London. His clients included organisations as varied as SAAB cars, Barclaycard and Aviva (as it is now).

David moved into leadership and management development work in the 1990s. For what is now JP Morgan Asset Management he created a ground-breaking 2 year graduate leadership programme leading to a diploma. This concept was developed further into an in-house MBA programme for the JP Morgan asset management business.

David works on ongoing projects with the Institute of Direct Marketing and the School of Management at Royal Holloway, University of London, where he has created teaching and research services that generate significant external income for the University. He also works with Reed Learning, where he has co-developed an award winning certificate leadership programme. He continues to lecture and deliver training in innovation, leadership and management for a wide range of clients, and appears in podcasts and is an eLearning tutor for the University of London external programme.



Examples of tailored courses, developed for clients, by David include:

Leadership, Innovation & Entrepreneurial Skills

Coaching & Mentoring

Project Management

Internal Consultancy Skills

Performance Management

Improving Emotional Intelligence

Innovation & Change

Cross cultural Communication

David has delivered training for a wide variety of companies including: Bank of New York, JPMorgan, Legal & General, Lloyds Banking Group, Orange, Thames Water, EDF Energy, Vodafone and NATO

Comments from delegates on David's courses include:

The course was very interesting and informative. It has given me some new perspectives on leadership and I fully intend to apply some of the techniques we covered in my daily work - *Leadership for Directors*

Thank you for a really great course, I thought you drew the workshop together very well, and taught the subject brilliantly - *Managing Key Suppliers*

I really enjoyed the course and would say that it was the best presented workshop that I have been on. I enjoyed the day and took loads of very useful info away with me - *Project Management*

Just a quick thank you for a very informative course. I have just had to write a strategy proposal. I had 2 days to complete it and finished on time thanks to the skills I learnt on the course - *Strategy & Planning*

James Mayhew has delivered executive training courses for over ten years. He specialises in Business Development, Pitching and Negotiation Skills but also covers Media, Interviewing, Influencing and Business Communication (both verbal & written) Skills training. James works with senior management on business pitches and fund raising roadshows and has worked with most of the major financial service firms in the City of London. He has extensive experience delivering professional development seminars to leading business schools in the UK and abroad.

James also works with the British Army Media Operations Group, a military unit that provides media training and media management support for UK military exercises and operations abroad. In 2009 he took a sabbatical to serve on Operation Herrick 10 in Helmand Province, Afghanistan.

After leaving the regular Army in 1997, James started with Kingtree Group, a training company providing advisory services and training for management teams working on business pitches, fund raising roadshows (initial public offerings) and major conference speeches. In 2001 he co-founded Templar Advisors, another boutique training company with a focus on the financial sector:

Since starting Cadogan Consulting in 2007 James has been primarily responsible for business development and product innovation. He focuses on the financial sector and delivers many training modules on business school MBA and Executive MBA professional and career development programmes.



Examples of tailored courses, developed for clients, by James include:

Presentation Skills for Managers

Successful Negotiations

Interviewing with Impact (MBA workshop)

Cracking the Business Case (MBA workshop)

Pitching Skills for Directors

Customer Service Skills

Public Speaking for Senior Management

Selling To Win

James has delivered training for a wide variety of companies and institutions, including: American Express, Citigroup, Deutsche Bank, Merrill Lynch, Morgan Stanley, Mubarak Al-Abdullah Joint Command and Staff College, Investcorp; and Cass, Imperial College, London and Warwick Business Schools

Comments from delegates on James's courses include:

A highly structured course that is one of the most useful Global Leadership Development Programme sessions I have taken
- *Successful Negotiations*

James, the feedback has been excellent. You and the course were well received and perfectly suited. Looking forward to working with you in the future - *Presentation Skills for Sales Professionals*

James did a fantastic job at leading the course. By far the most useful and entertaining course I have done - *Pitching Skills for Directors*

Probably the most useful part of the whole associate training programme - *Influence and Persuasion within the Firm*

It makes a pleasant change to be able to use the word 'excellent' on a feedback form - *Cracking the Business Case*

Strategic Commercial Awareness 2 Days

This course is aimed at middle and senior managers who wish to develop their strategic thinking as well as ensure that their plans are based on sound financial analysis. The course provides business unit leaders with a clear framework to develop a strategy for their area of responsibility and team.

Content

Understanding strategy
Current environmental analysis – STEEPLE, Porter's 5 forces, SWOT, Innovation Matrix, BCG Matrix and other strategic tools
The financial basics – Balance Sheet, Income Statement and Cash Flow Statement
Setting the goals – mission & vision (& understanding the difference)
Commercial goals – Return on Capital Employed (ROCE)
Creating the path – skills & competencies and skills gap analysis
ROCE – understanding the trade-off between profitability and efficiency
Getting those around you on board – team and individual motivation; the power of the brand
ROE – debt and leverage introduced
Working Capital – understanding its importance and cash flow analysis
Asset Valuation – how to create value within the business; how the City values a company
Creating the operational plan – making it happen
Building the business case – using NPV & IRR to add commercial weight to your proposals

Learning Outcomes

A clear set of tools to implement back in the work place
An opportunity to step away from the coal face and examine the business in the wider global economic context
An ability to better articulate strategic goals
An appreciation for the financial concerns regarding a business
A greater understanding of the financial considerations to address when developing a strategic plan

Financial & Commercial Skills for Professional Managers 2 Days

This course is aimed at managers of all levels who are finding that their role is increasingly bringing them into contact with the financial aspects of the business – whether this be in budgeting and forecasting; understanding the financial implications of operational decisions; or the need to understand the financial view of the business. This course will give delegates an understanding of how a business works financially and the confidence to challenge on a commercial basis.

Content

The business cycle – how cash flows
Sources of capital – debt & equity
Loans, bonds, securitization and the role of derivatives
The balance sheet, income statement and cash flow
Key financial ratio analysis – return on investment, profitability, efficiency and gearing
Du Pont analysis – Return on Capital, asset turnover, operational gearing and leverage
Working Capital – current ratios, quick ratios & the acid test. The Working Capital requirement
Accruals, prepayments, accrued income and deferred income
Tangible & intangibles, depreciation & amortization. Goodwill
Budgets & forecasts
Costs – behavior, treatment & control
Month end and 'closing the books'
Management information & variance analysis – how to use the month end reports
Business case analysis – breakeven & payback calculations
The time value of money – Net Present Value, Discounted Cash Flows, Internal Rates of Return

Learning Outcomes

A thorough grounding in 'commercial finance'
An understanding of different accounting terms and ability to 'cut through the jargon'
An appreciation of the role and importance of the balance sheet and cash flow statements as well as the income statement
A better understanding of how to read and interpret your own company's internal management accounts
A greater understanding of costs, how they behave and how to reduce them

Financial & Commercial Skills for Telecoms Professionals 2 Days

Now, more than ever, middle to senior managers and all budget holders in the telecoms industry must take responsibility for the financial as well as operational performance of their businesses. They must be able to make sound commercial decisions – operational decisions that are aligned to corporate strategy and that are based on sound financial concepts. This course is aimed at those who need to understand the financial implications of their day-to-day operational decisions and understand how to increase the profitability and performance of their business. This course is suitable for managers with little or no financial knowledge.

Content

The Business Cycle: understand how money flows in a business
Understanding Debt & Equity in detail; and introducing derivatives
The 5 elements of the balance sheet. Capital – where it comes from and what it is used for
The structure of the Income Statement or Profit & Loss Account
The role of the Cash Flow statement – the 3 key sections
Return on Investment – ROCE / ROA and ROSF / ROE
Profitability analysis – gross, operating and net margins. An overview of Operational Gearing
Efficiency – Asset Turnover ratios and the relationship between Profitability and Efficiency
Financial Gearing & Interest Cover. Leverage – the effect of debt
Current Ratios & Acid Tests and Working Capital management
Key financial terms – goodwill, accruals & prepayments, accrued income & deferred income, depreciation & amortization, pre & post paid subscriptions, EBITDA
Asset Valuation – how stock markets work & an introduction to risk and how it is priced
Global macroeconomic issues – what it means for the business
Strategic challenges – MVNOs & VoIP. KPIs – ARPU, churn rates, MOU
Business models and their financial implications – retail / wholesale / reseller / distributor / mobile / fixed / ISPs / (M)VNO / converged operators
The Budgeting Process for the business. Management Accounts – budgeting, forecasting and variance analysis
Using MI to improve cost control and cost reduction
Improving margins and sales in your business – using financial information to improve your hand in negotiations
Capital Investment techniques – Discounted Cash Flows, Net Present Values, Internal Rates of Return and Break Even Analysis explained

Learning Outcomes

An understanding of financial accounts and reports
The ability to understand and use financial concepts
The analytical skills to interpret financial results using ratios
The ability to manage budgets more effectively
The confidence to present ideas commercially

Financial & Commercial Skills for Sales Professionals 2 Days

This course is aimed at sales professionals or anyone in a similar client facing role who needs to improve their understanding of the financial and commercial drivers of the business. This course will assist not only in pricing products and understanding the financial drivers of your own business, but will also allow you to gain a greater understanding of the commercial drivers of your clients, which in turn will assist with the negotiation and sales process.

Content

How capital flows in a business
Understanding the difference between profit and cash
The cash flow statement – why it is important and what it tells you about a company
The balance sheet – how to read the notes to the accounts
Warning signals to watch for – from current ratios to commitments & contingencies
Use of debt – interest cover and the implications of risk
Operational Gearing – how to determine how price sensitive you and your client are
Working capital – making sure you get paid and warning signs for businesses in trouble
Mark up & margin – understanding the difference
Building the business case – how to present your sales strategies for greater commercial acceptance
Understanding the financial implications of your product on your client
Opex & capex – helping the client correctly classify your costs
Costs and behaviours – how to discount on bulk orders without affecting profitability

Learning Outcomes

Learn how to interpret the financial reports & accounts
Use commercial skills to determine how to price competitively
Understand how the pricing of your products affects your client's profitability
Use commercial knowledge to create value in your products & services
Present your products and services based on sound commercial principles



Using Commercial Awareness in Negotiations 2 Days

This course is aimed at all managers who are involved in external negotiations with third parties – either on a sales or purchasing side. The course will cover the essential elements of the negotiation, but will also focus on the financial information that is available about the third party. Delegates will learn how to identify areas where they can use leverage to get what they want from the negotiation – from price sensitivity to payment terms.

Content

Understanding negotiation – push versus pull techniques
 Emotional intelligence in negotiation
 The three stages of the negotiation
 Planning & research – analyzing the figures
 Using credit references and agencies
 Operational Gearing - understanding the price sensitivity of the other party
 Working Capital - assessing the importance of cash flow and payment terms for the other party
 Setting the objectives, bid preparation & BATNA
 Trading currencies – commercial and operational
 Cialdini's six principles of influencing – how to use & defend against the techniques
 The negotiation – opening, bidding, exploring and bargaining
 Questioning techniques
 Closing techniques
 The opportunity to practice in role plays. Video playback also available

Learning Outcomes

Confidence in the negotiation process and how to apply this process
 An understanding of how to interpret credit reference agency reports
 An increased ability to 'read' people and increase your emotional intelligence
 Confidence in knowing and applying closing techniques to secure the best outcome
 An understanding of how to determine the financial strength of a third party

Commercial & Negotiation Skills for Procurement Professionals 2 Days

This course is aimed at professionals working in the procurement team as well as Relationship Managers who work alongside procurement. This course covers all elements of the procurement decision and process; It will assist delegates to address the key issues and challenges in setting up contracts, selecting suppliers, negotiating the initial deal and then managing the relationship on an ongoing basis.

Content

The procurement decision – make or buy?
 Outsourcing – whole or part of an activity?
 Partners – using one supplier v using many suppliers
 Risk – fixed price contract v time & materials
 Contracts & SLAs
 Negotiation skills for procurement
 Reading a supplier's financial statements
 Credit rating agencies and how to interpret their reports
 Negotiating the contract v ongoing relationship management
 Issues and disputes – how to resolve and maintain the relationship
 The ladder of loyalty – the role of the contract manager

Learning Outcomes

Confidence in how the procurement process works
 A basic understanding of the various clauses in a contract
 Learn how to use a SLA to manage the contract for maximum effectiveness
 Understand how to interpret a supplier's financial statements to gain best price / service
 A practical tool kit to apply when disputes or breakdowns occur



Finance & Commercial Skills for Insurance Professionals 2 Days

This course is aimed at professionals working in the Insurance industry who need a greater understanding of the financial and commercial drivers of the business.

Content

The Business Cycle: understand how money flows in a business
 Business objectives: use financial data to achieve business targets
 The profit and loss statement, the cash flow statement and the balance sheet
 Economic Value Added (EVA) & Cost of Capital
 Profit vs Cash - Accruals & Prepayments, accrued & deferred income
 Working capital management – where an insurance company gets its profit from
 Cash flow management - the importance of credit control in insurance
 Cost control and reduction
 Incurred But Not Reported, 1 v 3 year & Accident v Underwriting year accounting
 Understanding the reserves in an insurance company (IBNR, IBNER, CHR, CER, ULR etc.)
 Written v Earned Premiums & the Unearned Premium Reserve
 Loss Ratios – Revenue (Basis I), Combined, Target, Experience & Burn Rates
 Reinsurance to close and triangulation
 Deferred Acquisition Costs
 Budgets & Forecasts
 Global macroeconomic factors and how they impact the business

Learning Outcomes

Understand how costs and revenues are matched into the correct period
 Appreciate the vital role that the balance sheet plays in the accounts
 Examine how actuaries determine final loss
 See the difference between Investment and Underwriting Profit
 Consider how to apply the concepts back into the work place

Financial & Commercial Skills for Banking Professionals 2 Days

This course is aimed at managers from all levels within a bank. Managers often have a very good knowledge of how their 'business unit' within a bank operates, but sometimes struggle to see the 'big picture'. This course aims to help put the business unit into context, examining the role that banks play in the economy and how they are impacted by global macroeconomic forces. This course is also useful for delegates looking to gain a greater understanding of the City and global financial markets.

Content

The Balance Sheet – using money to make money & the concept of liquidity
 Understanding capital employed
 The Income Statement
 The relationship between the balance sheet and the income statement
 The cash flow statement
 Commercial Banking & Investment Banking
 Investment Management & Bancassurance
 The role of banks in the economy – intermediation, brokerage, market-making & advice
 Structure & content of a bank's balance sheet
 Income Statement – how a bank makes money
 Commercial v Investment Banking – spotting the differences in financial statements
 Precursor to the Banking Crisis – events from 1930s to 2000
 LTCM & the 'Greenspan Put'
 CDOs, RMBSs, CMBSs, Securitisation, CDSs & financial innovation
 The credit crunch timeline from Bear to Lehman
 The Banking Bailout – the role of the government and the central bank
 From a banking crisis to a sovereign crisis - PIIGS and the future of the Euro
 The BRICS – perception or reality?
 Quantitative Easing, fractional reserving, fiat currencies and challenges for the future
 Regulation & Basel III
 Asset Valuation

Learning Outcomes

A greater understanding of the 'bigger picture' in which banks operate
 An appreciation of the impact that the global economy has on the bank
 An ability to contextualize business unit strategy in the light of the challenges facing banks
 Learn the basics of asset valuation and the role that interest rates play in the economy
 Learn about socioeconomics and behavioural finance – the impact of psychology on financial behavior

Strategic & Commercial Implications of Global Macro Economics

1 Day

This course is aimed at middle to senior managers who need to understand the economic climate within which their business operates. The course will cover the 'big picture' of globalisation and will examine how circumstances and outcomes in another part of the world can directly impact your business. The course will help managers understand and appreciate the forces at work in the global economy and help them form an opinion on how this may influence the strategic direction of their business.

Content

- The need for capital – debt, equity and the role of derivatives
- The role of banks in the economy
- Money – a brief history & what a fiat currency is
- Fractional reserving – how banks create money
- Quantitative Easing – how and why Central Banks create money
- Interest rates & inflation – what the future might hold
- Currencies and trade wars
- Food prices, political & economic instability
- Inflation, deflation, stagflation & hyperinflation – political & economic causes
- Securitisation – how 'too big to fail' becomes 'too big to save'
- The Euro & the Eurozone – can we have monetary union without political union?
- A strategic context – STEEPLE analysis

Learning Outcomes

- Learn how the economy "works" – from the local to the global
- An ability to assess the impact of economic and political decisions on your business, your clients and customers, your suppliers and you
- Use your knowledge and analysis tools to consider the strategic implications to your business
- Be able to articulate to others what is going on in the world and why
- Increase your confidence in global financial and commercial matters

Written Business Communication Skills

1 Day

This course is aimed all managers within an organisation who want to improve their written communication skills. From writing reports to writing emails, good structure and correct use of business grammar will ensure that the underlying message of the communication is not diminished by poor quality English or structure.

Content

- Write reports clearly and concisely
- Understanding the needs of the reader
- Write according to Plain English principles
- Pitching the communication correctly
- Understanding the impact of emotion in communication
- Structure reports to make them interesting and easy to understand
- Confidently write quality reports and emails for a range of purposes
- Apply good practice to your reports

Learning Outcomes

- Writing for the reader – treating your audience as if external clients
- Hints and tips on grammar and punctuation
- Identifying and removing ambiguous language
- Awareness of changing tenses
- How to make your reports professionally objective
- How to draw concrete conclusions – leaving the reader with a clear action plan
- Tips on proof reading – getting it right first time, every time
- A review of house style – language & layout
- "Dos and don'ts" – examples from existing reports



Market Research & Insight

2 Days

Any manager with responsibility for marketing or who is truly customer-focussed needs to know the best way to find out about their customers. In the competitive market, those with the most accurate, most sensitive and most useful information on their market will have an edge. This course is aimed at people who need to understand the best market research techniques and the best way to exploit their data.

Content

- Customer-led organisations
- Benefits of customer-centricity
- Marketing and marketing research terms defined
- Customer focus: target audience definition
- Targeting principles
- Market segmentation: types & methods
- Insights: definition and application
- Insightful behaviours
- Insight process
- Customer focused questioning
- Data gathering techniques
- Marketing research principles
- Marketing research techniques
- Insight generation techniques
- Developing insights: narrowing, crafting and checking
- Translation of Insights into action
- Evaluation and measurement

Learning Outcomes

- An understanding of research and insight
- An understanding of the value of good insight and research to customer-oriented businesses
- The ability to understand and use segmentation appropriate for the organisation and market
- The skills to interpret research results
- The ability to generate valuable customer insights
- The capacity to develop stronger, competitive customer orientation
- The confidence to use research and insight within the organisation

Graham Hollins



Brands & Brand Positioning

2 Days

To succeed in a highly competitive marketplace, it is vital distinguish yourself from your competition in the minds of the customer. This is the core aspect of brand marketing. Brand management is the key to delivering a distinctive offer that sets you apart. Any manager with responsibility for developing their company's products or services needs to know how to best harness the power of branding to gain a competitive edge. This course is aimed at people who need to understand the best brand positioning techniques and the best way to exploit brands.

Content

- The importance and significance of branding
- What makes up a brand and why - corporate asset value
- The nature of brands and how it is changing
- Branding principles, concepts and terminology
- Branding in non-traditional markets
- Brand management processes
- Brand evolution and renovation
- Branding concepts: value, equity, positioning
- Brand positioning: methods and application
- Brand positioning diagnosis
- Brand positioning methods, frameworks and tools
- Benefit laddering
- Brand idea and brand essence
- Brand positioning statements
- Bringing branding to life: how all stakeholders connect to brands
- Value propositions
- Brand architecture
- Brand stretch
- Naming systems
- Evaluation and measurement

Learning Outcomes

- An understanding of the role and value of Brands in an organisation
- An understanding of the core principles of brand management
- The ability to manage and develop a brand
- The skills apply brand thinking to their business
- The confidence to use branding to better market a new or existing product or service

Strategic Marketing & Planning 2 Days

Any manager with responsibility for setting the brand or marketing strategy for a business and who manages or implements a comprehensive annual (or longer) marketing plan, needs to understand the principles of strategic marketing. This course is aimed at people who both need to develop a true customer focused strategy and who need to understand best practice techniques in marketing planning.

Content

Marketing models & strategies
The marketing business planning process
Vision and mission (company focus)
Market definitions
Market maps
Portfolio management
Planning: market analysis to marketing activation
Situation analysis
Trends analysis
Competitor analysis methods
Effective objective setting
Strategies, tactics, initiatives and activities
Evaluation and measurement methods
Embedding marketing planning within a business

Learning Outcomes

An understanding of the strategic implication of marketing
An understanding of the role of marketing within broader business strategy
The ability to manage and optimize a portfolio of brands
The skills to analyse markets
The ability to generate effective marketing plans
The skills to integrate marketing into broader business plans
The ability to use measurement techniques to review success

Marketing Communication & Activation 2 Days

Any manager who wants to turn marketing thinking and planning into successful execution needs to know the latest techniques in communication. Skilful internal and external communication management is required, as well as a good knowledge of how marketing activity affects customers. This course is aimed at people who need to be able to develop and manage marketing and communication activity.

Content

Marketing communication scope
What makes inspiring communication
Context for communication
360° communication planning
Digital and social media
Above the line v below the line similarities and differences
Activation beyond communication
Master idea: communication management
Campaign idea v communication idea(s)
The purchase cycle
Customer touch points: techniques and approaches
Agency briefing
Judging creative
Developing communications efficiently
PR and other communications methods
Sponsorship and co-creation
Evaluation and measurement methods

Learning Outcomes

An understanding of marketing communications
An understanding of the different media and marketing types
The ability to develop powerful communication strategies relevant to their business
The ability to manage agency resources
The ability to brief media and creative
The skills to evaluate creative responses

Innovation & New Product Development 2 Days

Any manager with responsibility for developing new products or services within an organisation needs to have the tools to both set up and run a New Product Development (NPD) program but also the techniques to drive it through a business. This course will help build those capabilities among anyone who wants to become better at innovating in their company.

Content

Definition of NPD
Role of new products and services
Organising for NPD
Innovation strategy
Idea generation: tips and techniques
Concept development
Evaluation: screening & testing
Conversion & diffusion
NPD funnels
Project team management: principles and techniques
Launch strategies and methods
Internal needs and external implementation
Evaluation and measurement

Learning Outcomes

An understanding of the role of Innovation within businesses
An ability to be clear about the benefit or need for Innovation
The ability to set up and manage new product development processes
An understanding the principles of managing internal and external teams to maximize effectiveness
The confidence and ability to run ideation sessions
The skill to use innovation to improve profitability



Dynamic Writing 1-2 Days

Any manager who needs to persuade a stakeholder or prospective client needs to be able to write effectively. To get better results from everyday correspondence and more formal presentations, better quality writing that is more influential than your competition will give you an edge. This course is aimed at people who want to be more effective with any and all of their written communication.

Content

The communication process
Types of written communication
Understanding your reader
How communication is processed (types)
The planning model
Purpose of communication
Structure and style
Developing reports
Cialdini's 6 rules of influence
Mind mapping
Letter formats
Organising the message
Claim, value, proof
Reviewing
Rewriting and polishing

Learning Outcomes

An understanding of writing techniques
The ability to analyse the reader
The ability to understand, organise and develop effective written communication
An understanding of the impact of style and structure on a reader
The confidence to be more persuasive in written correspondence and presentations

Leadership Innovation & Entrepreneurial Skills 1 Day

This course is aimed at managers who are looking to develop new ways of inspiring teams and generating creative, enterprising culture as well as individuals wishing to improve their career prospects by becoming more creative and confident.

Content

Mental aerobics – getting the brain fit for logical and creative thinking
 Me PLC – thinking of yourself as a business
 Making it happen
 Creative thinking tools and techniques
 Leadership case studies and challenges
 Dealing with resistance and setbacks
 Environmental analysis and application of strategic thinking tools
 Developing the mission and vision
 Creating a working brand
 Motivating the team

Learning Outcomes

An understanding of mission and vision for your own career and work activity
 Leadership sense to make it happen
 Analysis tools to audit the abilities of your organisation
 Understanding of a range of powerful tools for idea generation, testing and development
 The confidence to present new ideas and initiatives effectively and negotiate their successful implementation

David White



Coaching & Mentoring 2 Days

Today's organisations feature fewer management layers and emphasise individual responsibility. This often means higher levels of delegation and empowerment. Putting more pressure on individual performance means a greater role for managers in coaching staff to improve confidence, motivation and effectiveness. This programme focuses on the methods by which managers develop the performance of individuals. This can either mean the coaching of direct team members or the mentoring of other individuals in the organisation. These are often new joiners or members of development programmes.

This very practical workshop enables managers to rehearse a range of coaching and mentoring situations and develop the skills to develop others. The programme is designed for directors, managers and supervisors who are responsible for the performance of others. It is also useful for HR professionals seeking to develop these skills within an organisation.

Content

Development tools
 The range of ways in an organisation can foster individual performance improvement
 Coaching in the context of other performance development techniques
 Mentoring
 The background to mentoring and how it works
 Who needs mentoring and who makes a good mentor?
 Responsibilities and the scope of the mentoring role
 Defining and developing the mentoring relationship
 Coaching
 Input and output coaching and their application
 VESOS – a model for effective input coaching
 GROW – a process for effective output coaching, involving work with others to define key goals
 Help others to assess their own current performance
 Give negative feedback in a constructive and useful way
 Help others to identify options for performance improvement
 Ensure that good intentions are translated into monitored action plans
 Questioning and listening techniques
 Handling difficult situations
 Giving negative feedback

Learning Outcomes

Define a range of tools for developing the performance of others and when to use them
 Define and differentiate coaching and mentoring and their applications
 Specify the role of a mentor in both formal schemes and informal mentoring situations
 Use a planned input coaching style to develop specific skills in others
 Employ a non-directive output coaching style to deal with more complex coaching and mentoring issues
 Confidence to present ideas

Cross Cultural Communication 1 Day

As organisations become increasingly global in their activities and structure, the need to understand and communicate well with other cultures has become very important.

Even within mainland Europe, there is a wide diversity in approaches to everything from personal space, time consciousness and levels of formality.

This course provides delegates with a valuable set of models and insights into how cultures vary and what they need to do to make the most of intercultural and international relationships.

The format is a workshop with exercises and examples to ensure it is practical and relevant.

The cultural focus can be modified to fit the needs of the client. This will depend on where the organisation conducts business. Typical useful comparisons are made between such cultures as the US, UK, Northern Europe, Middle East, Japan, China and Russia.

Content

The course utilises the models developed by Trompenaar and Hofstede and include understanding cultural difference on a number of dimensions:
 Achievement vs relationship cultural styles
 Uncertainty avoidance
 Masculinity/femininity
 Power distance
 High context/low context
 Individualism/collectivism
 Achievement/ascription
 Time consciousness (monochronic vs polychronic chronemics)
 Personal Space (personal/physical proxemics)
 Touch and culture (haptics)
 Clothing and personal display
 Gesture/gaze/facial expression

Learning Outcomes

Recognise how behaviour and attitudes vary by culture
 Apply key models to business practices and be able to read the differences in verbal and non verbal communication
 Accurately modify expectations depending on the culture you are dealing with so you are not surprised by behaviour and activities
 Appreciate and empathise with the work ethics and approaches of different cultures
 Adapt your interpersonal behaviour to fit the cultural norms of your business partners
 Build stronger cross-cultural working relationships
 Overcome invisible obstacle to effective business through enhanced interpersonal sensitivity

Project Management 2 Days

The aim of this course is to provide delegates with the core skills to deliver projects on time and within budget and scope. The course shows delegates how to reduce spend, beat deadlines and plan for problems before they occur. It is essential for those who manage projects, or those who are about to become involved in project management, planning or implementation. The course gives an overview of the key concepts in project management, and shows how to implement them with confidence.

Content

Understand the requirements of a project; key dimensions; project phrases
 Organise projects; project manager; assess risks; set objectives; prepare
 Manage the baseline; plan in detail; break down the work structure; create activity tables; critical activities; schedule tasks; people and resources
 Cost, estimate and budget; money and time as a resource; budget control
 Manage change; deal with customer, project manager and project team
 Measure and control; accurate records; effective forecasting
 Closing the project; project hand-over

Learning Outcomes

Implement a project efficiently through organisation and preparation
 Cost, estimate and budget a project with precision to guarantee the efficient use of resources
 Management change effectively and prevent conflict disruption to the project schedule
 Understand practical techniques for project measurement and control

Internal Consultancy 2 Days

This course is aimed at anyone who provides tailored professional service solutions to their internal clients. Sometimes known as Business Partnering, Internal Consultancy shows delegates how to facilitate change often without holding any formal authority or control over the people/area undergoing change.

The course looks at significant change activities, including the development of new systems, processes, products, markets, resources and policies, and shows delegates how to plan, influence and advise in order to deliver the agreed change and specific professional services required in the process.

Content

The consulting model: stages in the consulting process
 Communication skills: the skills to influence across the functions and up and down the hierarchy
 Internal selling skills: the selling skills needed to win projects against competition both internal and external
 Social styles: the range of more social styles needed to develop the right relationships
 Assertiveness techniques & Influencing skills: tools for managing consulting relationships
 Communication skills: the communication skills to produce effective reports and winning presentations

Learning Outcomes

Understand project management terminology and language
 Define the nature and scope of the types of projects for which they will have responsibility
 Understand the tools and techniques available to plan and manage projects
 Establish ways to stay in control of projects
 Clarify ways to manage time and tasks associated with the project
 Understand how to communicate effectively with other project contributors and gain the support of others
 Construct a simple project plan

Performance Management 2 Days

Performance Management is now more important than ever in order to plan and target resources, coach high performance and assess and reward the outcomes. This course will build a strong understanding of performance management best practice. You will be able to apply the performance management cycle and a range of specific people management techniques in order to develop the performance of individual team members and deliver whole-team improvements.

Content

Performance management in perspective - defining the benefits of performance management
 Planning performance - identifying high performance behaviours; developing standards; agreeing individual and team targets; setting realistic goals and objectives; communicating expectations
 Monitoring, managing and measuring - individual needs, motivation and performance; appraisals & competencies
 Reviewing - identifying avenues for performance improvement; learning and development; feedback; dealing with underperformance
 Reward strategies - financial and non-financial
 Performance management in practice

Learning Outcomes

Creating and agreeing motivational plans
 Coaching and supervision skills
 The skills to tackle the challenges of managing individual performance
 Motivation and feedback strategies
 Team building and focus



Emotional Intelligence 1 Day

This course provides an insight into Emotional Intelligence for staff and managers, who wish to develop skills in handling emotional aspects of interpersonal relationships and motivation. It puts this type of intelligence into the context of traditional models of intelligence.

Today, the effective person must fulfill a multitude of roles. Technical expertise is not enough. To be truly effective we must have distinct personal qualities such as initiative, empathy, adaptability, persuasiveness and the ability to incite trust and collaborative relationships.

These are the skills of Emotional Intelligence - the ability to regulate one's own and others feelings, and to use feelings to guide individual thought and action. The more complex the job and the more people management and involvement required, the more important emotional intelligence becomes.

Content

Identifying types of intelligence
 Empathy - why it is essential for managing and leading others
 Cultivating self-awareness to regulate our own feelings
 Understanding our own and other people's emotions.
 The role of intuition in decision-making
 How to manage one's internal states, impulses and resources
 How to control disruptive emotions and impulses
 Taking responsibility for personal performance
 How to have a flexible and adaptive approach to change
 Encouraging and accepting new ideas, new approaches and new information
 Being persistent in pursuing goals despite obstacles
 Cultivating awareness of others feelings, needs and concerns
 Building collaborative relationships
 Inducing desirable responses to others
 The social skills of influence, communication and conflict management
 Building trust and commitment by emotional allegiance
 The art of listening openly and sending convincing messages
 Being aware of others' development needs

Learning Outcomes

The 7 styles of intelligence
 The 5 elements of emotional intelligence and related skills - self-awareness, self-regulation, motivation, empathy and adeptness in relationships
 Emotional intelligence as the 'missing link' in management effectiveness
 Knowing your own emotions and the effect on performance
 How certain emotions motivate us to achieve our goals
 How we use social competences to handle relationships
 The source of emotion and the difference between feelings and emotions

Creativity & Innovation 1 Day

In a changing world, the ability to innovate is vital. This course deals with a number of techniques for liberating creative thinking. To ensure transfer to the work environment the techniques are pulled together in a structure called 'positive problem solving'. This provides a structure enabling issues and challenges to be scoped and researched, and the resulting ideas tested and sold into the organisation.

The course will illustrate how to think creatively and innovate through practical exercises and syndicate work. At the end of the event, delegates will be able to generate ideas and solutions to problems.

The course is accompanied by a detailed manual giving delegates more help on using the methods practiced during the session. The teaching style involves a mix of short and long exercises to be completed by individuals or groups. These exercises include prepared case studies and specific problems and issues raised by the delegates.

Content

Defining creativity and innovation
 How the brain generates of creativity and innovation
 Vertical and lateral thinking approaches
 The seven step positive problem solving model, incorporating:
 Brainstorming
 Tony Buzan's Mindmapping
 Edward de Bono's Six Thinking hats
 Metaphorical thinking
 Rule Reversal

Learning Outcomes

Identify and overcome the barriers to creative thinking in your own mind and approach
 Recognise and cope with the obstacles to creativity and change in your working environment
 Appreciate the limitations and applications of conventional problem solving (vertical, left brained thinking)
 Apply the more fluid thinking style of the right hemisphere of their brain, i.e. use lateral thinking techniques
 Apply a range of creative thinking tools to escape from the conventional barriers to analysis and idea generation
 Test ideas for practicality and relevance
 Use a seven step creative thinking model for problem solving and innovation

Presentation Skills for Managers

1 Day

The ability to communicate ideas effectively is a key executive skill, perhaps the most critical one. After days of research, planning and development, it is important that in the team briefing, client meeting, formal presentation or pitch, you come across as confident, articulate and persuasive. How you perform in front of your clients and colleagues, is in large measure how you enhance and develop your reputation.

This course is a must for those who want to improve their communication skills. Winston Churchill once said, "Rhetorical power is neither wholly bestowed, nor wholly acquired, but something that is cultivated." In essence, you're not born with it, it's about practice. This course will show what you do well, and how you can improve. The focus is on building confidence and authority in business communications.

Content

Owning the room: the essential elements of confident delivery; pace; eye-contact; body language
Developing the message: working with key themes and using support materials (flip books) effectively
Delivering clarity of thought: understanding the rules of message structure, sign-posting and summarising
How to differentiate and create impact: rhetorical techniques to build persuasive presentations
Building rapport and developing dialogue: the art of reading and engaging your audience; listening skills
Business pitches: managing team presentations and Q&A; techniques for answering difficult questions

Learning Outcomes

An analysis of your communication style
How to communicate consistently with credibility and confidence
A clear understanding of the underlying structure of successful presentations and meetings
Exercises to develop and practice your presentation delivery and question handling
Techniques for handling apprehension, improving your body language, and other 'tips of the trade'

Successful Negotiations

1-2 Days

Negotiation is an everyday part of business life. This course introduces you to a model of negotiation that gives you a clear understanding of what to do when, in all types of negotiation situations. The focus is on negotiations between buyer and seller, although the techniques can be applied to all aspects of professional and personal life.

The course highlights core negotiation principles, and provides practical techniques and skills to achieve the best outcome in future negotiation situations. It is highly interactive, and you are given a number of case studies to practice negotiating as a group, in teams and one-to-one.

Content

Identifying the key skills and characteristics of experienced negotiators, and the pitfalls that lead to negotiation breakdown
Understanding the balance of power in a negotiation
Exploring the six steps to negotiation success: preparation; opening; exploring; proposing and trading; closure; and agreement
Understanding priorities, concerns and issues; and the importance of questioning technique and position clarification
Packaging and persuasive presentation; and the rules for bargaining and trading, concession and demand
Identifying negotiation power-plays and neutralising manipulative tactics: mandated authority, extreme offers, deadlines, decoys, cherry-picking, competition, anger & others
Tactics for reaching successful closure and agreement; and dealing with adjournment

Learning Outcomes

A clear framework for future negotiations
A comprehensive set of guiding principles, tools, tactics and techniques for negotiation success
Exercises and case studies to practice and develop your negotiation style and method
An understanding of negotiation that delivers win-win results



Interviewing with Impact (MBA workshop)

1 Day

The idea that "knowledge is power" has echoed down the centuries from when Sir Francis Bacon first stated it in his *Meditationes Sacrae* of 1597. It is as true today as it was then. However in business, your knowledge will be perceived as more valuable, if you can communicate it, clearly and persuasively. The interview is your opportunity to demonstrate this. You can guide the agenda and sell yourself from your first response. It's all about how you tell your story.

Superior personal communication gives you an edge. This course will show you how to present and position yourself, and your accomplishments, in order to generate maximum interest and a positive lasting impression. It shows you how to position and sell your unique career.

Content

Core communication principles: the first impression; effective delivery, manner and tone; body language and non-verbal signalling; handling apprehension
Analysis of your career trajectory: objectivity and emotional disengagement, context building, positioning, career switches, motivators and vision
Baiting the hooks: framing and positioning your achievements to generate interest and curiosity; the track record of success and responsibility
Skills, relationships and experience: unearth and polish the diamonds.
Differentiating yourself during interviews: building rapport and stimulating dialogue; taking the initiative and encouraging conversation; active listening: the soft and hard sell
Cultural issues: common communication standards in business and social contexts

Learning Outcomes

Understand the key principles of good interpersonal communication
Understand how to link your career progression and illustrate your professional story
Understand how to clarify and position your key selling points
Exercises to practice and develop your interview technique

Cracking the Business Case (MBA workshop)

1 Day

'What's the potential market size of Blackberry users in the UK?' 'Should Kraft acquire Cadbury?' 'How many ping-pong balls fit in a 747-400?' ..got you thinking? If you want a career in consultancy or large corporate, then you'll need to provide an answer.. in the next 5-10 minutes.. and show how you're coming to that answer, as you're doing it. It is a challenge, but with the right preparation and technique you can crack the consulting case interview.

This course will talk you through the consulting interview process and prepare you for what to expect. It will show you the different types of cases you can be given; the different formats that they come in; the frameworks and techniques used to solve the cases; the skills that are assessed; and how they are scored.

Content

Management consultancy: industry overview and work environment
Case interview: timeline, skills assessed, scoring, case checklist
Overview of case formats: guesstimates, business, presentation and written cases, difficult situations, phone interviews and brain-teasers
Overview of case types: from new product intro and new market entry, to M&A and competitive response cases
Frameworks, concepts and approaches: when to use the 4Ps, 4&5Cs, 5 forces, 7S, product life cycle, SWOT and the rest
Techniques and tips: clarification, vocalising, mapping, handling assumptions and summarising

Learning Outcomes

A clear understanding of how to approach the interview and provide a solution to the case
An understanding of what your interviewer expects from the case interview
Exercises to develop your interview case technique and practice different case types and formats
Handouts that provide templates and guides to cracking specific cases
Many further practice cases to continue your interview preparation

Pitching Skills for Directors 1-2 Days

How you perform in front of your clients is critical to business success. It's also, in large measure, how you enhance and develop your own reputation.

This course is a must for those who want to improve their pitching and communication skills. The course will show how you and your team can identify and address key client concerns, and showcase your experience and talent in the pitch. This element of client development is linked to an understanding of how professional services are bought (by the client) and sold (by the advisor), and the factors that affect decision making.

Content

Developing the message: working with key themes and using support materials effectively

Showcasing the team: creating differentiation and impact; rhetorical techniques to build persuasive pitches

Building rapport and developing dialogue: the art of reading and engaging the client; active listening skills; team feedback and non-verbal cues

Managing team presentations: handling Q&A; techniques for overcoming objections

Understanding the decision cycle: stages of change and client thought process; how and why people buy

Leveraging brand and team capital: working with weapons of influence and persuasion

Inside the decision cycle: relationship management, impact points and the sales process

Building the trusted advisor relationship: understanding the principles of trust-based selling

Structured client conversations: identification of key concerns, issues analysis and process mapping; managing fee discussions

Delivering the solution: story-boarding and pitch book development; competitor and decision maker analysis; pitch preparation

Learning Outcomes

A clear understanding of the underlying structure of successful pitches and meetings

Exercises to develop and practice your pitch delivery and question handling

Frameworks and templates for story-boarding pitch books, issues and competitor analysis, managing client objections and fee issues, and pitch preparation

Customer Service Skills - Handling Customers Professionally 1 Day

This course is designed for customer facing frontline and support staff, whose actions can have a significant impact on their company's reputation and success. The course is a foundation for understanding the principles, attitudes and skills essential for delivering an excellent customer experience.

The course will show delegates how to gain, maintain and grow existing relationships, and ensure the delivery of outstanding service to build customers' trust, respect and loyalty. The course is highly interactive and practical, and involves role-play exercises to demonstrate techniques and professional customer service skills.

Content

Meeting and exceeding customers' expectations

The service balance: competence and care

Building customer relationships and loyalty

The internal customer service links

Projecting a professional image face-to-face, on the phone and e-mail

Customer service behavioural styles and their consequences

The 8 A's formula for handling complaints

Best practice for saying 'no' constructively, and giving bad news

Successful team development and dynamics

Learning Outcomes

Understand how to create a positively memorable service experience

Understand ways to manage customers' expectations and where possible to exceed them

Recognise the significance of good and bad service on customers' loyalty, and your company's reputation

Develop the ability to turn around customer complaints and dissatisfaction

Develop a framework for saying 'no' constructively, and giving 'bad' news

Understand the development and dynamics of successful customer service teams



Public Speaking for Senior Management 1 Day

Public speaking for most people is notoriously fraught with feelings of anxiety and uncertainty, and yet it is so integral to how we develop and enhance our reputation. If you can stand up and talk to people, motivate, persuade and lead them with the power of your words, your reputation is magnified exponentially. Winston Churchill once said, "Rhetorical power is neither wholly bestowed, nor wholly acquired, but something that is cultivated." In essence, you're not born with it, it's about practice. It's about understanding how to say what you want to say, with confidence, clarity and conviction.

This course will show you how to speak with confidence, build and deliver great speeches, manage and control meetings, and handle the inevitable barrage of questions.

Knowing what to do and when to do it, the anxiety and uncertainty of the public performance will be replaced by a desire to lead and to serve, for action and implementation.

Content

The fundamental elements of good delivery: pace; dealing with apprehension and nerves; eye-contact; and body language

Minimising risk: constructing notes and using support materials effectively

Delivering clarity of thought: understanding the rules of speech structure, signposting and logical thinking

How to differentiate and create impact: rhetorical techniques to build persuasive speeches and presentations

Building rapport and developing dialogue: the art of reading and engaging your audience

Chairing the meeting: controlling the agenda, managing Q&A, and techniques for answering difficult questions

Learning Outcomes

An analysis of your communication style

How to communicate consistently with credibility and confidence

A clear understanding of the underlying structure of successful speeches and meetings

Exercises to develop and practice your presentation/speech delivery and question handling

Techniques for handling nerves, improving your body language, and other 'tips of the trade'

Selling To Win 1-2 Days

This course helps put you and your organisation in the strongest position. It is aimed at sales professionals, who want you to grow their business, get more from existing accounts and build excellent relationships with their clients.

This workshop teaches delegates practical skills in structuring and controlling a face-to-face sales meeting. The course offers helpful insights into rapport building, overcoming objections and making a memorable impact. It is of real value to those who regularly visit clients.

Content

Preparing yourself - attitude

Prepare for the meeting

The rules of professional selling

Develop rapport with your clients through non-verbal communication techniques

Gain the maximum possible commitment to move the sales process forward

Seven classical stages of selling

Make clients more flexible in their expectations

Deliver your key selling points so that they are remembered and sold on internally by your buyer

Closing techniques

Deal with resistance

Anticipate resistance and overcome objections to your product or service

Learning Outcomes

Achieved objectives from every sales meeting

Control of the discussion without resorting to aggression or pleading

Confidence in face-to-face selling

The formula to beat resistance and overcome all possible objections



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