

Developing & Implementing Sales Enablement Programs within Global Organizations

What is CustomerCentric Selling®?

CustomerCentric Selling® (CCS) is a *buyer-oriented* methodology that arms sales people with powerful toolsets and skills that can dramatically improve sales performance. Different from most traditional sales training techniques, the root of CCS lies in allowing the seller to empower the buyer in the selling process. Despite the industry or size of organization, the CCS methodology is entirely scalable and proven to work for easy adoption and applicability. Bosworth & Kenney Selling is a certified *Platinum Business Partner* who has an extensive track record in helping clients worldwide implement CCS and achieve sales performance success.

1. Describe your organizational model and several multi-geo, multi-language deployments in which you were engaged.

B&K is an affiliate group in the global organization of CustomerCentric Selling® (CCS). The principals of B&K have been in the sales process and training business since 1994 and have utilized their talents and those of the other affiliate members to deliver sales process and training to their clients in over 26 countries. The following is a partial listing of B&K's multi-geo and multi-culture clients:

- MatrixOne: EMEA, North America, Asia Pac
- Dassault Systemes: EMEA, North America, Latin America, China
- Overland Storage: EMEA, North America
- BT/Infonet: EMEA, North America, Asia Pac
- Honeywell/HandHeld Products: EMEA, North America, Latin America
- DICOM/Kofax Image Products: EMEA, North America
- Halcom: Slovenia/Croatia

2. Describe the experience your organization has in working with and in the different regions, and provide the number of resources per country worldwide.

B&K has a world wide network of Instructors, Consultant and Coaches. They are all independent contractors certified in CCS processes. Under B&K direction, this group has designed, developed and delivered workshops in multiple countries and languages around the world. By using local training resources, B&K's global clients utilize, cost-efficient delivery and support capabilities, coupled with an understanding of the many cultural and business nuances that exist within the global community.

B&K clients have found that committing to a standardized sales process, driven by inspection-based management and implementation processes, has resulted in consistent program measurements, and a viable and financially sound outcome.

Since 1994, B&K has designed sales process, messaging, training (direct and channel offerings) and management programs around the CCS methodology, one of the most widely respected and emulated methodologies in the world. B&K's enhanced delivery of the CCS programs will result in a client- specific, repeatable, comprehensive and measurable sales process. B&K is committed to meet client needs for integration and alignment of CCS and to identify and exploit touch points between other client selling initiatives.

B&K has managed several global deployments of CCS service offerings, including the development, implementation and measurement criteria, customized specifically to our client's sales infrastructure. Additionally, B&K is networked to deliver large programs in multiple languages, throughout the world.

Our consulting network includes:

- 40 consultants in North America
- 8 in Latin America
- 22 in EMEA
- 7 in Asia Pac

3. Describe the language capabilities that your organization has.

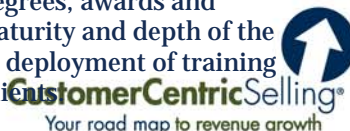
B&K can provide native language and/or blended, training approaches in French, Spanish, English, Italian, German, Mandarin, Slovene, Polish, Portuguese and Japanese.

4. Describe any international training your organization has relevant to Global organizations.

In 2007/2008, in addition to extensive work in North America, B&K has helped create, deliver and manage customized CCS-based sales process and training programs in Bangkok, Barcelona, Beijing, Budapest, Mexico City, Sao Paulo, Manchester, Lubjiana and Paris. B&K has been retained by clients to design programs and materials and deliver training for business transformation activities, Direct Sales, Channel and Channel Management. B&K has designed and delivered Sales Process and Training programs in diverse industries including but not limited to:

- Appliance Technologies
- Software
- Services
- Manufacturing
- Financial Services
- ASP
- Channel
- OEM

Additionally, the principals of B&K and their instructional and consulting team members have several advanced university degrees, numerous professional recognition and achievement awards from selling and industry groups and various appointments and assignments from organizations around the world. These degrees, awards and appointments reflect the maturity and depth of the knowledge available for the deployment of training and consulting efforts for clients.



5. Describe other large sales force development projects you have completed.

We have designed, developed and delivered workshops in 26 countries and in many languages around the world. B&K clients benefit from our ability to deliver consistent workshops over long-term engagements as well as large single training events. To date, B&K has provided training for thousands of sales and marketing personnel, support professionals, executives and VARS. We've trained direct and channel personnel in various global locations for diverse clients like Dassault Systemes, PricewaterhouseCoopers, BT/Infonet, Ariba, Rockwell, Honeywell HandHeld Products and Invensys/Wonderware. Local training resources located in multiple countries around the world ensure cost efficient delivery and support capabilities, but also ensures an understanding of the cultural business nuances within the client geos.

6. Describe your company's (B&K) use of engaging, highly interactive learning activities and your process of evaluating the effectiveness of the various activities.

B&K provides multi-layered methods of program interaction; however, collaborative activity actually begins in advance of any training. Prior to our customized workshops, a significant effort occurs between B&K and the client, outlining current processes and designing high impact workshop activities to be used in the classroom, but with a resultant deliverable that can be later used in the field.

The learning activities within the B&K training and the subsequent reinforcement initiated within CCS begins as a building process. Each step builds upon learning and activities developed at a previous level. To ensure learning within the workshop, we exercise practical application steps immediately following lecture, in the form of related role plays, labs and case study work involving live clients opportunities. We strongly recommend our follow-up reinforcement programs where we teach sales managers mentoring and process management techniques in a series of lectures, assessments and practical application exercises. During these customized sessions, the development and collaborative nature of activities begins with person-to-person (ILT) delivery and interaction.

These activities should be followed in post-class mode by a variety of e-learning (distance-based Webinar) formats for refresher training, testing and assessments. Resultant deliverables from this progression through the learning levels within CCS include the creation of brand and service specific tools and job aides. These should ultimately represent another subsystem that is resident and accessible via a clients learning repository. Several B&K clients maintain their repository in the form of a secure, electronic learning portal, affording a distance-based mechanism for learning, testing and assessments, as opposed to one-time sessions or classes.

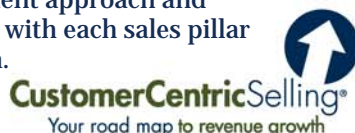
B&K Recommendation: A critical success predictor of any training initiative, included in the CCS process, is the design and implementation of a sales management and implementation program. Within the client's CCS initiative, this should serve as a parallel adjunct to the CCS selling skills model.

We have assisted in the design and development of manager's programs as an important aspect of the post-workshop assessments. Managers must know how to mentor, inspect and manage to the CCS processes, or the skills will soon be forgotten.

7. Describe the dedicated subject matter experts, resources and materials you would use to develop this complex project.

B&K has a unique and consistent access to the author and co-author of CustomerCentric Selling®. Additionally, B&K utilizes a network of consultants and business partners positioned around the world. This collective expertise shared across the entire CCS global practice ensures our clients benefit from deep, practical understanding of the issues and challenges businesses encounter. One of our contributing colleagues for curriculum content is Dr. Dennis Nulman, Professor Emeritus and past Department Chair for Continuing Education at California State Polytechnic University.

B&K incorporates the CCS methodology with its experience, research, results and best practices, to design client-specific project plans and materials. Clients will receive a building-block curriculum based upon CCS, designed to incorporate ongoing development with a consistent approach and language, while interacting with each sales pillar within a client organization.



We enjoy a highly diversified global client base while continuing to prove sales process training and consulting services for industry leaders across all business sectors. We will be happy to provide CV information on all members of the B&K team participating in the CCS initiative.

8. Describe your coaching methodology, how it is taught, how it is evaluated and how it is reinforced.

All of the B&K affiliated coaches have a thorough grounding in CCS principles and significant field experience with the model and working directly with B&K. We also encourage clients to develop internal coaching skills. Our instructional approach requires a customized coach's manual designed for each client organization. During the workshops, coach's meetings are held prior to each significant event. The benefit is multi-dimensional:

First: Work closely with B&K to design a rigorous, client-specific, internal coaching certification process. When using outside coaches in a blended coaching model, insist on review of candidate CV's as well as provider references.

Second: Designed as a component of the coaching model, each activity (role-play, lab or case study group) is discussed in advance, accompanied with written coaching instructions. B&K professional coaches work with internal client coaches to ensure situational fluency and delivery consistency with the material and activities.

Third: Coaches debrief their previous activity to discuss and assess strengths and concerns of the participants, and to edit the output of the case study groups.

Developing an internal coaching cadre already invested in a clients' culture, history and business acumen should be considered to be a significant benefit. The result is a readily available team in place that is perceived as less expensive, easily managed by the organization, with ample time to develop and share the skills to transfer the CCS sales process knowledge. An in-house coach can help develop a coaching culture within clients while serving as a change agent in a way that a B&K-provided coach cannot.

We've seen (and research suggests)* development of an internal coaching strategy is often viewed by CCS participants, as well as sales & marketing personnel, as a strong statement indicating an organization is moving toward a supportive coaching style of management.

However, we also have many client organizations utilizing outside or professional (CCS) coaches that also realize significant returns from the maturity, process expertise, independence and objectivity of the individual coach. Often, a professional B&K coach is able to provide important feedback to executive management that an internal coach would be uncomfortable or unwilling to give.

The process skills transference provided by professional B&K coaches is beneficial in many training environments. Our clients find that external coaches are able to give an objective business perspective allowing them to view the organizational impact of the training processes without constraints. Professional B&K coaches are assigned to the client's implementation and will assist with CCS training program activities, but are not participants in the day-to-day workings of the organization, thus, they are justifiably perceived as without personal or organizational agendas.

Based upon the two aforementioned dynamics, B&K recommend an initial *blended coaching approach*, designed to take advantage of the strengths of internal expertise, accumulated client's brand and services knowledge. The internal coaching resources would then be coupled with professional B&K coaching expertise, bringing extensive process knowledge to your project. We believe this approach will help clients maximize learning and deployment objectives, while minimizing associated coaching costs. While some B&K clients opt to use professional coaches exclusively, others have greatly benefited from the blended model and ultimately were capable of in-sourcing the coaching effort. B&K can manage to either scenario. Leveraging either approach underscores both organizationally and to your partners, the notion that CCS is not just a training event. It underscores that clients have engaged significant talent from within and outside the organization, in a series of transferable, learning, and collaboration activities designed for implementation and usage over a sustained period of time.

9. Describe your sales training methodology, how it is taught, how it is reinforced and your experience with integrating with other sales process programs.

The CCS methodology is co-authored by Michael T. Bosworth, who is also the author of Solution Selling®. The CCS model represents his current, updated approach to a sales model originally created in 1983. A cornerstone of the methodology is helping businesses learn to enhance the buying experience of their own customers. Bosworth & Kenney Selling (B&K) has expanded that CCS methodology by helping its clients develop organizational processes that provide a roadmap for management to execute their sales plan. The B&K training goes beyond impersonal sales presentations. B&K teaches salespeople to engage in situational-specific, one-to-one conversations with key decision makers. We show sales executives how to manage to a process while mentoring their teams. We work with sales and marketing teams to develop and use sales-ready messaging to ensure the CCS approach is both meaningful and on target.

Within a training setting, B&K uses a highly interactive communication approach consistent with adult learning methods. We utilize ILT within modular learning sequences augmented by a series of small group exercises where theory is followed by practical application. We also tie all of our workshops to relevant client opportunities. In developing the overall methodology, B&K proposes to work with clients to incorporate the CCS principals and the B&K expertise into the custom CCS sales model. Included in this design is a reuse of existing materials, creation of new materials and establishing the links to the other client processes. Key components to be considered in this process could be as follows:

A. As described earlier, it is important that B&K be included in an information stream outlining current and planned client systems and processes. We need to understand desired CCS process outcomes and goals. It is necessary for the client's CCS stakeholders to identify areas of concern or perceived inhibitors of change. B&K can provide considered opinions, but from a process design perspective, it's important that both parties mutually define the appropriate processes to design, modify or reuses existing subsystems to achieve the overall business objectives.



By reengineering elements of existing processes into a new client/CCS design, we estimate a very significant time savings, which clients should consider in view of their deployment objectives.

B. Introduce and implement a management system based upon the CCS processes. As part of this management system we should consider multiple objectives:

- 1). Identifying and meeting client business goals.
- 2). Manage to the established sales process and develop disciplines in order to improve predictability of opportunities and revenue, which can include creation of customized pipeline milestones with process specific criteria, so that data can be mapped to a CRM system, and help define or select program results (measurement) tools for assessment purposes.
- 3). Utilize a blended approach of mentoring or coaching sales people with an emphasis on identifying, evaluating and managing to sales team members' strengths and weaknesses.

C. B&K will help develop sales ready messaging in the form of sales tools for both the direct and channel teams, designed for successful process execution and specifically for selling across the client brands.

D. We recommend that larger organizations consider usage of parallel training tracks from B&K. In addition to the CCS selling processes, a manager's course needs to be developed and deployed. The management process would incorporate a series of sequential review steps (i.e., 30 – 60 – 90 days from CCS process deployment), to tie with forecasted opportunities. These pipeline management meetings would be designed to teach the client's sales managers how to inspect the forecasted milestones, including the activity-to-date; and related CCS process audit trails. We also teach managers an assessment based employee development model that combines recommended action plans with sales management techniques.

For larger organizations, we also encourage specialized CCS sales ready messaging training development for marketing and product marketing groups for use in product training programs for the client's sales personal.

Internal sales and marketing teams should give consideration to creating messaging-related collateral that is immediately transferable to your channel partners. Other related conditions to consider are the integration to areas that clients have invested heavily in, i.e. internal systems utilizing multi-media deployment of training, e-learning, distance-based learning and the Seibel OnDemand application.

We recognize that there are salient integration points between CCS and the other sales pillars. The flexibility of B&K and the CCS methodology allows the process to accommodate the activity flow between the pillars. An example of this would be tracking an account initially identified by marketing activities or within a CRM system, and the subsequent opportunity tracking and execution steps within CCS. We think it's extremely important to have selected, tested and implemented an organizational sales process prior to the deployment of a CRM system. A tracked opportunity retains its visibility within an account plan, while tactical execution and assessment occurs at multiple points within the CCS opportunity plan. These dynamics afford a strategic view of the account with linkage to deep relationship planning activities, but also examine the forecasted opportunity, multiple times from a tactical perspective within CCS. When an organization deploys its CRM application, it can design and link a dashboard view that illustrates the status of a forecasted opportunity throughout the buy/sell cycle.

Maintaining an effective assessment of the forecasted opportunity requires a structured process consisting of both sales and management training. This structured process should be augmented with usage of customized assessment tools, within a CRM application.

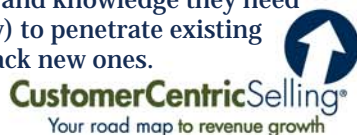
B&K has provided training, development and consulting services and has also worked with clients to assist in mapping our output with whichever process modalities chosen. These could include but are not limited to: continued integration and mapping of the sales process elements to other sales pillars (marketing, messaging, product marketing, product training, strategic planning), delivery of specialized seminars, workshops, mapping of customized materials to related process applications



(CRM, Assessment tools), Podcasts, computer-based training, Webinars, field/opportunity reviews and distance-based learning programs you choose to adopt.

B&K is available to consult with clients to design and deliver ancillary training approaches to facilitate the learning, deployment and execution of CCS programs for clients. We recommend that client's marketing and sales groups consider at a minimum, both portal-based and traditional classroom environments, utilizing the following learning modalities and procedures:

- Classroom based, instructor-led learning and skills facilitation using lecture, role plays, labs, and coaching coupled with cross brand opportunity-based case study exercises.
- Supplement and reinforce the learning, as well as provide availability for access for all client geos, a full time, on-demand, information source, resident within your electronic corporate learning portal. Content should include, but not be limited to: online skills practice, online learning collaboration, testing, surveys and assessment activities.
- Create specific job aides and CCS process tools in the form of branded product and service messaging collateral for direct and partners available in an electronic tools library on the learning portal.
- Develop a tools library holding client's specific SDPs® and success stories by product brand, target industry and title. These should be available along with related success stories, scripts, templates and job aides that support both CCS and related activities. We call these customized information packets "toolkits."
- Create customized toolkits reflecting usage knowledge across the client's brand will provide sales people with the tactical information and brand knowledge they need (situational fluency) to penetrate existing markets and to attack new ones.



- Assigned internal client's knowledge manager or team responsible supervising for CCS is responsible for overseeing refreshment and upkeep of the content within the learning portal.
- Consider forming a Sales University and offer repeatable programs for sales, sales management, Sales-Ready Messaging®, messaging for product training, channel programs, etc.

B&K and CCS in general, have many clients who have integrated their CCS-based process elements into a variety of software applications:

- *Rockwell* has integrated Seibel's ORION CRM system to their implementation.
- The *Honeywell/Handheld Products* sales process is closely integrated with Salesforce.com, and has made it available on their internal learning portal.
- *SAP / Business Objects* has customized and has closely linked the opportunity management elements of the methodology to their own CRM system and dashboard.

We will make available process stakeholders within our client organizations for consultation purposes.

Blended and complementary to CCS, Landslide Technologies brings a systematic, traceable, repeatable approach to sales production and revenue generation. It combines sales process consistency with on-demand sales performance tracking. Their "personal sales assistants" program seems to be unique to the CRM/SFA world.

10. Describe how your company handles modifications to the project after the project has started.

B&K has found that training and support materials may require periodic enhancements based on participant feedback, measured assessment results, management focus, new requirements, etc. B&K will consult with the client's leadership team in analyzing the change drivers and reformulating the model and support materials as necessary.

Once the change is approved, B&K will incorporate it into the required materials and update the links to the related sales processes. B&K understands the client's desire to make CCS the organizational opportunity execution sales model. B&K will help blend key elements of CCS into the CCS model and update it as necessary.

11. Describe your approach in reporting learner progress data.

Ultimately, an important goal for CCS training activities (direct or channel related) would be the continuous measurable improvement of the program participants with a resultant increase in revenue for the company. There currently are informal, but valuable information that can be collected within the workshops using beginning and exit forms in a student self-assessment. In order to collect, evaluate, assess and report meaningful data, clients may consider retaining independent testing entities that specialize in testing and assessment processes. Two organizations capable of these efforts are [KnowledgeFactor](#) and [Development Dimensions International](#) (DDI).

Within organizations, the evaluation of training activities in the workplace has been influenced by the work of [Kirkpatrick's four levels](#):

- 1) *The participant's sense of satisfaction*
- 2) *Learning of the skills and knowledge*
- 3) *Application (behavior) in the workplace*
- 4) *Measurable evidence of results*

The first two criteria can be collected through survey. As noted in contemporary adult learning thought leadership, the more important issue is whether the salespersons (and organization) use the skills and knowledge to change selling behaviors. To identify application and improvement, benchmarks should be in place with documentation that provides objective measurement. Consistency from the individual salesperson is more likely when there are written company application protocols and sample formats. An internal evaluation and reinforcement of the process should be viewed as a necessary part of the process. Without reinforcement, implementation will recede and the sales manager will become overly engaged in selling the product or

service rather than managing the sales force. Informal capture of results information, pre/post workshop self evaluations are currently a part of B&K process programs. These measurements include:

- Pre/post CCS workshop self-assessments completed by participants
- Class effectiveness: a CCS workshop evaluation completed by the attendees at the end of each class
- Application of workshop skills to the sales job: field debriefing of opportunities to assess change factors and implementation issues
- Operational and financial impacts: tracking of sales productivity (direct & channel), tracking pipeline movement of opportunities based upon established CCS pipeline milestones within the funnel, conversion (win) rates and ramp-up times for new reps that have been through the CCS training*
- Develop customized management skills training at all levels to manage to the skills learned within the new CCS process that will include a series of measurable, repeatable steps as well as intervention strategies

B&K's recommendations for establishing tracking and assessing current industry data and measurement are consistent with 3rd party findings. Analyzing results (either through internal or external assessments) will allow clients to assess sales process performance by measuring processes and results against projected outcomes.

According to a survey conducted this year by the Aberdeen Group, enhancing a sales representatives' productivity is a central aspect of sales effectiveness. In their findings, they determined that "Best-in-Class Organizations" attention to their own sales effectiveness measurement and KPI's, correspond with superior year-over-year performance in revenue per account, average order margins and average opportunity deal size, all of which are financial metrics that reflect individual sales representative's productivity.



Customer Centric Selling®
Four road maps to revenue growth

Additionally, the Best-In-Class Organizations also achieved superior performance in operational metrics. An example cited in the literature, suggest that 75% of the BIC companies have improved proposal quality, and 41% have reduced the time it takes to generate a proposal.

12. Describe your adoption services: assess, integrate CCS with client initiatives for reinforcement, measurement, and change.

B&K programs are based on many of the principles of Customer Centric Selling® (CCS) as a component of our sales process consulting and training efforts. When properly adopted, managed, measured and implemented, these processes present an effective and flexible model that, when embedded into CCS, provides both a tactical (execution) and strategic (planning) adjunct to the other internal sales pillars or initiatives.

13. Describe change and program management disciplines and methods.

Organizations are highly specialized systems and there are many different processes for effecting change. Of those organizations that undergo restructuring/reengineering, many do not achieve the end objectives of their efforts. We would argue that a competitive advantage goes to the company that is able to foster continuous improvement organizationally and with its stakeholders. A review of literature into the effectiveness of workplace training reveals that successful efforts are characterized by shared factors. We work with motivated client organizations that are dedicated to re-engineer existing systems or (sales) processes to better achieve business goals and remove historical inhibitors. B&K has worked closely with the client's CCS team members to define and design an optimized sales execution and opportunity planning system to fit the client's strategic objectives outlined in their defined sales process initiatives. Using a collaborative change approach, incorporating elements of B&K consulting, internal client expertise and the CustomerCentric Selling® methodology, many of our clients are successfully embedding these factors into its organizational sales processes. The most salient of the contributing factors is organizational commitment: a behavior-based training plan, reinforcement of implementation activities and demonstrable benefits to the employee.

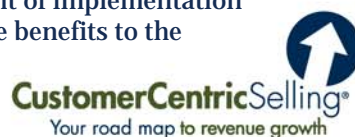
Organizational change management is a top-down systemic approach, from the CEO to the telephone receptionist; it can't be isolated to only the sales force. If attempting to enact change at an organizational level, particularly within a global enterprise, ownership of the training skills and activities should be assumed by a cross-functional team with overlapping responsibilities to be integrated and consistent.

Sales and channel sales managers need to reinforce the skills and activities of the participants (*with planning for direct and channel activities and outcomes*), rather than focusing only on sales outcome. Marketing and product marketing teams need to develop strategies that complement sales tactics and long-term strategies. Financial officers need to understand and have confidence in sales projections. From our perspective, the client's services providers, or their channel partner service providers need to understand their role in the sales cycle, as well as the critical impact of the identified Client Services Group or Partner Services Group relative to their customer's internal ROI projections. Services deployment and execution are an important component of our programs.

A look at contemporary change management literature suggests that a goal of these collective efforts will be a workplace with a common purpose and employees with common skills benefiting from shared responsibilities in an explicit process. The end result is not only a restructured workplace, but also a collaborative global environment.

In a white paper published by the Aberdeen Group, author Chris Selland produced data suggesting the following as a result of a 2004 Aberdeen Group Study referencing Best in Class Sales Organizations:

"...formalized and systematized collaboration within selling teams, as well as between sale and marketing...sales effectiveness is heavily determined by enabling the salesperson, but as selling models and cycles gain complexity, team-based selling is increasingly moving to the forefront. Companies that have strong collaboration between marketing and sales have higher sales effectiveness. This is especially true when there are structured processes and systems in place to support this collaboration."



Quotes: Aberdeen Group. Chris Selland, Vice President of Sell Side Research, Sales Effectiveness: Helping Sales Sell, (2004).

14. Describe strategies to approach integrating the sales process and training into our other internal processes and/or CRM initiatives. What are the advantages and disadvantages of tools loaded into the CRM? Are there costs associated with implementation?

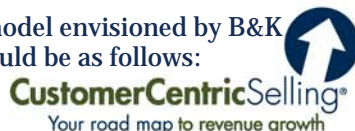
As mentioned elsewhere in this document, other CCS clients are integrating components of the process that can be dynamically integrated with their internal CRM systems. B&K will discuss integration recommendations and examples of how other clients have managed these processes. Generally, the costs related to integrating tools into the CRM are based on the platform and configuration alternatives available. Accordingly, the costs would be related to the scope, which is situational.

15. Describe your availability for starting a global project, what resources you would assign and how those resources would interface with a client's project team.

B&K utilizes its global network of independent CCS certified instructors, consultants and coaches. The team member's experience, maturity and dedication are reflected by an average duration of association with B&K of over 10 years. We will be happy to provide CV information upon request on any of our certified practitioners.

With the ability to deliver our programs in multiple languages, we can provide geo-relevant solutions to your CCS teams on a global basis. B&K delivery facilitation resources can also scale to meet critical client needs, such as customizing and training the client's personnel in EMEA, Asia, North America and Latin America. B&K provides a global perspective as it relates to managing process and training initiatives throughout the world. The model is flexible enough however, to recognize and honor the business cultural diversity encountered across these wide-spread regions.

The training deployment model envisioned by B&K for international clients would be as follows:



- Global responsibility for all components of the project would be with either Steve Bosworth and/or Mike Kenney
- Regional responsibility for training pre-work, workshop session(s) and post-work would be administered by a Regional Team Leader, based on geo location and language
- Individual workshop responsibility will be with the Instructional Team Leader
- All consulting work will be directly administered or managed by either Steve Bosworth and/or Mike Kenney

16. Describe the team you would assemble for the design project, how much of their time would be dedicated to this project and the reasons you would want them on this project.

B&K instructional teams draw on their professional skills, which are rooted in sales, executive management, training systems, program development, finance, risk, operations and technology. These teams consist of individuals with vast maturity in their selling and management careers that can assist you in the design and deliver lasting change. Our team member's enormous business background, sales training expertise and implementation knowledge is available to advise and assist in your enablement of CCS. We will assist you in coordinating change across your global business network; this requires a unique set of skills and experience. B&K brings you the seasoned experience to help you in achieving your goals.

B&K will assign Team Leaders in the geo regions represented by the client's organization. We recommend that B&K Team Leaders have an opportunity to interface with a client's Country Manager/Managing Director in the appropriate language(s) of the geo region in advance of significant training events or program kickoffs. Our teams will ensure engagement of instructors, coaches, language requirements, duplication of materials and share logistical information with their client's collaboration team counterparts. They will also ensure collection of survey and evaluation data from each of the sessions.

The B&K Team Leaders should be invited to participate in a series of sequenced post workshop activities (i.e., 30-60-90 day intervals) for pipeline review and opportunity assessment training. B&K Team Leaders will design follow-up Implementation/Inspection events using pre-designated evaluation sequencing, i.e. teaching local management how to inspect and conduct pipeline review meetings, audit of opportunity-based Sequence-of-Events (SOE) on the forecast, and how to assess strengths & weaknesses of team members. An emphasis on managing to identified skill sets or deficiencies, along with mentoring strategies (formal & informal) for corrective actions. In essence, we help the client's management team design, inspect and manage to the CCS sales process.

B&K is available to help you implement your strategy. We will take the time to listen to your situation and will offer a range of choices to consider, which will be based on our expertise and insights and are supported by facts and industry experience. Payment fee structures and terms are documented in advance of all client engagements.

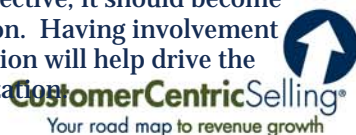
17. Describe a case where you partnered with other vendors to create a “best of breed” approach to a project.

A good example is our partner relationship with TDC in Brazil. They are a long-term training organization whom we have certified in CCS processes. They have trained all over the world. Under contract to B&K, they've delivered B&K client workshops in Latin America and Spain, and managed the translation of the materials.

B&K collaboration techniques with localized geo partners such as TDC create an emerging value center for our clients. It has the potential to deliver value well beyond the associated cost savings, by opening access to talent and capabilities while maximizing our business model flexibility.

18. Describe B&K's “Train-The-Trainer (T3)” Option or how you would engage the client's personnel at each stage, role and pillar.

B&K would encourage the client's personnel to be involved at all stages, roles and pillars of the project. For a process to become effective, it should become the fabric of the organization. Having involvement at all levels of the organization will help drive the process and ensure optimization.



A frequently used approach could be the following:

- After completion of each sales training workshop, designated client coaches-in-training are partnered with a B&K coach counterpart.
- They are given specific coach training materials addressing each element of the workshop.
- These coaches are involved in coach meetings prior to each workshop exercise.
- The instructor will shadow the coach's activities until the coach demonstrates the required ability.
- At the instructor level, a Train-The-Trainer Program is optional for clients. This program allows client personnel to become a CCS Licensed Instructor, after completing a certification process for each CCS selling process, conducted by a certified CCS client trainer.

Source Material:

Aberdeen Group. *Andrew Boyd, Sr. VP & Research Director, Noel Le, Research Analyst, Sales Effectiveness: Getting Sales Back to Selling:* <http://www.aberdeen.com/c/report/benchmark/sponsored/4115-RA-sales-effectiveness.pdf> (July, 2007).

Attributes of CustomerCentric Selling “As a Systemic Process for Sales Training”, Dennis Michael Nulman Ph.D. (2003).

Development Dimensions International, <http://www.ddiworld.com/about/default.asp>

KnowledgeFactor, <http://www.knowledgefactor.com/>

Evaluating Training Programs, Donald Kirkpatrick (1975).

ASSESSING TRAINING EFFECTIVENESS, Donald Kirkpatrick (1994).

***NOTE:** *Enovia/MatrixOne tracked reduction of discounting after B&K training and noted significant change results which were attributed to negotiation skills training, a module within the B&K workshop.*

Source: Robert Hawley, Director Sales Operations for Enovia/MatrixOne (August 14, 2007.)

About Bosworth & Kenney Selling (B&K)

Bosworth & Kenney offers results.

Bosworth & Kenney Selling is a global sales performance development firm dedicated to helping organizations develop, improve, and implement the sales and marketing processes and selling skills that deliver strategic and tactical results. For over two decades, we've helped companies achieve high-performance first through Solution Selling and now through CustomerCentric Selling®. Trust our team to offer the discipline, skills, and processes that can enhance your internal efforts and propel your team from good to great.

The Bosworth & Kenney Advantage

Creating a high performance sales organization takes commitment and vision. Getting there takes the right partner . . . one with a combination of insight, knowledge and experience.

When you choose Bosworth & Kenney, you choose:

Experience

Put practical, hands-on experience to work for you.

Flexibility

Maximize your company's unique selling environment, selling structure and specific skills.

Partnership

Benefit from an approach that is truly a partnership—at every level of your organization.

Results

Get measurable results that show up in the bottom line.

International Solutions

Learn a sales approach flexible enough to work anywhere in the world.

Learn more at www.bosworth-kenney.customercentric.com



Conclusion

B&K appreciates your interest in our service offerings. If you have any questions or would like any files in their original format, please contact us. Thank you for considering Bosworth & Kenney Selling and the Customer Centric Selling® methodology.

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Good selling!

