MASTERCLASS

FINANCIAL SOLUTION SELLING SKILLS
IN THE INSTITUTIONAL ASSET MANAGEMENT & INVESTMENT MARKET SPACE

2 SESSIONS BACK TO BACK

DATES: 26 - 28 MARCH 2019 - SESSION I
DATES: 31 MARCH, 01 & 02 APRIL 2019 - SESSION II
VENUE: SHERATON DUBAI CREEK HOTEL & TOWERS, DUBAI

Delivery Type: Group Live Class Room (10 Participants per Session) | Duration: 3 Days | Non residential
Course Language and Materials - English

CONTACT US TODAY TO KNOW MORE!
+91 8433921011 marketing@bricsaevents.in
+91 8433921012 www.bricsaevents.com
Welcome and introductions
Objectives of the program

Session 2
The Science of Selling: The CIRCLE™ Model
Delegates will be introduced to an advisory sales model that will serve to give structure and consistency in the selling approaches of those attending. The model will also be used as an action plan that will allow for ongoing skills development once all the modules have been completed. It is as follows:
- Connect – pre-connect, engage, gain rapport, initial pitch
- Inquire – be curious, tease out what is in the “problem context” and consequences of any change
- Respond – paraphrase, summarise, define the problem context
- Create – describe the “what if”, emotions, future states
- Liaise – Agree on real need. Present and agree on solution
- Execute – handle objections, close the business, on-board the solution / client

Case Study: Good Meeting – case simulation of a first meeting with a prospective client

Session 3: Seller’s profile
- The relationship manager’s job is:
  1. Help the buyer discover the solution he needs
  2. Help him implement the solution
  Align competences with needs
- Understand Value Drivers from buyer’s perspective
- Understand your competitive profile – strengths
- Understanding why people buy
- Explain your company beliefs and values – why you do what you do.
- Develop “elevator” pitch (role play)

Session 4 Client Profile
- Screening suspects - Decision tree (exercise)
- Creating a questioning hub around current market issues to explore client need
- The complex sale - Decision Influencers - Decision Influencers’ Chart - position with each (exercise)
- Response modes of Decision Influencers
- Overview of Personality profiles and behaviours
- Do you want to sell or have someone buy from you? Don’t sell too early.

Session 5: Creating the Value Advantage
The nature of selling in the financial industry is different to commodity selling approaches: the more you push a product the more you de-value your offering. However, potential clients can engage in commodity buying approaches which dilute value and differentiation. In this session delegates will be shown proven techniques on what creates value for the investment client. Topics covered:
- Features/Benefits & true added value (Case - Zenith Chemicals).
- Hierarchy of relationships (Transaction, Solution, Business value creation, Market creation).

Case Simulation – Creating Business Value for the Client – Zenith Chemicals
DAY TWO

Session 1: Structuring the Process
- Account Plan
- Research & Qualification
- Sales Process Funnel

Session 2: Effective Client Meetings
- The structure of client meetings – 2 stage (Fact Find & Proposal)
- Handling the meeting – agenda discussion, attendees, prepare
- The importance of effective listening – not imposing our own structure
- How to develop better active listening skills
- Open, closed and probing (catalyst) questions
- Non-verbal communication - Posture, facial expression, Tone of voice, limb position

Role Play: Participants will role play a short meeting with client – how much new information can they uncover – and how much will they disclose?

Session 3: The Art of Advisory Sales: Assisting your Client to Identify the Problem is More Important than Solving it
- Types of question – Open, Closed, Leading, Assumptive, Reflective, Catalyst
- SPIN questions – Situational, Problem, Implication, Need reinforcement
- Implicit / Explicit needs - Buying facilitation questions to help client identify the real implicit needs which client is not yet expressing. (What is under the water?)
- What is Socratic questioning? How can this be adopted in a Sales situation?
- Catalyst questions
- Guide client to identify “Problem context”
- Using paraphrasing and summarising to ensure complete understanding
- Being the catalyst to guide the client to his/her Solution Context
- 2 Stage Funnel

Role Play: Paraphrase don’t solve – Car showroom

Exercise: Delegates will devise questions to probe the real problem / solution context – What kind of holiday?

Session 4: Advanced Financial Questioning Skills that Increase your value to the client
- Framing the issues
- Using catalyst questions to uncover hidden needs
- Using Maister’s “Envisioning alternate realities” technique to create a tangible value understanding by the customer
- Confirming commitment to the definition of the problem context and possible solutions

Session 5: The sensitivity of using Catalyst questions – discover hidden value or risk disturbance?
- Moving beyond the comfort zone (status quo). What are the risks? What are the rewards?
- Situations where using catalyst questions may be difficult and how to manage them.
- Dealing with objections
- Pilot projects

Exercise: Catalyst questions which can uncover the hidden part of the iceberg. Apex Electronics

Review of Day 2 material
**Day Three**

**Session 1: Developing the Financial Solution: The Skill of Trusted Advisors**
- Briefing strategy specialists with “solution context” which client has identified.
- Ensure specialist understands how to retain trusted advisor status (stay flexible)
- Provide options so that client can choose
- Link solutions to your beliefs

**Exercise: Briefing the specialist**

**Session 2: Unblocking a stalled Sales Process**

What can cause blockage in a sales process which seems to be progressing well?
- Part of the process has been skipped (technical, fees, ancillary services etc.)
- Not listening to the client
- Failure to cover the bases
- Failure to uncover the hidden context and implications of change
- Failure to understand who has decision-making power
- The process was a cover for a decision already taken in favour of a competitor
- Failure to understand personality profiles
- Failure to guide client to a definition of his Problem/ Solution contexts

**Exercise: APZ Pension Fund – how to unblock the process & develop an action plan**

**Session 3: Major Role Play**
- Participants will review a client case study and will then need to go through all stages of the sales cycle – questioning; rapport building; guiding the client to identify the problem context, briefing the subject matter expert, building the financial solution; pitching the solution; closing the deal and handling objections
- Participants have a final opportunity to put the skills of the course into practice
- They are observed undertaking a sales scenario
- Are they using the Questioning Structure? Are they using the other skills of the course?
- Group debriefs in small groups
- Personal action planning – a contract for further improvement

**Role play: APZ Pension Fund – Using all the skills to Win**

**Debrief on Role Play**

**Conclusion: Debrief on workshop**
Rationale
This programme is targeted at:
Relationship Managers, Business Development Managers who are responsible for a portfolio of clients and prospects. Their primary route to value is their knowledge, advice or guidance, not just a product.

How the Increased Importance of Intangibles and Knowledge Transfer in Client Relationships must transform the organisation’s approach to Business Development.

Effective Selling Skills for building knowledge-based client relationships
This training course focuses on the engagement with a client or a prospect in order to become the trusted advisor, to identify all the stakeholders, to discover the true “problem context” and to co-create a “solutions context” which satisfies all parties.

This workshop is targeted at financial advisors whose primary route to value is their advice or guidance, not a product. The programme aims to improve the conversion and client retention skills of those attending by examining effective client engagement and business development strategies in the financial industry. The course is based on leading edge research and experience on what are the most effective ways to advise clients. The course will follow a typical relationship management cycle, presenting the skills and strategies needed at each stage. Those attending will by the end of the have a number of leading edge strategies that they can implement to grow their business areas

Training Objectives
After attending this course, participants will have learned how to:
- Utilise a structured sales model (CIRCLE™) that can be applied across the Bank
- Profile prospects so that competences are aligned with clients’ real needs
- Understand the different stages of the sales funnel
- Deploy effective techniques that create advancement in situations where client decision making maybe complex and lead times long
- Use facilitating techniques that increase intangible value of the solution
- Apply paraphrasing and re-framing techniques that give clarity to client problems
- Use a questioning technique that is designed for the challenges of financial solutions
- Apply the concepts of effective relationship building
- Adapt effectively to relationship styles they meet
- Develop and improve their personal presentation and relationship style
- Be able to structure and control a face to face meeting
- Develop their clients into a value grow portfolio
- Reduce sales cycle times and develop trust through being the catalyst in the client’s discovery of his real needs
Course Felicitator | Michael Polya

Michael is an accredited trainer with some of the premiere institutes across Europe. He was the Director of Client Facing Support for EMEA, from 2003-2016, at State Street Global Advisors, one of the world’s largest asset managers. This meant coordinating and participating in the training program, advising on strategic priorities and continuously looking for ways to increase the productivity of the sales and relationship managers.

He was also responsible for the PMO (Project Management Office) which managed over 50 projects in a period of 3 years. He is still managing a collaborative project, with 45 participating organisations from the investment community, which is doing ground-breaking work on identifying the key sustainability factors that have the potential to create value or prevent value erosion from an investor’s perspective.

Prior to joining SSgA, in 2003, he held senior management positions with several international companies in the branded sporting goods industry and financial services. He has also run his own consultancy and manufacturing companies.

Michael holds an MBA from INSEAD, Fontainebleau, France and a BA degree in Economics and French from the University of Reading.

Methodology

This is an interactive training combining presentations, group debates and group works for case studies to enhance the learning curve of the topics discussed. Participants are encouraged to bring to the table real life cases and issues encountered in their work-related environment.

On completion participants will receive course certificate.

Who should attend

Client Relationship Managers, Product Specialists and other functional managers that have direct interactions with the client and operate in the client interface team. This can include:

- Private banking executives
- The relationship managers:
  - VHNV1 relationship Managers
  - Private Wealth Managers
  - Account Managers and On-Boarding Officers
- The subject matter experts i.e. Product Specialists:
  - Fund managers
  - Investment managers
  - Legal, trust and admin staff
- Parallel functions
  - Senior branch managers
  - Corporate and Investment Bankers

Program schedule*

<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>0830</td>
<td>Registration and coffee</td>
</tr>
<tr>
<td>0900</td>
<td>Morning session begins</td>
</tr>
<tr>
<td>1100 - 1115</td>
<td>Morning refreshment</td>
</tr>
<tr>
<td>1115</td>
<td>Morning session continues</td>
</tr>
<tr>
<td>1300</td>
<td>Luncheon</td>
</tr>
<tr>
<td>1400</td>
<td>Afternoon session begins</td>
</tr>
<tr>
<td>1530 - 1545</td>
<td>Afternoon refreshment</td>
</tr>
<tr>
<td>1700</td>
<td>Course concludes</td>
</tr>
</tbody>
</table>

*Program schedule can be amended to adjust course timing with mutual understanding between participants and facilitator. Please inform hotel staff in advance to adjust with the new timings for breaks in case there is any change to the above schedule.

Please liaise with the Program facilitator in case a prayer break needs to be included in the above schedule.

PROGRAM VENUE:

This program takes place on a non-residential basis at a centrally located Dubai hotel. Non-residential course fees include training facilities, documentation, lunch and refreshments for the duration of the program. Delegates are responsible for arranging their own accommodation, however, a list of convenient hotels is available upon registration.

IN-HOUSE

All our programs are also available through in-house or bespoke format. You need to identify the requisite agenda which need to be covered, the dates most convenient, and have it delivered at your choice of location. Please email us today on marketing@bricsaevents.in to discuss further.
Financial Solution Selling Skills Masterclass

26 - 28 MARCH 2019 - SESSION I / 31 MARCH, 01 & 02 APRIL 2019 - SESSION II

SHERATON DUBAI CREEK HOTEL & TOWERS, UAE

Sales Contract | Please write in BLOCK letters

DELEGATE DETAILS

1

Name: __________________________
Job title: _______________________
E-mail: _________________________
Tel/Mob: _________________________

2

Name: __________________________
Job title: _______________________
E-mail: _________________________
Tel/Mob: _________________________

3

Name: __________________________
Job title: _______________________
E-mail: _________________________
Tel/Mob: _________________________

4

Name: __________________________
Job title: _______________________
E-mail: _________________________
Tel/Mob: _________________________

COMPANY DETAILS

Company Name: ________________________________
Address: __________________________________________
City: __________________________
Tel: __________________________
Country: __________________________

AUTHORISATION

Name: _______________________
Position: _______________________
Date: ______/____/____
Signature*: _______________________

*I/we hereby confirm to the above and authorise our participants.
* This booking is invalid without signature.

Early Bird Discounts

Register before September 30, 2018.............. US$3190
Register before December 31, 2018.............. US$3390
Final Price.............................................. US$3590

Group Discounts*

3-4 Delegates 5%
> 5 Delegates 7%

*please note that all group discounts are given on the final price

3 Easy ways to Register

TERMS & CONDITIONS

1. Payment Terms: 100% payment of the full amount upon receipt of the invoice.
2. Cancellation Policy: All cancellations must be done in writing.
3. Full refund for cancellations will only be paid to a maximum of one week from the invoice date.
4. No refund for cancellations done after 2 weeks from the invoice date. Substitute is always welcomed.
5. Force Majeure: If the event is postponed, canceled or abandoned by reason of war, fire, storm, explosion, national emergency, labor dispute, strike, lock-out, civil, disturbance, actual or threatened violence by any terrorist group, or any other cause not within the control of our organization, we shall be under no liability to the participant for non-performance or delay in performance of obligations under this contract or otherwise in respect of any actions, claims, losses (including consequential losses) costs or expenses whatever caused by any terrorist group or any other cause not within the control of our organization, we shall be under no liability to the participant for non-performance or delay in performance of obligations under this contract or otherwise in respect of any actions, claims, losses (including consequential losses) costs or expenses whatsoever which may be brought against or suffered or incurred by ‘Company’. As the result of the happening of any such events.
6. Complaint and Refund: For more information regarding administrative policies such as complaint and refund, please contact us at: Tel: +91 8433 921011, Fax: +91 22 49207330, e-mail: marketing@bricsaevents.in
7. Governing Law: This contract shall be governed by and construed in accordance with the Laws and Regulations of India and the High Court of Bombay shall have exclusive jurisdiction without regard to conflict of law provisions.

www.bricsaevents.com