



# BUSINESS DEVELOPMENT CERTIFICATION PROGRAM

CURRICULUM PLAN

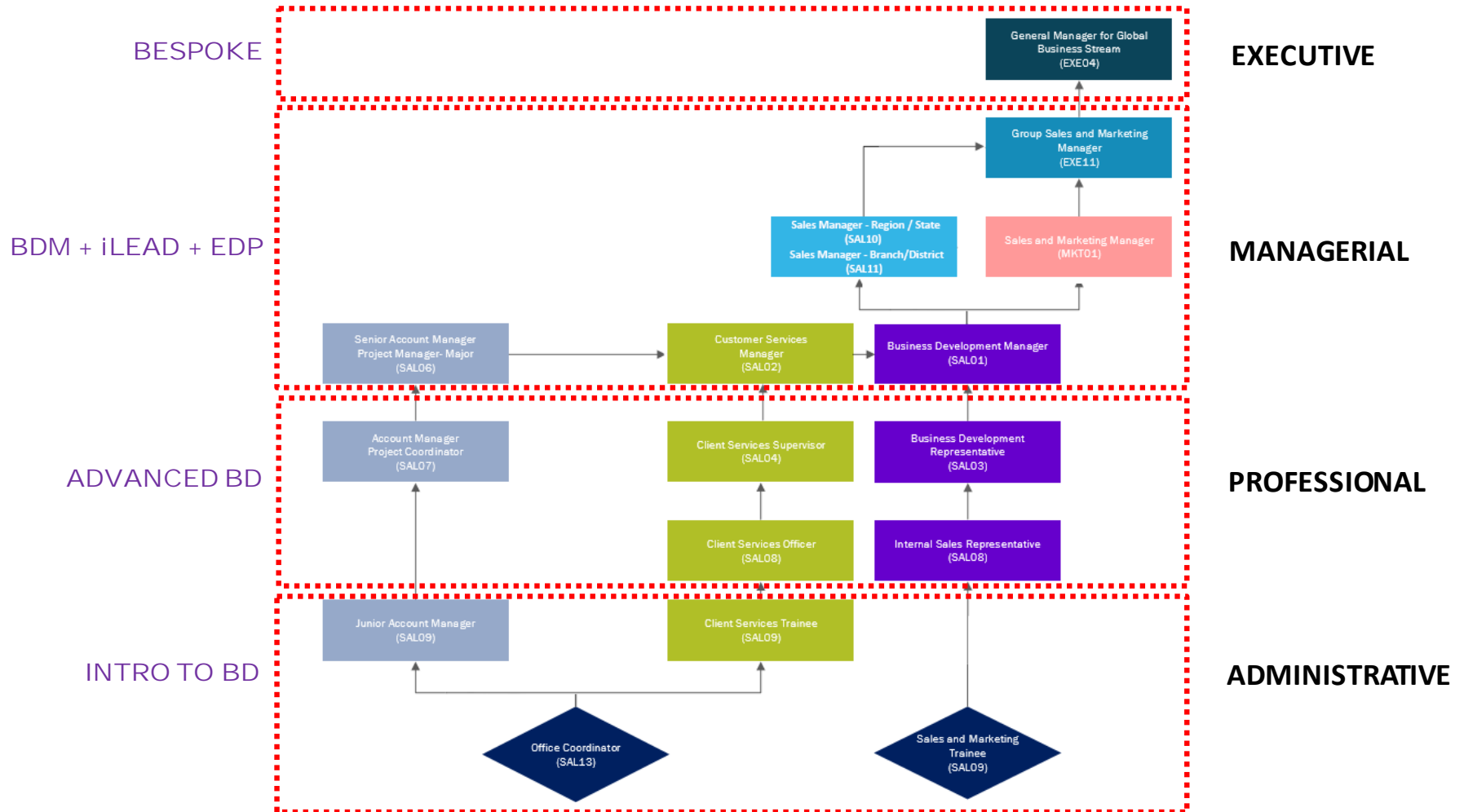
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# CURRICULUM PLAN



## BD Certification Program: Sales & BD Career Path, Competencies & Learning Path



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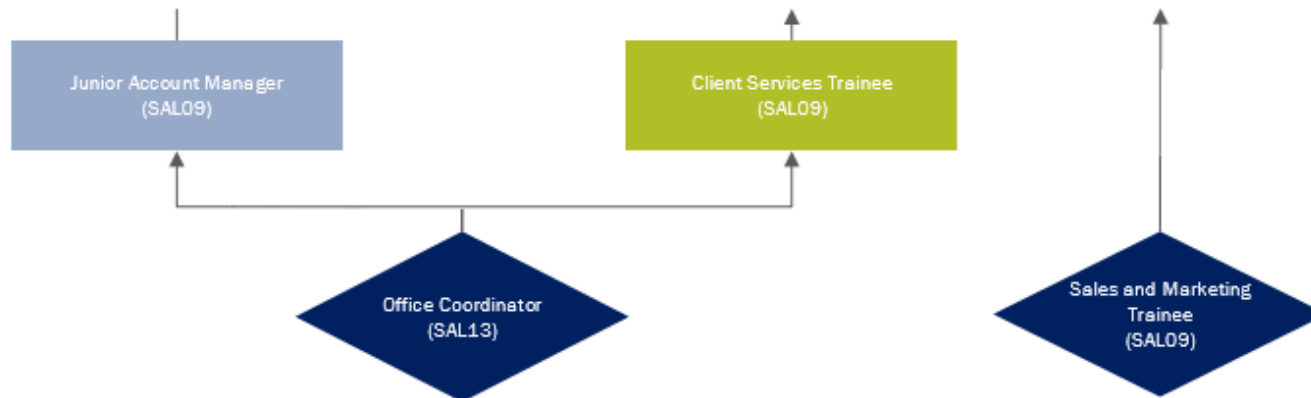


## BUSINESS DEVELOPMENT CERTIFICATION PROGRAM

### Intro to BD – Competencies / Curriculum

KNOWLEDGE: REMEMBERING OR MEMORIZING

ADMINISTRATIVE



10

## Intro to BD – Competencies / Curriculum

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### Relationships

#### UNDERSTANDING THE CUSTOMER RELATIONSHIP

- **Placing the Customer Experience Center Stage**
  - Understanding Customer's Mentality & Viewpoint
    - Learning From Customers / Thinking Like A Customer
  - Uncovering Customers' Real Needs - What Prospective Clients Want
  - Understanding ALS Value Through Customer's Eyes
  - Presenting An Image That Mirrors That Of The Client
- **Developing Rapport With Clients**
  - Client Engagement - Engaging Clients On Any Level
  - Remaining Client Focused And Flexible To Client Needs
  - Developing New And Fostering Existing Client Relationships
  - Maintaining High Level Of Maintenance Contact With Existing Clients
  - Face-to-Face With Existing And Potential Clients
- **Understanding Strategic Client Partnerships**
  - New vs. Current Customers
  - Optimizing Customer Services/Client Liaison Processes

### Interaction

#### INTRO TO COLLABORATION & NEGOTIATION

- **Intro To Teamwork**
  - Forming Partnerships Within ALS And Outside ALS
  - Collaborating With Other Teams Within ALS For Customer Success
- **Intro To Negotiation**
  - Survey Of Negotiation Styles
  - How To Identify And Understand Your Own Negotiation Style And That Of Others To Negotiate More Effectively
- **Intro To Active Listening Skills**
  - Listening Intently and Attentively & Asking Great Questions
  - Listening to LISTEN – not to Respond
  - Mirroring back to Customer what was said by Customer
  - Active Listening Lab – Hands-on Exercises

## Intro to BD – Competencies/ Curriculum

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### INTRO TO CUSTOMER SERVICE

#### CLIENT SERVICES

- **Providing Logistics & Customer Support To ALS Client Base Through Knowledge Of Customer Service Principles And Practice**
  - Being Client Focused And Flexible To Client Needs
  - Assisting In The Communications Between ALS And The Clients, Through Follow Up On Pricing, Billing, And Technical Issues
  - Answering And Responding To Client And Potential Client Queries.
  - Setting Up Meetings Between Client Decision Makers And Company's Practice Leaders/Principals
  - Ensuring That Client Requests Are Managed In A Timely And Effective Manner
  - Monitoring The Progress Of Client Results And Liaise With Clients Of Test Results Accordingly
  - Providing Support For The Client Service And BD Teams
  - Understanding The Turnaround Targets For Tests And Specific Client Requirements
  - Ensuring That The Quality Of Information Is Produced At A High Standard
  - Ensuring Relevant Personnel Are Notified When Equipment And Consumables Are Required
- **Developing Rapport With Clients**
  - Being The Designated Point Of Contact For Key Clients And Queries
  - Answering And Dealing With Incoming Telephone Inquiries
  - Communicating With Team And Internal/External Clients Across A Number Of Sites
  - Ensuring All Client Complaints Are Logged To Ensure Corrective Action Plan Can Be Put In Place
  - Investigation Of Any Invoice Queries Ensuring A Prompt Response Is Provided To The Client So That Payments Are Withheld No Longer Than Necessary
  - Planning And Scheduling Client Visits And Ensure Compliance With ALS 20/20/20 Initiative

#### SALES TEAM SUPPORT

- Relating, In A Positive And Productive Manner, All ALS Services Available To Existing And Potential Clients
- Supplying The Client With Requested Information On All Aspects Of ALS Operations
- Liaising With Account Managers Responsible For Managing Specific Key Clients - Informing Of Any Potential Issues
- Ensuring Purchases Are Made In Line With The ALS Authorities And Delegation Matrix
- Managing Client Pricing Lists To Ensure Accuracy At All Times
- Generating And Implementing Service Level Agreements With All Clients
- Managing The Dispatch Of Invoices To Clients
- Providing Pricing To Existing Clients That Do Not Have A BDM
- Generating And Timely Dispatching Invoices
- Assisting With Training Level 1 CSA's And Administrator As/When Required Carrying Out Client Satisfaction Survey And Feedback Results To Key Personnel
- Participating In Monthly Sales & Marketing / Client Services Meetings

#### CUSTOMER SERVICE ONLINE SYSTEMS

- **Survey Of ALS CS IT Systems/Database**
  - Utilizing Microsoft Office for Customer Service Tasks
  - Maintaining And Updating Client Information In LIMS, Webtrieve And Salesforce
  - Assisting With Client Set-ups And Maintenance Of The Online System For Clients
  - Ensuring Accuracy Of System Information.
  - Preparing Purchase Orders In Line With ALS F&P Quality System
  - Providing Support And Maintenance Of Online System For Clients
  - Ensuring Accuracy Of System Information
  - Reporting Client Complaints via ALS Systems In Timely And Efficient Manner
  - Setting Up New Clients On System - Liaising With Client And Account Managers
  - Recording Client Complaints And Audit Non-Conformances As Per ALS Systems
  - Following Up According To The Quality System
  - Providing Support And Training To Clients On ALS Online System
- **Central Client Services & Sales Inboxes**
  - Being Primary Contact For & Assisting With The Central Client Services Inbox
  - Providing Cover For Sales Inbox To Ensure Inquiries Are Answered Promptly

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#### Persuasion

##### INTRO TO BUSINESS DEVELOPMENT

- **Survey of Business Development**
  - Understanding how “Business Development” differs from “Selling”
  - Recognizing The Tell-Tale Signs Of Weak Business Development
  - Demonstrating Learned Business Development Thinking
- **Survey of the ALS Business Development Process**
  - PROSPECT
  - EDUCATE
  - PRESENT
  - PROPOSE
  - CONTRACT
  - CLOSE
  - DELIVER
  - EVALUATE
- **Promoting ALS Services To Clients**
  - Survey Of ALS Businesses And Services - ALS’s capabilities and service offerings
  - Relating, In A Positive And Productive Manner, All ALS Services Available To Existing And Potential Clients
  - Supplying The Client With Requested Information On All Aspects Of ALS Operations, Both General Services And Specific Technical Information
  - Supporting the Marketing Team to ensure Regional website is up-to-date at all times.
  - Supporting the BD Team with a variety of marketing activities including dot mailer campaigns and event organization.
- **Providing BD Support To Clients**
  - Acting as the key point of contact for enquiries from ALS sites globally, managing price lists and monitoring service levels.
  - Assisting In The Communications Between ALS And Clients
    - Through Follow Up On Pricing, Billing, And Technical Issues
  - Answering And Responding To Client And Potential Client Queries.
  - Setting Up Meetings Between Client Decision Makers And Company’s Practice Leaders/Principals
- **Providing Internal BD Team Support**
  - Producing client specific KPI reports.
  - Producing ad hoc and monthly client spend reports.
  - Assisting the BD Team in the production of client presentations.
  - Assisting the BD Team in the completion of major tenders.
  - Assisting BD Team With Scheduling And Day-to-day Planning Activities
  - Work With Marketing Staff To Ensure That Prerequisites (Like Prequalification Or Getting On A Vendor List) Are Fulfilled Within A Timely Manner
- **Supporting General Managers, Laboratory Managers & Client Services Managers**
  - Supplying Management With Contact Reports, Weekly Reports, Monthly Sales Plans
  - Proactively Reviewing Test Prices To Ensure That No Test Is Knowingly Undersold And That Every Opportunity Is Made To Maximize Profitability.
  - Ensuring The Internal ‘Capabilities List’ Is Kept Up-to-Date And Reviewed On A Regular Basis To Ensure ALS Remains Competitive In The Marketplace.
  - Ensuring Sub-Contracted Test Prices Are Always Kept Up-to-Date And Give ALS The Best Possible Service Options
  - Transport Team Support: Assisting With Periodic ‘Rationalization Reviews’ To Ensure That All Collection Routes Are Fully Optimized And Not Diluted By Low Spending Clients.



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### INTRO TO RESEARCH AND BUSINESS INTELLIGENCE

- **Business Intelligence Defined**
  - Conducting Relevant Research To Effectively Influence Business Development Success
  - Understanding The Importance Of Data
  - Staying Current With Industry Trends, Knowledge, Issues, Methods, Regulations
  - Assessing Present And Future Market Needs, Trends, Problems And Profit Opportunities
  - Researching New Clients And Using Data To Build Relationships With Them
  - Gathering and Documenting Business Intelligence
- **Survey of Additional Business Intelligence Sources**
  - LinkedIn Groups
  - Business Insider
  - Business Training Institute
  - Influence Ecology
  - American Marketing Association
  - Sales Management Association
  - Sales Benchmark Index
- **Intro to Industry Trade Organizations**
  - Maintaining Professional And Technical Knowledge By
    - Attending Educational Workshops
    - Reviewing Professional Publications
    - Establishing Personal Networks
    - Participating In Professional Societies.
- **Survey of BD Strategy**
  - How Using Knowledge Of The Market And Competitors Helps Identify And Develop The Company's Unique Selling Propositions And Differentiators
  - Business Planning
    - Using Research & Business Intelligence to Create:
      - Sales Forecasting and Planning
      - Target Markets
      - Pricing Policy

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### Messaging

#### INTRO TO PUBLIC SPEAKING

- **Survey of Various Public Speaking Techniques**
  - Developing Highly Effective Verbal Communication Skills
  - Developing Excellent Presentation Skills
  - Articulating Clearly
- **Survey of Public Speaking Forums**
  - Industry Focused Events: Industry and association seminars, tradeshow, events and conferences
  - ALS Focused Events: Client appreciation events, seminars, presentations and workshops
- **Public Speaking Practicum – Hands-On Experience**
  - Working the Room at Events

#### INTRO TO MARKETING & COMMUNICATIONS

- **Understanding The Role Of Marketing At ALS**
  - Attracting, Qualifying, And Nurturing The Best Prospects
  - Survey of Marketing Tactics & Brainstorming
  - Marketing and Messaging
    - Marketing Literature
      - Newsletters
      - Brochures
      - Data Spec Sheets
      - Technical Bulletins
- **Intro to ALS Sales Communications**
  - Ensuring Marketing and Sales Work Together in Harmony
  - Sales Plans
  - Sales Proposals, Quotes and Tenders
  - Sales Presentations



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### Management

#### BD OPERATIONS SUPPORT

- **Supporting ALS BD Operations By Maintaining Office Systems And Supervising Staff**
  - Maintaining Office Services
    - Organizing Office Operations And Procedures; Preparing Payroll; Controlling Correspondence; Designing Filing Systems; Reviewing And Approving Supply Requisitions; Assigning And Monitoring Clerical Functions.
  - Providing Historical Reference
    - Defining Procedures For Retention, Protection, Retrieval, Transfer, And Disposal Of Records.
  - Maintaining Office Efficiency
    - Planning And Implementing Office Systems, Layouts, And Equipment Procurement.
  - Designing And Implementing Office Policies
    - Establishing Standards And Procedures / Managing Processes / Promoting Process Improvement
    - Measuring Results Against Standards; Making Necessary Adjustments.
  - Completing Operational Requirements
    - Scheduling And Assigning Employees; Following Up On Work Results.
  - Informing Management
    - Reviewing And Analyzing Special Reports; Summarizing Information; Identifying Trends.
  - Maintaining Office Staff - Staffing, Supervision, Delegation
    - Recruiting, Selecting, Orienting, And Training Employees.
  - Maintaining Staff Results
    - Coaching, Counseling, And Disciplining Employees; Planning, Monitoring, And Appraising Job Results.
  - Achieving Financial Objectives: Inventory Control, Supply Management, Tracking Budget Expenses
    - Preparing An Annual Budget; Scheduling Expenditures; Analyzing Variances; Initiating Corrective Actions.
  - Contributing To Team Effort By Accomplishing Related Results As Needed.

#### INTRO TO ALS INTERNAL PROCESSES & POLICIES

- **Survey of ALS Internal Processes, Procedures & Policies**
  - ALS Group Core Values & “Code Of Ethics” Document
  - ALS Global Policies, Procedures And Directives
  - ALS Quality Procedures & Brand Standards & Requirements
  - ALS Safety & Sustainability Culture Within The Business Unit
  - ALS Time Management Procedures & Policies
  - ALS OHS&E / HSE System - Major HSE Policies - Health And Safety Regulations Policies And Procedures - Safety & Environmental Requirements As Set Out In The Safety Manual.
  - Report And Rectify Any Compliance Concern, Unsafe Practice, Environmental Harm Or Any Breaches Of The Above To Appropriate Regional Management

### Technologies

#### INTRO TO BD TECHNOLOGIES

- **Survey of BD Software Tools**
  - Customer Relationship Management (CRM) Software
  - Project Management Software
  - Microsoft SharePoint
  - Microsoft Office Products
  - Microsoft PowerPoint
  - Online Meeting Software
- **Intro to Digital Marketing and Social Media**
  - ALS BD Marketing Via Social Media
  - Survey of Mobile Apps & Social Media Tools
    - Internet Explorer
    - Twitter
    - FaceBook
    - LinkedIn
    - InstaGram
    - Others

# CURRICULUM PLAN



## BUSINESS DEVELOPMENT CERTIFICATION PROGRAM

### Advanced BD – Competencies / Curriculum

ANALYSIS: **COMPARING AND CONTRASTING**

APPLICATION: **ILLUSTRATING AND PRACTICING**

COMPREHENSION: **IDENTIFYING AND DESCRIBING**

#### PROFESSIONAL



## Advanced BD – Competencies / Curriculum

PROFESSIONAL

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### NEW CLIENT DEVELOPMENT

- **Identifying/Negotiating New Opportunities**
  - Prospecting For New Clients And Increasing Client Base
  - Researching And Building Relationships With New Clients
  - Cold Calling & Reaching Out To Cold Contacts To Cultivate New Business
  - Advertising To Potential Clients To Generate Interest and Increase Business
  - Developing New Client Relationships And Business Opportunities In Traditional And Emerging Markets
- **Customer Relationships And Networking**
  - Meeting Potential Clients By Growing, Maintaining, And Leveraging Network
  - Developing Advanced Networking And Client Relationship Building Skills
- **Fostering Relationships With New Customers**
  - Developing New Client Rapport
    - Partnering With Clients
    - Entertaining Clients
- **Building A Portfolio Of Long-term Relationships**
  - Creating Lifetime Customers
  - Turning Customers Into Active ALS Advocates

### ADVANCED CUSTOMER SERVICE

- **Providing Customer Service And Logistics Support To Clients**
  - Serving The Client In Order To Drive Value Through Customer Service, Client Liaison and BD
  - Remaining Client Focused And Flexible To Client Needs
  - Answering And Responding To Client And Potential Client Queries.
  - Following Through And Following Up On Pricing, Billing, And Technical Issues
  - Meeting Regularly Face-to-Face With Existing And Potential Clients
  - Maintaining High Level Of Maintenance Contact With Existing Clients
  - Ensuring That The Business Is Compliant With ALS Requirements For HSE.
  - Ensuring Divisional Quality Targets Are Met/Exceeded & All Duties Are Performed In Accordance With ALS Quality Procedures
  - Ensuring That Client Requests Are Managed In A Timely And Effective Manner.
  - Ensuring That Personal Client Service Metrics Are Met And Exceeded.
  - Ensuring That The Processes Associated With Client Service Are Optimized.
  - Managing And Coordinating Client Service Activities - Reporting Monthly On Client Service Metrics.
- **Sharing the Customer Relationship**
  - Sharing The Customer With Other Teams Within ALS
  - Assisting Other ALS Service Divisions With Key Relationships And Contacts
  - Supplying The Client With Requested Information On All Aspects Of ALS Operations, Both General Services And Specific Technical Information
  - Acting As Liaison For Negotiations Between ALS Teams And Customer Teams
  - Fostering Communications Between ALS And Clients - Facilitating Meetings With Staff And Clients

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### Persuasion

#### THE PERSUASION PROCESS

- **STEP 1: PROSPECT**
  - Prospecting and Persuasion
  - Qualifying That There Is A Real Opportunity
  - Qualifying That The Money Is There
  - Gating Prospects Through BD Process And Pipeline
- **STEP 2: EDUCATE**
  - Establishing And Managing The ALS BD Process
  - Getting All Stakeholders On Board
  - Determining Who To Sell To
  - Talking To The One Who Can Spend The Money
- **STEP 3: PRESENT**
  - What Excellent Sales, Negotiation And Presentation Skills Look Like
  - Holding Masterful Sales Conversations
  - Being Clear What Business ALS Sells - Clarifying To Clients Precisely What ALS Is Selling
  - Engaging In Consultative Selling
  - Engaging In Collaborative Selling With Other ALS Team Mates
- **STEP 4: PROPOSE**
  - Developing A Solution That The Client Agrees Brings Value And Solves The Problem
  - Estimating Costs For Engagement
  - Participating In Customer Sales Meetings With Customers
  - Earning The Right To Do Business
    - Through Negotiation
    - Strategic Persuasion
    - Identifying/Removing Barriers To Persuading Others
    - Knowing When To Say “No”
- **STEP 5: CONTRACT**
  - Pricing ALS Services, Confirming Value
  - Developing Offers That Sell
  - Writing Strong Proposals, Quotations, Tenders and Contracts For A Win-Win With The Customer
  - Delivering Proposals, Quotations, Tenders and Contracts On-Time
  - Following Up
- **STEP 6: CLOSE**
  - Closing Deals - Getting To The Sale
  - Using Closing Skills – Negotiations/Handling Objections
  - Selling Without Looking Like It’s Selling
    - Getting To The Real ‘Yes’ Without Begging
    - Keeping Each Offer Fresh
  - Moving from ‘Yes’ to ‘Done’
- **STEP 7: DELIVER**
  - Handling the After-the-Sale Process
  - Setting Realistic Expectations With Clients
    - Setting Goals
    - Developing Action Plans
    - Managing Scope Creep
  - Transitioning From BD To Delivery
    - Ensuring BD Learns From Delivery – And Vice Versa
  - Capturing Everything – All Knowledge And Details
    - Passing On All That Is Known About The Customer And The Deal
  - Documenting Business Development Activities
    - Finances / Housekeeping / Expense Reports
- **STEP 8: EVALUATE**
  - Wrapping Up Delivery
  - Tracking Successes And Failures
  - Awareness Of Common Mistakes And What To Do Instead
  - Monthly, Quarterly And Annual Sales Engagement Reviews

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### BUSINESS DEVELOPMENT PRACTICUM – HANDS-ON

**Hands-On Labs: Building Mastery In Formulating, Negotiating, Managing, And Evaluating Alliances**

- **Interactive Exercise: Preparing And Following Up On Proposals, Quotations And Tenders**
  - Working With ALS Team To Develop Proposal That Speaks To Client’s Needs, Concerns, And Objectives
- **Interactive Exercises: Landing Business Through Negotiation**
  - Using A Variety Of Negotiation, Influencing And Conflict Resolution Skills And Styles To Persuade And Negotiate Appropriately
  - Handling Objections By Clarifying, Emphasizing Agreements And Working Through Differences To A Positive Conclusion
  - Negotiating The “Yes” Then Asking For More In Sales Pitches
- **Interactive Exercises: Developing Techniques For Pitching ALS Services To Customers**
  - Role Playing: Client Decision Makers vs. ALS Practice Leaders/Principals
    - Pitching Lab – Hands-On: Performing Sales / Cold Calls To Meet Business Development Goals
      - Developing Sales Pitches
        - Direct Sales
        - Consultative Sales
        - Cold Calling
      - Delivering Sales Pitches
        - Direct Sales
        - Consultative Sales
        - Cold Calling
      - Closing Deals With Prospects
        - Direct Sales
        - Consultative Sales
        - Cold Calling
    - Leads Lab – Hands-On: Opportunity Identification And Qualification Process
      - Gathering the tools
      - Researching Leads
      - Generating Leads
      - Qualifying Leads
      - Managing Leads
      - Following Up on Leads

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### BUSINESS INTELLIGENCE - BEST PRACTICES

#### THE MARKET

- **Maintaining Knowledge Of The Industry**
  - Assessing, Tracking, Analyzing And Remaining Current With Present And Future Industry And Market Trends Needs, Problems, Issues, Methods, Regulations And How ALS Capabilities And Service Offerings Can Address Them
- **Researching New Profit Opportunities**
  - Researching Market Drivers And Potential Clients
  - Identifying Most Profitable Market Sectors & Opportunities For Campaigns, Services, And Distribution Channels That Will Lead To An Increase In Sales
- **Researching, Creating And Using Sales Forecasts**
  - Understanding ALS Goals And Purpose That Enhance The Company's Performance
  - Using Research To Set Milestones, Tactics And Metrics
- **Providing Advice To Senior Management**
  - Assessing Market Satisfaction And Providing Feedback To Management

#### THE CUSTOMER

- **Researching And Building Relationships With New Clients**
  - Studying And Analyzing Customer/Consumer Decisions
  - Identifying Potential Clients And The Decision Makers Within The Client Organization
  - Identifying Customer Needs And Challenges
  - Arranging And Participating In Internal And External Client Debriefs
- **Researching And Maintaining Business Sector Database**
  - Using "Opportunity Identification And Qualification Process" To Find Viable Business Prospects
  - Collecting, Analyzing And Synthesizing Information To Segment And Target Customers
  - Identifying And Capturing New Business Leads In Specific Business Sectors
  - Assessing Local And Regional Business Opportunities
  - Interviewing Current Customers To Assess Satisfaction With ALS Services

#### APPLICATION

- **Actively Maintaining Industry And Market Competitor Knowledge**
  - Conducting Relevant Research To Effectively Influence BD Success
  - Harnessing Business Intelligence To Build A Unique Brand
- **Applying Business Intelligence Data**
  - Using Knowledge Of Both ALS And Client Businesses To Influence Sales Outcomes
  - Using Information Obtained In "Opportunity Identification And Qualification Process" To Make Intelligent Decisions Concerning Viable Business Prospects
- **Customer Analytics: Gaining An In-depth Understanding Of New Forms Of Customer Data**
  - Using Customer Research & Data To Check Profitability Per Customer
  - Developing And Managing Strategic Account Plans To Expand Sales
  - Understanding ALS Customer Buying Patterns & Trends & Forecasting Customer Purchasing Behavior
  - Tracking Public RFP's

#### MASTERY OF ALS PRODUCT KNOWLEDGE

- **Identifying Benefits of ALS Services from the Customer Perspective**
  - Gathering And Analyzing Information About Client's Business & Relating It Back To ALS Services
  - Developing and Communicating Unique Client-Based Value Propositions Based On In Depth Knowledge Of Both ALS And Client Businesses
- **Developing A Thorough Understanding Of ALS Internal Teams, People And Capabilities**
  - How ALS Goals And Purpose Enhance The Company's Performance
  - Identifying How ALS Capabilities And Service Offerings Address The Industry, Its Issues, Methods, Regulations
  - Understanding All Services Offered By The ALS Group and Identifying Opportunities To Cross Sell ALS Services From Other Business Streams
- **Knowing And Assessing ALS Competition**
  - Differentiating ALS Services from the Competition
  - Evaluating Competition Sales Offers Against ALS Capabilities And Service Offerings

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### BUSINESS DEVELOPMENT STRATEGY – BEST PRACTICES

#### BUSINESS PLAN DEVELOPMENT

- **Annual Business And Marketing Plans And Strategies - Formulation And Implementation**
  - Target Markets
  - Competitor Review
  - Business Situation Analysis
  - Other Strategies And Policy
- **Harnessing SWOT analysis (or SWOT matrix) strategic planning technique**
  - Identifying strengths, weaknesses, opportunities, and threats related to business competition & project planning
    - **Strengths:** characteristics of the business or project that give it an advantage over others.
    - **Weaknesses:** characteristics of the business that place the business or project at a disadvantage relative to others.
    - **Opportunities:** elements in the environment that the business or project could exploit to its advantage.
    - **Threats:** elements in the environment that could cause trouble for the business or project.
- **Harnessing the Lafley & Martin framework**
  - Step 1: What is our winning aspiration?
  - Step 2: Where will we play?
  - Step 3: How are we going to win?
  - Step 4: What capabilities will we need?
  - Step 5: What management systems will we need?

#### SALES FORECASTING & PLANNING

- **Forecasting sales targets and ensuring they are met by the team**
  - Identifying and developing the company's unique selling propositions and differentiators and target profitable market sectors by using
    - Thorough knowledge of ALS's market
    - A strong understanding of current and future ALS operational capabilities and services ALS can provide
    - Knowledge of ALS's competitors
  - Identifying new business leads in the defined territory / region and using them to develop target lists of potential new business clients
  - Using this knowledge to plan persuasive approaches and pitches that will convince potential clients to do business with ALS.
  - Presenting to and consulting with mid and senior level management on business trends with a view to developing new services, products, and distribution channels
  - Providing feedback and information on market and creative trends

#### PRICING STRATEGY & BUDGETING – HANDS-ON LAB

##### Pricing Strategy & Policy

- Assessing Planned versus Actual Revenue and how they relate to Pricing
- Contributing To Annual Formulation And Implementation Of Pricing Policy
- Coordination/Formulation Of Pricing In Consultation With Customer Service and Operational Managers

##### Understanding Specific Pricing Challenges Facing ALS

- Pricing ALS Products & Services Within and Across Industries
- Bundling ALS Products And Services Across Industries
- Increasing Sales Revenue And Achieving/Exceeding Targets

##### Pricing in Sales Proposals

- Measuring, Capturing, And Retaining ALS Service Value in Proposals
- Customer Services duties including the preparation of quotations/tenders
- Providing quotations and pricing and giving input on proposals to senior staff

##### Budgeting

- Understanding the Financial aspects of business (ie. expense control)
- Fiscal and numerical competency
- Advising Operational Management Regarding Items Or Capital Necessary To Service Existing Clientele, And Foster Market Growth



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### Messaging

#### ADVANCED MESSAGING FOR BD – HANDS-ON

- Creating An Organization In Which Everyone Sells
  - Communicating The Value Of ALS Services
  - Attracting, Qualifying, And Nurturing The Best Prospects
  - Energizing The Team - Ensuring Operations, Marketing And Sales Work Together In Harmony
  - Making Effective Communication Decisions
  - Communicating About Sales Internally As A Team
    - Developing Sales Plans
      - Managing Risk While Implementing Sales Plans
    - Developing And Presenting Effective Sales Presentations
    - Creating and Presenting Sales Proposals, Quotes And Tenders
- Communicating About How ALS Is Giving Market What It Needs
  - Researching Marketing Opportunities
  - Crafting Compelling Sales & Marketing Messages
  - Communicating The Value Of ALS Services
  - Selecting The Best Marketing Techniques For Specific Client Sales Efforts
  - Choosing Marketing Channels
  - Creating Marketing Programs
  - Creating Marketing Calendars
  - Creating & Managing Marketing Literature, Collateral And Content
    - Quarterly Newsletter Suitable For A Range Of Clients
    - Technical Bulletins
  - Measuring Marketing Effectiveness
    - Ensuring The Quality Of Information Produced (Quotations, Tenders, Company Literature, Etc) Is Befitting Of A Market Leader
    - Ensuring That Marketing Drives Sales Results

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### Technologies

#### BD TECHNOLOGIES LAB – HANDS-ON TUTORIALS

- Show-Me / Try-Me / Test-Me Tutorials for ALS BD Procedures
  - Customer Relationship Management (CRM) Software
    - Salesforce
    - Microsoft Dynamics
  - Project Management Software
    - Microsoft Project
  - Microsoft SharePoint
  - Microsoft Office Products
    - Excel
    - Word
    - Outlook
  - Microsoft PowerPoint
    - Intro to Presentations
  - Online Meeting Software
    - WebEx
    - Skype

#### ADVANCED SOCIAL MEDIA LAB – HANDS-ON PROJECT

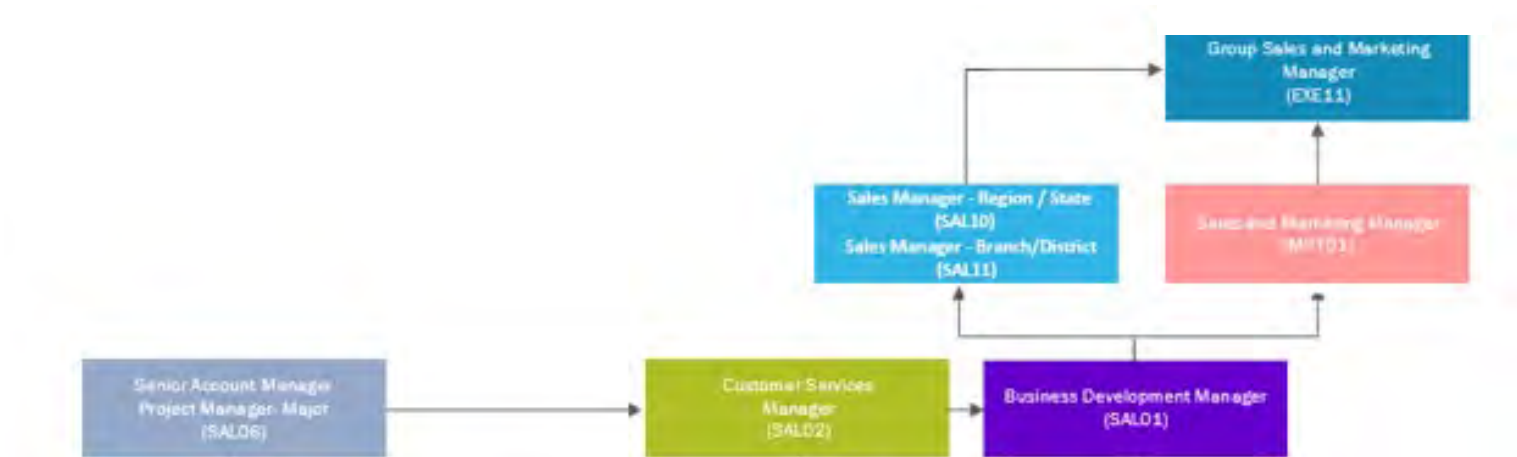
- BD-Focused Digital Marketing and Social Media Projects
  - In-Depth Social Media Marketing Strategy
  - Social Media Datamining for BD
  - Hands-on Project: Using Social Media Mobile Apps & Tools
    - Internet Explorer – Web Searches That Pay Off
    - Twitter - Create & Use Account to Support and Promote ALS Sales Efforts
    - FaceBook - Create & Use FB Page to Support and Promote ALS Sales Efforts
    - LinkedIn - Develop Sales-Oriented Profile & Datamine
    - InstaGram - Create & Use Account to Support and Promote ALS Sales Efforts
    - YouTube - Create & Use YouTube Page / Video Production for BD

# CURRICULUM PLAN



## BUSINESS DEVELOPMENT CERTIFICATION PROGRAM

### BDM / iLEAD / EDP – Competencies / Curriculum



## BDM / iLEAD / EDP – Competencies / Curriculum

SYNTHESIS: **COMPILING INFO IN DIFFERENT WAY**

**MANAGERIAL**

### Management

#### BUSINESS DEVELOPMENT MANAGEMENT

- Providing Operational And Strategic Leadership
- Assuming Responsibility
- Leading Local Management Meetings
- Operational And Strategic Leadership - Committing To Organizational Goals And Objectives
- Ensuring All Team Members Represent The Company In The Best Light
- Ensuring That Staff Receive Training In The Skills And Competencies Required To Complete Their Role And Develop Accordingly
- Facilitating A Team Orientated Approach At Operational Level
- Fostering A Working Environment That Ensures Divisional Quality Targets Are Met Or Exceeded
- Managing The Activities Of Others Responsible For Developing Business For The Company
- Quality And Safety – Coaching And Strong Quality Service Attitude And Approach
- Participating In Weekly Operational & Sales Meetings - Presenting Weekly Sales Report
- Presenting Business Development Training
- Mentoring Business Developers And Other Internal Staff
- Providing Performance Management And Coaching To Direct Reports
- Responding To Organizational And Team Needs
- Leading By Example - Strong Leadership Skills And Attributes

#### REGION & TERRITORY MANAGEMENT

##### THE CLIENT

- Remaining Client Focused And Flexible To Regional Client Needs
- Developing Special Rapport With Regional Clients
- Managing Communications Between ALS And Regional Clients
- Developing New Regional Clients And Business Opportunities
- Fostering Existing Regional Client Relationships
- Answering And Responding To Regional Client Queries.
- Managing Services And Logistics Support To Regional Clients

##### THE BUSINESS

- Managing The Regional Sales & Marketing Messaging Process
- Managing The Regional Engagement Process
- Managing the Preparation of Quotations and Contracts for Regional Deals
- Promoting Total ALS Services To Clients Regionally

#### DRIVING PERFORMANCE - ACHIEVING TARGETS

- Driving Growth Through Strategic Partnerships
  - Enhancing Relationships With Current Customers / Developing Key Corporate Accounts
    - Setting Targets For Sales And Providing Support That Will Continually Improve The Relationship
  - Creating New Business From Existing Clients
    - Presenting New Solutions And Services To Clients To Grow And Retain Existing Accounts
    - Developing Client Relationships And Opportunities In Emerging Markets
  - Developing Strong Client Relationships Through Market Exposure
    - Building A Profile And Gaining Credibility In The Specific Region / Market
- Growing Sector And Market Share
  - Selling Multiple ALS Engagements & Keeping Them On Track
  - Using Creative, Client-focused Approaches For Achieving Maximum Value And Increasing Bottom Line
  - Fostering Strong Business Relationships Which Facilitate The Market Presence Of The ALS Division 'Brand'
  - Keeping In Constant Contact With The Marketplace And Reporting Back To Operations
  - Promoting Interdivisional Opportunities And Working To Leverage Maximum ALS Uptake In Key Sectors
  - Performing Routine Sales Management Of Key Corporate Accounts
  - Continuously Improving The Revenue And Profitability Of The Division

# CURRICULUM PLAN



## BDM / iLEAD / EDP – Competencies / Curriculum

MANAGERIAL

SYNTHESIS: **COMPILING INFO IN DIFFERENT WAY**

### ALS iLEAD PROGRAM

The iLEAD Program is designed to take ALS Managers to the next level.

1. Demonstrates Strategic Thinking	2. Achieves Results	3. Cultivates Productive Relationships	4. Shows Personal Drive and Integrity	5. Communicates with Influence	6. Demonstrates an innovative Risk Management Culture
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Please refer to the iLEAD Program Documentation for more information.

### ALS EDP PROGRAM

The EDP Program is designed to take ALS Managers to the next level.



Business Strategy	Change Leadership	Execution	Global	People	Self Development
Understands the Business – ALS and the Industry	Technical Skillset	Drive Results	Global Mindset	Inspires People	Self Awareness, emotional maturity
Strategic Business Insight   Business Intelligence	Manages Complexity	Optimizes Processes	Global Perspective	Coaches and develops talent in others	Open to coaching, feedback and guidance
Financial Acumen	Decisive	Continuous Improvement	Strategic   Big Picture	Drives Engagement	Interpersonal Savvy
Customer Focus	Embraces Ambiguity & Supports Change	Ensures Accountability	Entrepreneurial   Seeks Opportunity	Situational Leadership - Read and adapt	

Please refer to the BDP Program Documentation for more information.

# CURRICULUM PLAN



## BUSINESS DEVELOPMENT CERTIFICATION PROGRAM

### Bespoke – Competencies / Curriculum

EVALUATION: **ASSESSING**

**EXECUTIVE**

General Manager for Global  
Business Stream  
(EXE04)

# CURRICULUM PLAN



## Bespoke – Competencies / Curriculum

EXECUTIVE

EVALUATION: **ASSESSING**

### ALS BESPOKE PROGRAM

The Bespoke Program builds on the BD, iLEAD and EDP Programs and are designed to take ALS executives to the next level, as required, for potential C-Suite or CEO succession.

Strategic Vision	Customer Focus	Global Perspectives	Cultivates Innovation	<u>Energises and Inspires</u>
Balances Stakeholders	Aligns Execution	Effective Communication	Navigates Networks	

Please refer to the BESPOKE Program Documentation for more information.



# CURRICULUM PLAN



## BUSINESS DEVELOPMENT CERTIFICATION PROGRAM

	ADMIN	PRO	MGR	EXEC
<p><b><u>SOCIAL SKILLS</u></b></p> <p>Relationships</p> <p>Interaction</p> <p>Persuasion</p>	<ul style="list-style-type: none"> <li>Understanding The Customer Relationship</li> <li>Intro To Customer Service</li> <li>Intro To Collaboration &amp; Negotiation</li> <li>Intro To Business Development</li> </ul>	<ul style="list-style-type: none"> <li>New Client Development</li> <li>Advanced Customer Service</li> <li>The Persuasion Process</li> <li>Business Development Practicum – Hands-on</li> </ul>	<ul style="list-style-type: none"> <li>iLEAD Program</li> <li>EDP Program</li> </ul>	<ul style="list-style-type: none"> <li>Bespoke Program</li> </ul>
<p><b><u>INFORMATION SKILLS</u></b></p> <p>Research</p> <p>Strategy</p> <p>Messaging</p>	<ul style="list-style-type: none"> <li>Intro To Research And Business Intelligence</li> <li>Intro To Public Speaking</li> <li>Intro To Marketing &amp; Communications</li> </ul>	<ul style="list-style-type: none"> <li>Business Intelligence Best Practices</li> <li>Mastery Of ALS Product Knowledge</li> <li>Business Development Strategy Best Practices</li> <li>Advanced Messaging For BD</li> </ul>	<ul style="list-style-type: none"> <li>iLEAD Program</li> <li>EDP Program</li> </ul>	<ul style="list-style-type: none"> <li>Bespoke Program</li> </ul>
<p><b><u>BUSINESS SKILLS</u></b></p> <p>Management</p> <p>Technologies</p>	<ul style="list-style-type: none"> <li>BD Operations Support</li> <li>Intro To ALS Internal Processes &amp; Policies</li> <li>Intro To BD Technologies</li> </ul>	<ul style="list-style-type: none"> <li>BD Technologies Lab – Hands-on Tutorials</li> <li>Social Media Lab – Hands-on Project</li> </ul>	<ul style="list-style-type: none"> <li>iLEAD Program</li> <li>EDP Program</li> <li>Business Development Management</li> <li>Region &amp; Territory Management</li> <li>Driving Performance, Achieving Targets</li> </ul>	<ul style="list-style-type: none"> <li>Bespoke Program</li> </ul>