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BREESE (UK) Limited

has been selected as a finalist in the category for:

Award for Innovation in Sales

In the National Sales Awards 2004

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AWARD FOR INNOVATION IN SALES

1. Describe the innovation concerned.

BREESE® is an innovative methodology that draws together processes, tools and people development programmes into a holistic sales support system that is guaranteed to create the appropriate sales engine and raise sales effectiveness and efficiency within any Business to Business (B2B) and Business to Government (B2G) trading environment. The products that underpin the methodology include:

- Proprietary Revenue Generation Map™ utilised for Strategic Audits of the total Sales organisation
- Web Based tools to audit the sales practitioners perceptions of the organisations effectiveness and capabilities
- Journey Management Tools to create a map for prioritised investments and development activities defined in the strategic and on-line audits
- End-to-End service and training capability for implementation activity in partnership with client organisations

On successful implementation and on-going execution of the methodology the following has been achieved:

- Sales is understood to be inextricably linked and critical to the success of the business and marketing strategy
- Executives and senior management have the tools and understanding to measure and plan for growth and expansion in 'top line revenue' and investment terms
- A sales engine is created and fine tuned for performance
- Sales professionals are equipped with the tools to support successful customer management and sales opportunity identification and conversion

2. What set of circumstances prompted the creation of the innovation?

Whilst a student of Environmental Studies I worked extensively in the area of urban regeneration. This introduced me to the education policies of successive Governments in the 1950's and sixties. A seminal document in 1967, produced by Lady Plowden, explained why policies and investments to date had been unsuccessful. She spoke of the integrated nature of the problem, the fact that to change the lot of children in the 'inner cities' required a concerted 'total' understanding of the issues and that single, point interventions would have little long lasting effects because the other factors would negate the changes attempted. She spoke of the 'seamless web of circumstances' that work together and that must be tackled if sustainable improvements in education standards were to be achieved.

On graduating in 1979, I chose to work in industry. Throughout my corporate career and during my time as a sales development practitioner it became clear that the approach to achieving sustainable developments in sales organisations illustrated many of the problems highlighted by Lady Plowden. The sales organisation of most companies has proven to be resistant to the changes observed in every other business function. Historically, development initiatives and technology applications have lacked a total approach that recognises the culture, process, organisation and people issues that must be addressed totally and in a systematic way if sustainable change is to be achieved. BREESE® and the supporting tools is a response to companies wasting millions of pounds on technology, training and consultancy activity. Top Teams value its 'total' approach and its simplicity in enabling them to 'grasp' the issues and communicate what needs to be done – both 'quick tactical wins' and more strategic foundation activity. It is the antidote to 'knee jerk' responses to difficult trading conditions.

This is summarised by Paolo Barbieri – Senior V.P. Europe for DuPont Imaging Technologies:

"I like the BREESE® method because it makes us focus on the heart of our business (the funnel) and it likens the process to a total body – if one thing is not working then the whole body condition is affected. BREESE® is helping us to focus upon 3 things:

1. *Revenue*
 - a. *The market*
 - b. *Pricing*
 - c. *Revenue Planning*
2. *Operations*
 - a. *The linking of sales and operations processes*
3. *Sales Effectiveness*
 - a. *Effective sales organisation to materialise strategy*
 - b. *Strong operators to support sales*
 - c. *Develop full and strong supply/value chain*

BREESE® is a tool. The good thing about having a tool is that it gives a consistent message to communicate to the business on how we achieve our targets. It gives a clear plan, a communications platform and it enables all functions to be included in winning – it is a seamless and integrated approach.

It is important that as a top team we help all staff to understand the efficiencies required to be successful and achieve the business goals. People need to be engaged, have a clear direction, clear tasks and a sense of ownership. This leads to CLARITY and OWNERSHIP with clear understanding of:

- *Individual contribution*
- *Participation*
- *Necessity for growth*

As a result, all people should understand, share, believe and drive for the goals.'

3. Describe how the innovation was implemented.

The BREESE® methodology was developed over a four-year period and finessed during my activities as a sales development practitioner working with both Top Teams and the sales practitioner communities in major organisations. Each element was tested for its effectiveness and to support the basic tenet that sustainable change in sales organisations can only be achieved by understanding the integrated investment requirements. This 'softly-softly' approach has enabled the total tool set to be proven in real operating environments providing security for clients to engage with us. Theoretical elements have been eliminated and as one client has remarked we have '*filled the gap between the intellectual and the artisan*'. Prospective clients like the experiences of the BREESE® team and the positive references provided by our current customers.

4. What particular challenges did you face during the implementation?

The biggest challenge was defining a tool set and approach that would engage senior sales management and the Chief Executive community. Companies are tired of change and theoretical methodologies! The gestation period was long because we needed to turn a complex situation into an easily grasped and understood approach. The Revenue Generation Map™ was the key to success – it took four years of thinking about and twenty minutes of quality time in a Scottish castle one February evening with snow on the ground and a log fire in the bar. It has not changed in content since the first version was drawn up that night. It has proved to be universally accepted by the most senior management of major companies. It is the key that has unlocked the door to solving the problems of achieving sustainable improvements in sales force effectiveness.

5. Describe the team involved with implementing the innovation and staff who were required to deliver the results.

Implementations start with a Top Team strategic audit workshop utilising the Revenue Generation Map and the Journey Management Tools. These workshops are now enhanced using the output from the On-Line global audit tools that gain the perceptions of the total practitioner community – this is a major enhancement since it prevents the Top Team from taking a view that is out of line with the thinking of their organisation. As Peggy Mahoney Marketing Director at Shell Global Lubricants in Houston states: '*There is nowhere for people to hide now*'. She was supported by her colleague the Integration Director, when testing the tool he stated it was '*extremely powerful...*'. The Discovery process requires senior level practitioners to manage the process and undertake one-on-one interviews and to operate the workshops. The BREESE® team operates an aligned partnership with the clients – the clients own the process and we provide whatever resources are requested to achieve the required development improvements. These resources include project managers, HR practitioners, sales development practitioners, process and systems professionals and coaches/mentors for all levels of staff.

6. What has been the result of the innovation? How was this measured?

Each BREESE® project is guided by what we term the 5P's. The 5P's detail the:

- Purpose of the investments
- Process that will be applied to achieve the Purpose
- People implications (and resources) to achieve the Purpose and apply the Process
- Pace at which the investments and the project will unfold
- Performance metrics to measure success
 - Quantitative Metrics (more sales, increased productivity etc.)
 - Qualitative Metrics (Contact expansion, Customer satisfaction etc.)
 - Process Metrics (Linking productivity to process embedding etc.)

The 5P's enable a consistent communication message and the linkage of all concerned to the performance improvement. Specific results are best left to our clients comments:

'BREESE® is impacting positively my business. During the last fiscal year, I improved my sales costs per revenue dollar by 19% with a 13% improvement on the contribution side': Eric Soares – Novell France

'BREESE® transformed a declining analogue business to become the leading sales and marketing organisation for digital imaging technology products. The BREESE® roadmap and tools provided the confidence to change historical 'ways of working'. Today, the sales teams are energised and transforming the business through innovative sales solutions that benefit DuPont, our customers and our customers customers – the total value chain'. Alan Walsh – Country Manager DuPont Imaging Technologies – U.K.

'The project added value to SSI and helped improve our professionalism in the customer interface area. We were able to make a huge step forward in SSI to become a truly global organisation. Because of your contributions SSI successfully turned the concept of 'Customer Teams' into reality, which had a significant impact on the customer satisfaction scores'. Jacques Dumans – Shell SSI

'There have been a number of areas where the impact of BREESE® has been felt but if I had to characterise them all in one pithy sentence it would be that as a result of BREESE® we are now operating professionally at last' Andy Woodruff – Sales and Marketing Director – Logica Telecoms Solutions

'The BREESE® methodology provides an excellent methodology to plan, monitor and measure the success of a change management project which is significantly complex in nature. Every senior executive can benefit from BREESE®'. – Candan Karabagli – Global Senior Vice-President – Johnson Diversey

7. What (if any) negative aspects have resulted and how are these being dealt with?

The BREESE® methodology highlights what can be changed, what should be changed, what cannot be changed and what should not be changed. Sometimes, difficult people issues are uncovered that must be confronted if sustainable improvements are to be achieved – sometimes these issues are not always addressed. To help in this often difficult situation we provide professional coaching and mentoring resources to develop a realistic solution that has integrity and is seen to be fair by all concerned.

8. To what extent do you consider this innovation to be unique to your organisation?

Sales process improvements are not unique. The unique element is the Revenue Generation Map™ and the use of the 'seamless web of circumstances' story. People can relate to the fundamental principles underlying BREESE® – it gives them the confidence to begin the journey of change under a safe, easily understood 'security umbrella'. Also, the fact that the total customer organisation can understand the short term tactical changes – the 'quick wins' and how these relate to the longer term strategic issues that need to be approached – a parallel 2 track approach that is communicable and digestible at all levels.

9. What has given the implementation team the most satisfaction arising from the innovation?

The fact that we have seen people grow and develop, that organisations have achieved success and that our strongest sales route to market is Top Team referrals!

As part of the BREESE (UK) Limited Community Obligations Programme (voluntary activity in the community) we are working with groups in Cumbria to contribute to the development of the economy following the recent Foot and Mouth farming disaster. The BREESE® methodology has been applied by the Cumbria Tourist Board to develop Cruise Line business into the Lake District and contribute towards the growth of tourism revenues – although not designed with such an intention it has proved to be remarkably flexible and powerful as the achievements below summarise:

The Cumbria Tourist Board BREESE® workshop outputs include:

- Agreement to create a new cruise ground in the Celtic Sea and develop a new cruise association for the Celtic Sea.
- Definition of product and initial launch at Hamburg Maritime Exhibition 2003.
- Focus on B2B selling strategies to achieve the goal of in-bound cruise tourism revenues to the Lake District.
- Formulation of brand identity through research.
- Obtain sign off for the programme from all stakeholders.
- Consolidate and grow the cruise business and optimise existing capabilities and infrastructure through a co-ordinated marketing approach across the Celtic Sea.
- Build partnerships between and obtain funding from regional development agencies.

The Chief Executive of the Cumbria Tourist Board – Chris Collier said:

'BREESE® enabled Cumbria Tourist Board and a group of partner organisations to formulate a new product and develop a business to business sales strategy to bring the product to market. The BREESE® methodology employed was rigorous but also very practical in business terms, allowing a diverse range of public sector and not for profit companies to contribute fully to the process and agree the outcomes. Highly recommended!'

10. If you could start the whole project again, what would you do differently?

Believe in myself and have the courage of my convictions. Also, in the development gestation period bring other people on-board quicker to accelerate the methodology development cycle.

11. Summary of Success: Please summarise the success you have achieved during the period in question (either in the last 12 months or the last company year) with reasons for the success (i.e. strategies, planning, records, results, etc).

To summarise, the last twelve months have been a truly exciting time. BREESE[®] has gained its legs and has been proven to work in a wide range of environments – internationally - even to the extent of applying the methodology in a purchasing organisation – the opposition as perceived by many sales professionals! The organisation is respected as a niche, boutique sales development practice and we are now being approached by organisations throughout the World to explore the possibilities of developing the BREESE[®] alliance – a global distribution network that will bring the benefits of BREESE[®] to a wider global audience. The client references used are the best summary of success. The company is now formalised and has been strengthened with the appointment of a Chairman to guide growth, a Finance Director to provide professional accounting practices and to track development costs and revenues. The brand new On-Line products are being utilised by a Global company, the sale being made in Houston – U.S.A. that confirms the global applicability of the toolset and methodology. We have achieved this position because we have taken time to develop the methodologies and tools, we have rigorously researched and tested the tools and we apply our own BREESE[®] methodologies and tools to enable the sustained growth of both our customers business and our own!

We are now engaged with customers that score maximum points against our Ideal Customer Criteria and are proving to be true aligned partners to Chairman level – this gives us the confidence to continue to develop the total product range and to live by our strap line – ‘Unlocking your customers true potentialSM’.