

How the Best Get Better

Client Overview:

The Business Development Bank's commercial loans and consulting services help small and medium sized enterprises grow. Their network of 94 branches serves 28,000 clients across Canada. A Crown Corporation, BDC was established in 1945, and has a \$10 billion portfolio, with 1,700 employees.

BDC is a recognized leader in employment best practices, demonstrating the advantages of investing in people. (Canada's Top 100 Employer in 2007, 2008, 2009)

Client Challenges:

Existing and emerging competitive challenges drove the need for an organizational transformation. "We needed to change from a transaction driven service culture to a proactive sales culture," says Jacinthe Higgins, BDC's Director of Learning and Development Strategies. "The goal is to free up a significant percentage of Account Managers' time to spend with clients. This requires Branch Managers support, so we needed to develop coaching and consulting competencies.

BDC wanted to transition from personal to consultative relationships, manage the sales pipeline to make it more accurate and robust, and shift from a strong entrepreneurial spirit to more disciplined sales management.

Fusion Learning Solution:

The learning objectives included:

- Enhance coaching skills to instill discipline, consistency and efficiency in business development
- Complement and support existing sales training for Account Managers
- Create value for BDC Account Managers

The solution, delivered in phases over 6 months, has application assignments and reinforcements built in. "BDC chose Fusion", says Diane Martel, BDC's Senior Advisor of Learning Strategies, "because Fusion quickly understood the BDC culture and adapted programs and materials to our specific needs. Fusion's learning design included pre-work assignments, in-class days with skills reinforcement, and Webinars.

Just "hitting the numbers" wasn't enough. BDC Branch Managers are now geared towards developing Account Managers who make their numbers and are primed to move up through the organization.

Impact - Business and Individual:

Learning Evaluation was part of the Canadian Society for Training & Development's "Investing in People" initiative.

The Immediate Impact chart highlights the results. Right after the program, participants assessed their knowledge or skill level before and after the training, and perceived significant improvement.

Activity	Average Before Training	Average After Training	Gain
1. Apply the Five Sales Coaching Skills model	27%	89%	62%
2. Use an Effective Feedback Model	31%	92%	62%
3. Lead Successful One-on-One Meetings	32%	97%	65%
4. Diagnose & Review Sales Pipeline with Account Managers	50%	90%	40%
5. Apply model for handling Account Manager resistance	32%	79%	46%
6. Apply the Accompanied Visits process	60%	96%	36%

The next stage will correlate the new learning and attitudes to business results. These findings will be published in late 2009.



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