

GET WIRED FOR  
**Prosperity**<sup>™</sup>

FORCE<sup>™</sup>

---

Business Development Training



**MARKET FORCE**<sup>®</sup>  
*Upgrade your humanware<sup>™</sup>*

# What is FORCE™?

FORCE™ is a proprietary business development methodology designed to enhance your team's capability to drive revenue and satisfy clients.

FORCE™ provides an easy road map for *client-centric selling*, the approach that will ultimately enable your salespeople to be seen by your clients as advisors and deliver the most value for your target market.

Specifically, FORCE™ provides the following:



## Focus

The first phase clarifies solution-selling, and the *importance of differentiation* in the game of business development. A self-assessment completed by each participant determines personal starting points in the journey. The key is to be able to differentiate in a way that turns your market into your biggest promoters.

## Opportunity

To achieve the most in business development, each member of your team must know exactly who their target market is, and, more importantly, they must understand their target markets' concerns *better than* their target market does. Zeroing in on this allows for more successfully positioning as a genuine solution to the concerns of the market.

## Relevance

According to research from Lloyd's Bank, the average attention span during a conversation has fallen from 12-minutes (10-years ago) to 5-minutes (today). This puts the *burden of engagement* squarely on your sales team to creating a compelling reason for your clients to listen. Our Offer Builder exercise helps each individual create a unique personal brand as a solution to the concerns of their market, which increases ease and confidence with initial business development conversations.

## Client

Next, we drive depth in *how to be* a solution salesperson (as opposed to a product salesperson). Specific tools delivered at this point include: how to design insights to deliver differentiation early in the sales process; how to lead more connected conversations with clients to create deeper relationships; and how to deliver a memorable client experience through the use of business-related extras.

## Empathy

The ultimate secret weapon behind FORCE™ is that it based on *The Platinum Rule* – which states, “treat others how they want to be treated.” Each member learns how they are naturally wired, and, more importantly, how their clients are naturally wired, giving them the unique ability to package content in the way the other person would most like to receive it. In sum, your team learns to win more in the game of business development thanks to empathy.

# Case Study: CBRE University

## Valuation and Advisory Services Business Development Training (May 2015 & April 2016)

A 2.5-day event designed for top-level leadership for CBRE. The audience consisted of professionals in all markets (including international markets) – established producers within their region already winning business for CBRE, and producers who had the desire to learn how to generate business on the company platform. The curriculum focused on specific tools for business development, time management, and understanding the performance styles of their clients for improved capability to address their needs.

### 2015 Raw Scores

Of a total 110 attendees, 79 responded to the survey (72%):

NPS Types	Scoring	Responses
Promoters	10	49
	9	11
Passives	8	12
	7	7
Detractors	6	0
	5	0
	4	0
	3	0
	2	0
	1	0

NPS Types	Subtotals	%
Promoters	60	76%
Passives	19	24%
Detractors	0	0%

**Note:** Passive scores are disregarded for purposes of NPS calculation

**NPS Calculation = Promoters - Detractors**

**NPS Calculation = +76**

### 2016 Raw Scores

Of a total 106 attendees, 64 responded to the survey (60%):

NPS Types	Scoring	Responses
Promoters	10	48
	9	8
Passives	8	4
	7	4
Detractors	6	0
	5	0
	4	0
	3	0
	2	0
	1	0

NPS Types	Subtotals	%
Promoters	56	87.5%
Passives	8	12.5%
Detractors	0	0%

**Note:** Passive scores are disregarded for purposes of NPS calculation

**NPS Calculation = Promoters - Detractors**

**NPS Calculation = +87.5**



# CBREU Specific Feedback

---

## 2015

- "Thank you very much for selecting and sending me to this training. Bar none, it was the best CBRE seminar that I have attended in my tenure with the company."
- "This was the best seminar I have attended over the course of my professional career. Extremely educational and motivational."
- "The experience this week has been very valuable to me - very introspective and inspiring. The tools you provided have already been extremely powerful."
- "This was an excellent three days continuing to work through this material along with having an opportunity to connect with so many folks across our team globally. Truly inspiring."
- "I found the CBREU event this week to be fantastic. I am already using the skills that we learned and excited for the results."
- "I wanted to let you know that there was tremendous "buzz" and excitement in the hallways, buses and airports on the way home yesterday. People were energized and engaged - still thinking about it, still talking about it, and still having fun with it."

## 2016

- "The program gave me tools I can take back to my office to improve my relationships with clients and co-workers."
- "I have been an appraiser for about 13 years ...Appraisers are always taking appraisal courses and continuing education; however, never for business development and this program was extremely helpful for business development."
- "Received many tools that I know will help change my perceptions and interactions with clients, peers and others on many levels for the better."
- "Simple, but very powerful concepts."
- "I found the program extremely beneficial. I immediately began implementing the tools that I learned and I found them powerful and they worked."
- "I found the program very useful and I have already recommended to my colleagues that haven't attended that they should go."
- "Not just inspiration but tools!"



# NPS Explanation

## Overview

Net Promoter Score (NPS) is a client satisfaction tool used to gauge the loyalty of a firm's customer relationships. Developed by Fred Reichheld, NPS was introduced to the world in the 2003 Harvard Business Review article "One Number You Need to Grow." NPS ranges from a low of -100 to a high of +100. An NPS higher than zero is considered to be good, and an NPS of +50 is considered excellent.

Determining where any specific customer falls in the Promoters to Detractors spectrum comes down to asking one simple question, called "the ultimate" question: "**How likely is it that you would recommend [Company X] to a friend or colleague?**" The respondent answers from 0 (not at all likely) to 10 (extremely likely). Based on the response, a customer is classified into one of three categories:

- **Promoters** = 9-10 ratings
- **Passives** = 7-8 ratings
- **Detractors** = 0-6 ratings

**Promoters** are loyal and enthusiastic about your company and will continue buying and referring others. Promoter referrals fuel viral growth that you don't have to pay for.

**Passives** are generally satisfied customers, but lack enthusiasm. A 7 or an 8 rating is impressive, but research has found that this group is vulnerable to competitive offerings and defection.

**Detractors** are a potentially dangerous bunch who are unhappy and can diminish your brand through negative word of mouth. They require proactive outreach to resolve issues before damage is done.

A company's NPS score is calculated by subtracting its percentage of Detractors from Promoters, disregarding Neutrals. The NPS is displayed as a whole number.

## Two Examples

1. 40 total respondents: 22 Promoters (55%), 13 Passives (32.5%), and 5 Detractors (12.5%)  
 **$55\% - 12.5\% = +42.5$  NPS**
2. 100 total respondents: 29 Promoters (29%), 30 Passives (30%), and 41 Detractors (41%)  
 **$29\% - 41\% = -12$  NPS**

## 2015 Ratings of World-Class Companies<sup>1</sup>

Companies	NPS
Costco	+79
Starbucks	+77
USAA Insurance	+70
JetBlue	+68

Companies	NPS
Trader Joes	+62
Lexus	+62
Mercedes-Benz	+62
Zappos	+57

Companies	NPS
Charles Schwab	+52
Harvard	+41
Hotels.com	+36
Verizon	+22

1: Source: www.NPSBenchmarks.com

*"IF I HAD NINE HOURS TO CHOP DOWN A TREE,  
I'D SPEND THE FIRST SIX*

*SHARPENING MY AXE."*

- ABRAHAM LINCOLN



**MARKET FORCE<sup>®</sup>**  
*Upgrade your humanware<sup>™</sup>*