

Case Study: Advertising

The brief

Scotwork were appointed after a pilot project to help create business champions within the world's largest advertising and marketing services network, comprising a number of well-known advertising brands.

The pilot took a very senior group of finance directors who were involved in key negotiations with clients and gave them an intensive two and a half day negotiation skills development course. All of the participants were involved in live real negotiations in their day-to-day roles.

The solution

Over the course of our relationship with the client we have run a series of two and a half day skills development courses across the four main regions the group operate in, namely Europe, Asia, North America and Latin America.

Multicultural, Multilingual and Multinational - Each region ran a minimum of two skills-building courses a year. Courses typically involved participants from different countries, with different languages and cultures. Materials were translated by local Scotwork staff and cases were adapted where necessary to take account of this cultural diversity. The primary language of most courses was English, with the associate tutor usually fluent in a local language to supplement the learning experience.

The teaching methods used were as follows:

SKILLS TRAINING

For groups of between 8 and 12 we favoured a classroom-based mixture of participative lecture input, and tailored and specific feedback in a case play environment. Groups benefitted from the use of video recording to provide accurate and focussed feedback, self-appraisal and learning guided by two tutors.

Scotwork advocate a ratio of 6:1 participant to tutor. This makes this method replicable for any size group in multiples of 6.

BESPOKE WORKSHOP

Scotwork were required to run a conference per region (attendance audience around 100) in order to bolster recognition of the value and importance of negotiation and engage/recruit new participants. For larger audiences Scotwork's primary goal was one of awareness. Lecture material delivered by one or two tutors was designed to increase understanding.

ONLINE TOOLS

Outside of the classroom environment Scotwork increased understanding and the application of skills acquired during training in a number of ways, using the Scotwork Online Toolbox:

- **Consolidation Modules** - designed to embed the learning, each of the eight interactive modules takes you through some of the key points of the 8-Steps of negotiation.
- **AI-enhanced Preparation Tool** - helps negotiators and their teams get organised and thoroughly prepared for any negotiation.
- **Personal Development Plan** - aids in embedding the learning from the course and continues users' development as skilled negotiators.

TERRITORIES:

EUROPE

ASIA

N AMERICA

S AMERICA

The results

Six weeks after the course all of the participants were sent a detailed questionnaire to identify the value of the training in relation to their live negotiations. KPI outcomes measured included improved value of deals, speed of reaching agreements and perceived impact on relationship.

It was estimated that over £10 million of additional savings had been delivered as a result of the pilot training session alone.

The outcomes of the negotiations post-training were monitored both by Scotwork and the network and a recorded ROI of 1,700% within three months of the training was measured.

Following success of the initiative two further developments were made.

The first was the roll out of the training to the individual operating companies, who had recognised the value to be gained and protected by improving these business critical skills. All courses were administered by a combined team from the client and Scotwork. Scotwork took full responsibility for venue, course materials and evaluation. The client managed the recruitment of participants.

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ROI of 1,700% within three months of the training

Technical skills used

- Research to identify core requirements and training needs
- Development of bespoke timetable to maximise value of time spent and minimise time away from client service
- Application of concepts in real-world scenarios
- Presentation and facilitation skills
- Translation skills
- Agreement of a competency framework to apply to core service skills
- Train-the-trainer module developed and exported to key staff to enable them to participate in the delivery of the training modules