

# Mastering Mandates

## ICMA Executive Education Skills Course Training Programme

Success for financial institutions in the international capital markets is rarely attributed to an institution's profitability but more typically to its success in bringing new issues to the marketplace. A bank's ability to originate new issues and its resultant position in the league tables is a key determinant of the status it will be accorded by both competitors and most importantly by customers. Indeed the majority of capital markets' publications focus almost entirely on the new issue markets. Remarkably, despite the critical role of the originator in contributing to a bank's success, few originators have had any formal sales and marketing skills training. This course seeks to redress this shortcoming by introducing participants to formal sales, marketing and presentation skills utilising material and role plays specifically targeted to capital markets origination.

The Mastering Mandates course objectives are:

- to impart formal sales skills
- to better analyse issuers needs and expectations

and to plan appropriately

- to sharpen written presentation skills
- to create effective presentations
- to analyse and improve presentation delivery.
- to win that 'beauty parade'!

### Who should attend?

Originators, syndication officers, and client relationship managers in both the debt (bonds or loans) and equity markets. Senior members of trading desks, sales desks and syndicate desks that work with the new issues team.

## Course Programme

### Day One

#### **Session 1. Introductions**

- Skills to acquire
- Problems to solve

#### **Session 2. Selling or buying?**

- Push vs. Pull sales
- The 'Buying Process'
- Mis-selling

#### **Session 3. Know yourself**

- The Competitive Challenge- what can you deliver?
- SWOT Analysis
- The Belief System

#### **Session 4. Know your client**

- Prospects, clients, advocates
- Forensic research
- Setting objectives and planning outcomes
- Advance vs. continuation
- Relationship vs. Transaction

### **Session 5. New Client Development**

- Cold calls
- Write, phone, write
- Gaining the appointment
- Planning the face to face meeting

### **Session 6. The telephone call**

- The limitations of the telephone
- Pre call planning – setting objectives
- Case study preparation – GAP analysis and team discussion
- The structure of the call – an established model structure

### **Session 7. Case Study One – the client phone call**

*Participants will undertake telephone role-plays based on detailed ‘real life’ capital market investor / sales case studies. These will be recorded and critically appraised by the group*

- Evaluating the call

### **Session 8. Sales Skills Development**

- The persuasion process
- Research questions
- The counselling phase
- Motivating action
- Gaining commitment

### **Session 9 Case Study 2 – Pair role-play**

Participants will undertake originator/issuer telephone role-plays. These will be recorded and critically appraised by the group

- Evaluation of role-plays

## **Day Two**

### **Session 10. Client proposals and Effective 'Written'**

#### Presentations

- Handling requests for proposals
- Identifying specific needs and expectations
- Developing clear aims and objectives
- The 'Pitch Book'
- Using Microsoft 'PowerPoint'
- Avoiding the pitfalls

*Participants will work in groups putting together a 'Pitch Book' for in response to a Request for a Proposal*

### **Session 11. The Client Presentation or 'Beauty Parade'**

- Detailed planning
- Identify the audience
- Identify the message - Developing content

*There will be a pivotal role-playing exercise in which all participants will deliver a financing proposal to an issuer. All presentations will be videoed and critically assessed by the group.*

- Flexibility and spontaneity during the meeting
- Listening and backtracking to reinforce understanding
- Presenting using Microsoft 'PowerPoint'
- Language skills – written vs. spoken
- Non-verbal delivery skills

### **Session 12. The Client Response**

- Handling questions
- Handling objections

### **Session 13. Summary & Action Points**

#### **Faculty**

Chris O'Malley is an economics graduate with more than 30 years experience in the international debt markets entirely on the sales and origination side of the business. For 12 years he managed sales teams: firstly heading the London sales team for Credit Suisse First Boston and then managing sales globally for Samuel Montagu, Midland Montagu and subsequently HSBC. He has worked closely with sales teams in London, New York, Tokyo and Hong Kong and has extensive experience and knowledge of the needs and behaviour of international investors For HSBC he then transferred to the origination desk establishing a new issue business for the Middle East, India and Africa, successfully bringing many new issues to the loan and bond markets. Chris is a consultant to the International Capital Market Association focussing on training and market practice. He has developed and is Course Director of the ICMA Primary Market Certificate programme and Head of Faculty for ICMA Skills. Chris has a very focussed yet interactive training style and a depth of experience that allows participants to gain knowledge through his well-constructed, practical case studies and pragmatic approach to the role.



## **Contact us**

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