



Smurfit Executive Development  
UCD Michael Smurfit Graduate Business School

# DIPLOMA IN HIGH PERFORMANCE SALES AND BUSINESS DEVELOPMENT



**FT** EXECUTIVE  
EDUCATION  
2023 RANKING

**1** IN IRELAND  
FOR OPEN ENROLMENT

**21** IN EU  
FOR OPEN ENROLMENT

**35** GLOBALLY  
FOR OPEN ENROLMENT

# PART-TIME EXECUTIVE PROGRAMME

## PROGRAMME DETAILS

### Structure

This programme is delivered over a series of 6 two-day workshops within a 10-month period. The structure has been designed to minimise interference with busy work schedules. 100% attendance is required.

### Assessments and Workload

Participants are assessed on a module by module basis through a variety of practical assignments. The emphasis throughout the programme is on the practical application of knowledge to benefit the participant, their team and their organisation.

### Accreditation

On successful completion of the programme, participants will be awarded the Professional Diploma in High Performance Sales and Business Development by UCD Smurfit Executive Development (30 credits at NFQ Level 9). This diploma forms part of the MSc in Business (Leadership and Management Practice) Pathway (see back page for more details).

### Module 1

#### Strategy for Breakthrough Sales Performance

- Identify and align the key factors required to ensure strategy and sales are aligned.
- Recognise the systemic issues that affect sales performance and growth strategy execution.
- Identify factors that limit growth potential at three levels: business, team and personal.
- Pinpoint measurable improvements to support sales growth and overall performance.
- Apply new frameworks, models, and tools to your growth strategy.

## PROGRAMME OVERVIEW

Driving sustainable and profitable growth in organisations is complex and highly rewarding.

Sales, Marketing, Customer Success, Operations and Business Development leaders are all required to execute ambitious growth-sales strategies. No individual leader or function can deliver sustainable and profitable growth on their own.

This diploma is designed to equip senior executives and commercial leaders with an in-depth understanding of how to create an executable growth strategy and unlock the next level of business performance. It will help participants to develop their own thinking and de-risk growth strategies with clarity, focus and confidence.

Our unique combination of industry practitioners and Smurfit academics will provide participants with frameworks, leading-edge management models, concepts, and results-based learning that will make a measurable difference to their business efficiency and performance levels. The programme will also address ways of working and collaborating across teams who are responsible for delivering growth and performance objectives.

This programme blends academic rigor and applied knowledge of Sales Strategy Execution. Past participants on this programme have identified sources of performance gain that have in cases delivered 25% growth.

### Module 2

#### Leading and Coaching for Breakthrough Performance

- Develop a sophisticated understanding of leadership, its associated challenges, and a range of tangible leadership practices to influence sales performance.
- Understand leadership as a 'craft' activity, emphasising the importance of experience, engagement, intuition, and emotional awareness.
- Acquire a range of practical coaching skills that form a crucial part of a good commercial leader's armoury.

### Module 3

#### Value-Based Sales and Customer Success

- Investigate how firms must develop differentiated products and services, based on sound customer insights and enhance their capability to effectively implement their strategy.
- Present compelling value propositions that allow suppliers to demonstrate and document superior value compared to the next best alternative from the customer's perspective.

## Who is it for?

- Senior executives currently responsible for leading the business development function of their organisation.
- Senior sales, marketing and customer success managers who want to progress in their careers.
- Managers who want to successfully integrate their business development strategy into the corporate strategy of the organisation.
- Senior executives who want to optimise their sales, marketing, delivery, and key account development performance levels.
- Senior executives who want to explore their own performance and potential.
- Managers who want to use coaching and performance management techniques to unlock growth potential.
- Individual sales contributors with at least five plus years of experiences.
- Leader and managers who would like to challenge their thinking with the latest research and learning from Fortune 1000 organisations and leading academics.

## Key Benefits

Upon completion of this programme, participants will have a deep understanding of the complexity of sales strategy decisions impact revenue and profitable growth.

Specifically, the programme will:

- Equip the participant with models, frameworks, and tools to build strategic growth plans.
- De-risk growth strategies.
- Provide insight into the requirements of designing an executable growth strategy.
- Address the complex topic of sales, marketing, and operational alignment.

### Module 4

#### Executing High Performance Business Development, Client Acquisition & Growth

- Explore different selling approaches given specific buyer types and journeys.
- Acquire new frameworks and a set of tools to visualise buyer and seller engagement.
- Consider the latest thinking on digital tools to support the client engagement process.
- Understand the importance of personal brand in winning and growing clients.
- Understand the key components of trust and EQ – key fundamentals to enhance buyer seller engagement.
- Apply new frameworks to better understand client relationships.

### Module 5

#### Negotiations – Changing the Game

- Examine the differences between selling approaches and understanding proactive customer and client development.
- Consider buyer seller relationships in terms of how to identify win-win solutions with potential and existing clients.
- Understand what areas of sales process development are necessary to improve deal movement.
- Acquire value-creating negotiation strategies and practice their application.

### Module 6

#### Talent Management, Collaboration & Winning

- Develop an understanding of why talent development is critical in your role as a commercial leader and your career.
- Learn to adopt practical approaches to talent identification, development, and succession planning.
- Consider the complex environments other leaders perform in.
- Acquire new frameworks to drive great collaboration.
- Understand the power of reflection and slowing down as a commercial leader.

- Help participants develop a coaching mind-set to support high performance development.
- Explore value models and segmentation strategies.
- Boost, confidence in meeting ambitious growth targets.
- Provide meta-modelling to visualize buyer/seller engagement.
- Consider the implications of digital and AI in sales and growth strategy execution.
- Provide practical skills and theoretical understanding of negotiation strategies.
- Explore the importance of talent management in commercial leadership.
- Provide learning strategies to identify, manage and realize performance gains.
- Provide access to a panel of leaders that operate under intense pressure.

## Smurfit Executive Development

As part of Ireland's leading business school, Smurfit Executive Development programmes are designed to provide the business leaders of today and tomorrow with a transformational experience. We are one of an elite group of schools worldwide to hold triple accreditation from AACSB (US), EQUIS (Europe) and AMBA (UK) and are the only Irish member of the leading international business school alliances CEMS, GNAM and PIM. UCD Smurfit Executive Development is a member of UNICON, an invitation-only alliance of the world's leading university[1]based executive education providers. UCD Smurfit Executive Development has been ranked 1st in Ireland, 21st in the EU and 35th in the world for its Open Enrolment programmes according to the prestigious 2023 Financial Times Executive Education Rankings. By offering a world-class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives and their organisations create new opportunities to drive growth and create value.

# APPLICATION INFORMATION

## Entry Requirements

Participants should hold a primary degree or equivalent professional qualification. Consideration will be given to applicants who do not hold a primary degree but their depth of industry and organisational experience qualifies them as suitable participants.

## Fees

The fee of €8,670 or €8,260 (UCD Business Alumni Discount) is a comprehensive cost that includes tuition, all course related materials, lunches and refreshments while on campus. There are no additional overheads. We offer staged payments and there is no interest charged for choosing this option. Tax relief is also available on fees. For details visit [www.revenue.ie](http://www.revenue.ie)

## Application Procedure

A completed application form, digital photograph and copy of transcripts for all university-level degrees (if applicable and excluding those taken at UCD) are required. A telephone or personal interview with the Programme Director may form part of the admission process to help determine whether the programme is the most appropriate solution for the applicant.

## How to Apply

To apply for this programme, please contact a member of our team on +353 1 716 8889, email [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie) or visit [www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

## Pathway to the MSc in Business

### (Leadership & Management Practice)

The Diploma in High Performance Sales and Business Development forms part of the MSc in Business (Leadership & Management Practice) Pathway. The Pathway framework is comprised of twelve diploma programmes. If participants successfully complete three of these twelve diplomas within a 5-year timeframe, they are awarded with the MSc in Business (Leadership and Management Practice).

The twelve diploma options available in the Masters pathway are as follows:

1. Professional Diploma in Business and Executive Coaching
2. Professional Diploma in Strategy Development and Innovation
3. Professional Diploma in Corporate Governance
4. Professional Diploma in High Performance Sales and Business Development
5. Professional Diploma in Leadership Development
6. Professional Diploma in Organisational Change and Transformation
7. Professional Diploma in Management Excellence
8. Professional Diploma in Digital Innovation and Transformation
9. Professional Diploma in Artificial Intelligence and Business Analytics
10. Professional Diploma in Sustainable Supply Chain Management
11. Professional Diploma in Business Finance
12. Professional Diploma in Aviation Finance



### Programme Director - John O'Gorman

John O'Gorman is the Programme Director for the Diploma in High Performance Sales and Business Development in UCD Smurfit Executive Development. He is a six times author and has spent twenty-six years exploring performance potential across 12 industries including Pharma, Financial Services, Sport, and Technology. He is a Managing Partner of Growth PitStop where his focus is on helping leaders to measure, model and unlock performance potential of critical growth projects and vital teams. John is a PCC Certified Coach – one of just over 13,000 coaches certified to this level globally. He is curious about collective performance, complex systems, and sport. The interconnection of sporting excellence, business excellence and human potential is an ongoing applied research project. His current executive and team coaching clients include Bank of Ireland, Merck, Citco, Irish Life, Pfizer, and several technology providers.

### Smurfit Executive Development

UCD Michael Smurfit Graduate Business School  
Carysfort Avenue, Blackrock, Co. Dublin.

[www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

Tel: +353 1 716 8889

Email: [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie)

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