

Creating Client Value CoPilot[®]

Learning Objectives & Content Overview

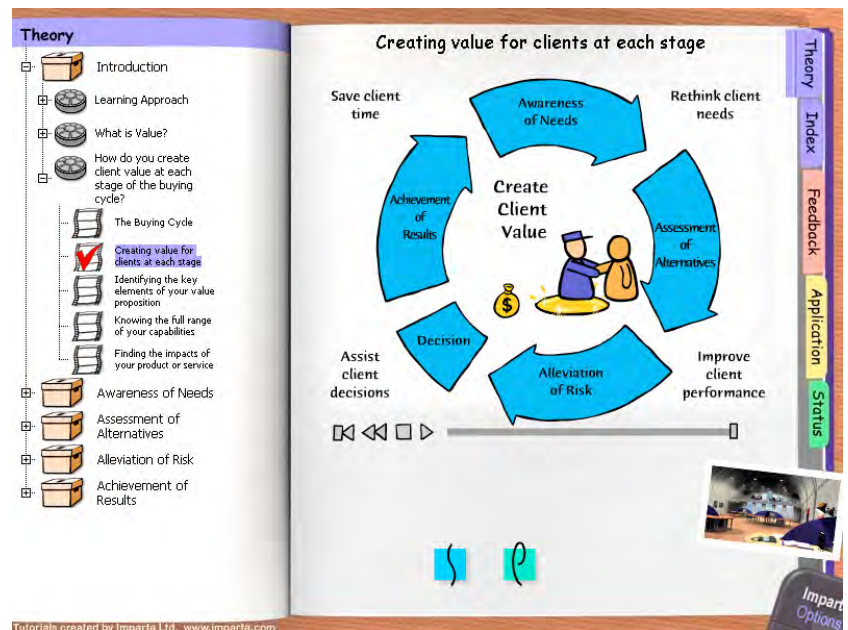
Imparta Ltd.

Tutorial Content Overview

The theory content of Creating Client Value provides you with the concepts and principles needed to complete the business simulations. The animated tutorials are organised in 5 main sections, incorporating an introduction and addressing the key stages of a typical “buying cycle”.

1: Introduction

This section incorporates an introduction to the use and objectives of Creating Client Value, and provides an overview of key concepts such as the definition of value from a supplier and customer viewpoint. The introduction also provides an understanding of the concept of a Value Hypothesis – and its development into a more specific Value Proposal – and how to identify and develop a “Value Sweet Spot” where your capabilities closely match clients’ business needs.



After using these tutorials and corresponding simulation you will be able to:

- Understand how to differentiate products and services by creating new value in the selling process itself
- Understand where sales campaigns and calls can create or erode value for clients and how to create value at different stages of the buying process
- Identify key elements of a Value Proposition – incorporating capabilities, business impacts and costs, and understand how to make Value Propositions more attractive within particular market sectors

2: Awareness of Needs

This section supports an understanding of how to match your customisable capabilities to client needs, to identify a “Value Sweet Spot” and assist in qualification of particular accounts. It supports use of relevant marketing criteria to prioritise accounts – based on customer characteristics – in pursuit of exclusive relationships. It provides an overview of different buyer types and how to prioritise and conduct dealings with these diverse roles. Finally this section provides understanding of how to analyse a customer’s “Value Chain” and “Key Success Factors” for individual business functions within a client organisation – better matching your capabilities to business needs.

The screenshot displays a tutorial interface. On the left, a 'Theory' sidebar lists various topics, with 'Prioritizing your meetings according to buyer role' highlighted. The main content area is titled 'Prioritizing your meetings according to buyer role' and features a diagram. The diagram shows a path starting from 'Entry Strategy' (represented by a person with a ladder) leading to three 'Centers': 'Center of Receptivity' (a person at a desk), 'Center of Dissatisfaction' (a person with a lightbulb), and 'Center of Power' (a person at a desk). Red arrows indicate the flow between these centers. The interface also includes a navigation bar on the right with 'Theory', 'Index', 'Feedback', 'Application', and 'Status' buttons, and a small inset image of a person at a desk.

After using these tutorials and corresponding simulation you will be able to:

- Research specific customer issues and problems – looking at performance and industry issues, competitors and key success factors
- Understand the 3 main buyer roles - Centre of Receptivity, Centre of Dissatisfaction, and Centre of Power – and how to prioritise meetings to deal with these different buyer roles
- Understand the Strategic, Tactical, Political and Individual concerns that affect different buyer types, and how best to address or solve these concerns
- Create & develop a Value Hypothesis (personalised to an individual client) based on client needs, supplier capabilities and impact on client business.

3: Assessment of Alternatives

This section provides an understanding of techniques to support discovery and ranking of the customer's value criteria (those elements of a solution that are most important to them). It also provides an understanding of how to compare your performance against alternative solutions in a way that supports a competitive sales strategy.

The overall strategy

The Value Map

High	Value Killer		Value Winner
Medium			
Low	No Value Ignore		Value Sleeper
	Low	Medium	High
	Performance		

Tutorials created by Huthwaite Inc. & Imparta Ltd.

After using these tutorials and corresponding simulation you will be able to:

- Assess client ratings of your solution compared with those of competitors – using structured questions and other techniques to establish a frame of reference known as a “Value Map”
- Build a Value Map to help identify value “winners”, “killers” and “sleepers” – so that client perceptions of your capabilities can be addressed
- Develop strategies for improving client perception of supplier solutions

4: Alleviation of Risk

This section builds an understanding of how to identify and alleviate risks faced by different client buyer types, and how to remove obstacles to sale by categorising different levels of risk (Strategic, Tactical, Political and Individual Risks). It also builds an understanding of how to work with clients to uncover and address these perceived risks.

Tutorials created by Imparta Ltd. www.imparta.com

After using these tutorials and corresponding simulation you will be able to deal with:

- **Strategic Risks** - by fostering constructive discussion with key stakeholders and working creatively to develop options that will produce client commitment
- **Tactical Risks** - by addressing problems anticipated at the implementation phase and developing a coherent implementation plan
- **Political Risks** - by using techniques to uncover and resolve these issues using objective information and engaging a wider client team
- **Individual Risks** - by using techniques to focus effectively on feelings and perceptions

5: Achievement of Results

This section builds an understanding of key elements of the sales role during the three phases of implementation that follow the sale – the “Honeymoon”, “Disenchantment” and “Success” periods. The tutorials build an understanding of how to develop and manage an implementation plan, involving all relevant stakeholders to ensure your delivery of the results promised.

Theory

- Introduction
- Awareness of Needs
- Assessment of Alternatives
- Alleviation of Risk
- Achievement of Results
- How do you ensure and exploit success?
 - Your role
 - The three phases of implementation
 - Preparing an implementation plan**
 - Remembering what you have promised
 - Identifying stakeholders
 - Tracking progress
 - Deciding your involvement
 - Taking advantage of your success

Preparing an implementation plan

Implementation Plan

Activities: 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

Stage 1: Action 1, Action 2, Action 3, Action 4, Action 5, Action 6, Action 7, Action 8, Action 9, Action 10, Action 11, Action 12, Action 13, Action 14, Action 15, Action 16, Action 17, Action 18, Action 19, Action 20, Action 21, Action 22, Action 23, Action 24, Action 25, Action 26, Action 27, Action 28, Action 29, Action 30, Action 31, Action 32, Action 33, Action 34, Action 35, Action 36, Action 37, Action 38, Action 39, Action 40, Action 41, Action 42, Action 43, Action 44, Action 45, Action 46, Action 47, Action 48, Action 49, Action 50, Action 51, Action 52, Action 53, Action 54, Action 55, Action 56, Action 57, Action 58, Action 59, Action 60, Action 61, Action 62, Action 63, Action 64, Action 65, Action 66, Action 67, Action 68, Action 69, Action 70, Action 71, Action 72, Action 73, Action 74, Action 75, Action 76, Action 77, Action 78, Action 79, Action 80, Action 81, Action 82, Action 83, Action 84, Action 85, Action 86, Action 87, Action 88, Action 89, Action 90, Action 91, Action 92, Action 93, Action 94, Action 95, Action 96, Action 97, Action 98, Action 99, Action 100

Stage 2: Action 1, Action 2, Action 3, Action 4, Action 5, Action 6, Action 7, Action 8, Action 9, Action 10, Action 11, Action 12, Action 13, Action 14, Action 15, Action 16, Action 17, Action 18, Action 19, Action 20, Action 21, Action 22, Action 23, Action 24, Action 25, Action 26, Action 27, Action 28, Action 29, Action 30, Action 31, Action 32, Action 33, Action 34, Action 35, Action 36, Action 37, Action 38, Action 39, Action 40, Action 41, Action 42, Action 43, Action 44, Action 45, Action 46, Action 47, Action 48, Action 49, Action 50, Action 51, Action 52, Action 53, Action 54, Action 55, Action 56, Action 57, Action 58, Action 59, Action 60, Action 61, Action 62, Action 63, Action 64, Action 65, Action 66, Action 67, Action 68, Action 69, Action 70, Action 71, Action 72, Action 73, Action 74, Action 75, Action 76, Action 77, Action 78, Action 79, Action 80, Action 81, Action 82, Action 83, Action 84, Action 85, Action 86, Action 87, Action 88, Action 89, Action 90, Action 91, Action 92, Action 93, Action 94, Action 95, Action 96, Action 97, Action 98, Action 99, Action 100

Stage 3: Action 1, Action 2, Action 3, Action 4, Action 5, Action 6, Action 7, Action 8, Action 9, Action 10, Action 11, Action 12, Action 13, Action 14, Action 15, Action 16, Action 17, Action 18, Action 19, Action 20, Action 21, Action 22, Action 23, Action 24, Action 25, Action 26, Action 27, Action 28, Action 29, Action 30, Action 31, Action 32, Action 33, Action 34, Action 35, Action 36, Action 37, Action 38, Action 39, Action 40, Action 41, Action 42, Action 43, Action 44, Action 45, Action 46, Action 47, Action 48, Action 49, Action 50, Action 51, Action 52, Action 53, Action 54, Action 55, Action 56, Action 57, Action 58, Action 59, Action 60, Action 61, Action 62, Action 63, Action 64, Action 65, Action 66, Action 67, Action 68, Action 69, Action 70, Action 71, Action 72, Action 73, Action 74, Action 75, Action 76, Action 77, Action 78, Action 79, Action 80, Action 81, Action 82, Action 83, Action 84, Action 85, Action 86, Action 87, Action 88, Action 89, Action 90, Action 91, Action 92, Action 93, Action 94, Action 95, Action 96, Action 97, Action 98, Action 99, Action 100

Promised Value

Imparta Options

After using these tutorials and corresponding simulation you will be able to:

- Plan your personal involvement in implementation and measures for success
- Maintain a process to ensure that promises you have made are delivered – especially in relation to value hypothesis, resources, impacts, and costs
- Identify key client stakeholders affected by implementation process, using a consultative approach to minimise problems during implementation, and keep track of progress using relevant metrics to address different stakeholders
- Structure your involvement during the 3 key phases of implementation, to ensure appropriate account management at each phase
- Build on your sales success with client stakeholders – using data, reports, and other resources

Simulation Content Overview

In the simulation you play the role of a new sales consultant with Leigh Peller, a business services firm specialising in the retail and leisure industries, and addressing ecommerce and financial services environments. You have a range of services at your disposal, and your manager hands you a new lead he's uncovered within a major retail bank - Murray Unity. The bank is experiencing problems with its graduate recruitment programmes. Your first task is to become familiar with the organisation, and your own internal products, services and capabilities.

The screenshot shows a simulation environment. A woman is seated at a conference table with several documents. In the background, a whiteboard displays the following data:

	94/95	95/96	96/97	97/98	98/99
Applications	3198	2050	3857	3133	2502
Interviewed	896	363	659	507	551
Assessed	396	143	127	191	163
Offers	44	43	53	42	53
Joiners	32	34	46	33	46

Below the whiteboard, a text box shows a character named Barbara saying: "Yeah, right. Let's stress that." At the bottom of the interface, a "Responses" box contains the text: "Let's come back to this one. We should include this. We don't need this one." A "DIAGNOSTIC" box shows a timer at 13:50 and a small character icon.

Using your research, you develop an entry strategy and set about exploring the needs of your clients and the objectives and issues of each influencer or decision maker within the purchasing process. Your aim is to match a new service to the needs of Murray Unity.

You consult with managers from human resources, operations and senior business management functions to develop your understanding of the problem until you are ready to present a solution to key senior executives.

Key tasks include:

- researching and understanding your own capabilities
- conducting research on your client to determine where those capabilities might be most effective – by exploring business objectives, competitive standing, etc
- formulating a Value Hypothesis
- understanding buying roles in order to approach the appropriate client contacts
- identifying and testing your Value Hypothesis with appropriate buyer roles (starting with the Centre of Receptivity)
- identifying, then building, “pain and gain” with your Centre of Dissatisfaction
- preparing a presentation with support from the Centre of Dissatisfaction
- presenting your Value Proposal to the Centre of Power