

The Greenbank Value Map[©]



Many organisations have a desire or even a mission statement to be more ‘customer focused’ but still need help (and discipline!) to make this work in practice – especially in customer conversations when it’s all too easy to focus first on what we know best – ourselves, our company and our products and services...

From our experience it only takes a little bit of stress to completely forget about the Stephen Covey ‘law’ “Seek first to understand and then be understood”...

To help our clients with this, we have developed the Greenbank Value Map © tool, which we tailor and introduce in many of our development programmes – particularly those focused on influence and driving sales performance.

It’s essentially a 5-step model that can be used in a variety of situations – for example:

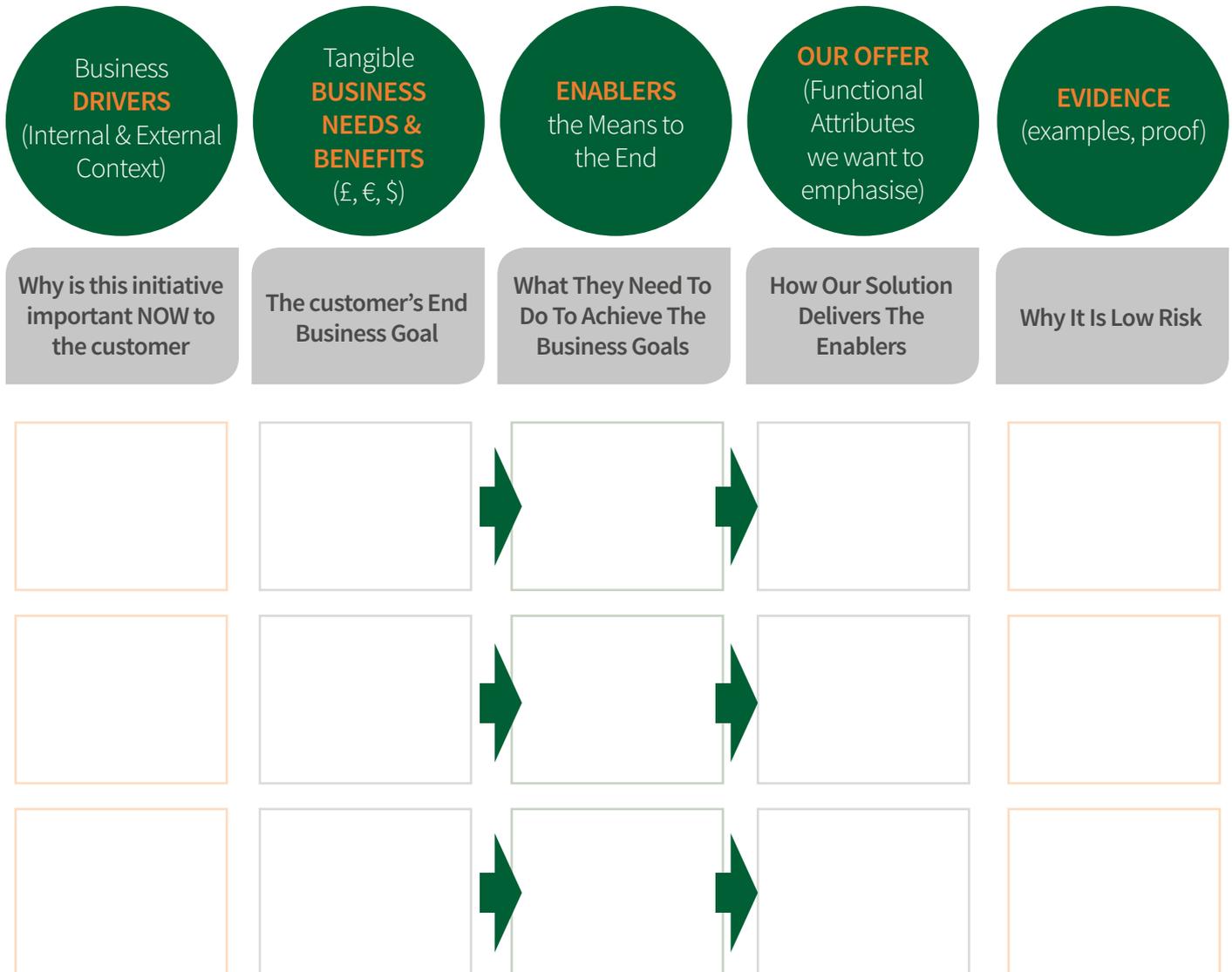
- **For sales managers** - As part of an Prospect Opportunity Plan (eg the Greenbank Win-Plan ©) to identify key missing information and shape sales action plans
- **For sales people** - As a structure for a sales proposal or pitch
- **For marketing managers or product managers** to articulate the value of a new product
- **For project managers** articulating the vision for their project
- **For lawyers** to articulate their value-add to their internal clients
- **For interviewees** – explaining why you are the right person for the job!

Here we will focus on its use in a sales situation – when you are looking to articulate your offer to a prospect.

You can put a Value Map together at any time during the life of an opportunity – ideally as soon as possible as it is really useful at identifying missing information – eg you might know the technical or functional needs the customer has stated (the Enablers) but do you really understand the underlying business impact of these (the Business Problems or Need)??

The diagram over the page summarises the Value Map format. To complete your Value Map, simply click on the box you wish to populate.

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When putting your Value Map together, you can start from any of the columns, but when it is articulated (whether verbally or in writing) then it should be explained from left to right.

Note that the middle 3 columns are linked – it should be clear exactly how your solution meets the enablers and how these in turn deliver the end business needs. Note this link is on a ‘many-to-many’ basis, so one aspect of your solution could address multiple enablers etc.

You could have 1, 2 or 3 points to make in each column. On more complex deals you could have more than three points to make, but try not to overcomplicate the map – it works best when it is used to develop the big picture.

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Tips for Completing the Value Map

Customer Business Drivers and Context: These are the customer's business drivers relevant to the project. It answers the question – “Why is this initiative particularly important to the customer NOW rather than say last year?” It could be INTERNAL changes (acquisitions, new management, new focus on costs or IT), or EXTERNAL changes (regulations, new competitors etc)

Top Tip: By articulating this, it demonstrates we understand the broader issues behind the project and have taken the trouble to understand what it is like to be in ‘their world’

Tangible Business Problems and Needs: What are the end business problems they are looking to resolve or business results they have explicitly stated they are looking for? – make sure these are the end BUSINESS results (eg avoiding regulatory non-compliance , increased revenue, reduced costs, improved reputation etc) – NOT “faster IT”. Note that your solution may not be the only piece of the jigsaw here – but as long as it contributes towards these business goals, then these business goals are worth including.

Top Tip: Note your main client contact may not know the answer to these questions, but persevere and find them out – it will make your proposition much more interesting and influential once it is read by senior management. . .

Enablers: What they need the new solution to deliver in order to help meet the above business needs – eg faster performance, better information, more efficient processes, more reliable technology.

Top Tip: Avoid any mention of your solution at this point – eg keep the focus on the customer - eg “To allow you to achieve these customer satisfaction goals you need better information and more efficient CRM processes”

Our Offer: The key aspects of your solution that directly delivers these enablers and therefore support the customer's business needs. Note this could be your company (support, etc) as well as your solution (technology, solutions, etc)

Top Tip: When you articulate this, make it absolutely clear how the different aspects of your solution meets the enablers – “this allows you to...” etc

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Evidence and Proof: Eg technical specs, feedback from other customers (case studies etc)

Some ways that our customers have used the Value Map

- As a PowerPoint slide as part of an Opportunity Planning Tool - eg the Greenbank Win-Plan[®]
- An A1 flipchart on the wall and used with post-it's to work with colleagues on key opportunities and share ideas.
- As part of a New Product Launch Training
- On the wall of a project office – to emphasise the project
- On a bid 'war room' wall to plan for key proposals and pitches

Greenbank and Driving Sales Growth

Greenbank are a global performance consultancy specialising in developing leaders, strengthening teams and developing high sales performance.

To achieve this, our work in Sales Development programmes typically includes:

- Assessment and benchmarking at both individual and organisational levels
- High-impact, tailored, and motivating workshop programmes
- Coaching
- Sales management development
- Live bid support
- Sustainability and delivering ROI

Want to know more?

If you would like to know more about the Value Map or simply have a relaxed discussion about your business challenges, then give me a ring on the number above or send me an email at

ian@greenbankltd.com

I hope you find this useful – let us know how it goes!

Ian Hirst
CEO, Greenbank