

# Strategy development/ review for High Volume opportunities



Content:

- Customer Value Proposition
- Ideal Customer Profile
- Value Chain

You are convinced that you have a high volume opportunity - something which is really making a big difference. There are millions of potential customers out there, but somehow your engagement efforts are not yielding the results you are expecting (or deserving!).

It could be some tactical issues, which need to be fine-tuned. But it could also be some fundamental flaws in your overall strategy. The strategy development/review service for high volume opportunities is designed to help you *define a new or repair an existing strategy.*

The Strategy development/review service will facilitate a review of the 3 fundamental strategy elements:

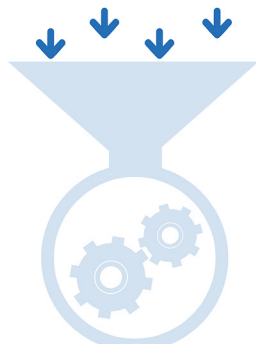
The Customer Value Proposition

The Ideal Customer Profile

The Value Chain

# Strategy development/review process

PHASE A  
INTERVIEWS AND  
DESK RESEARCH



## 1. Insight

Learn and agree on the current position and the known internal and external challenges associated with growth.

## 2. Analysis

Compile the insight as a SWOT analysis.

PHASE B  
CURRENT SITUATION  
PROFILE



## 3. Objectives

Define the vision and your ambitions.



## 4. Strategy

Define the Customer Value Proposition, the Ideal Customer Profile and the Value Chain. Define the Go-To-Market approach for taking your Customer Value Proposition to your Ideal Customers through the Value Chain.

PHASE C  
2-DAY WORKSHOP



The service is based on the first 4 steps of the TBK solution process. This business management approach is used by TBK to ensure that a strategy is focused on generating value for customers, is documented and understood in the same way by all stakeholders, is leveraging from the strength of the current position and can be undertaken and adjusted to reflect the changing daily reality.

PHASE D  
MASTER PLAN  
DOCUMENTATION



## 5. Plan

Define the: who, what, when and the associated financial implications.

PHASE E  
EXCECUTION PLAN



## 6. Action

Execute the plan.

## 7. Measure

Follow-up, measure performance and apply corrective actions.

2 WEEKS

**A. Interview and desk research**

TBK will interview key staff members, selected customers<sup>1</sup> and review existing documentation on the market, the competitors and other material, which can be made available by the client to help understand and describe the current situation.

**B. Current Situation Profile**

Based on the sources mentioned above TBK will draw a "Current Situation Profile," which will be used as the base line for growth scenario discussions.

**C. 2-day workshop**

TBK will facilitate a 2-day residential workshop with the objective of identifying a new or revised strategy for the company. The Workshop will define and document the following main concepts:

- Ambition discovery (Current position review - most preferred future position)
- Direct vs. indirect market penetration
- Customer Value proposition (NABC format)<sup>2</sup> incl.:
  - Ideal Customer Profile<sup>3</sup>
  - Value Chain<sup>4</sup>
- Go-To-Market approach

TBK will moderate the session and ensure that all conclusions are documented and all questions listed. The final agenda will be agreed after the interviews have been performed.

TBK will provide the framework for all strategic concepts such as SWOT, Position, Customer Value Proposition, Value Chain and Ideal Customer Profile ensuring that the workshop discussions are focused on the content rather than on semantic definitions.

*NOTE: A strategy definition process is an iterative and not a linear exercise. The workshop duration is fixed to two days and there will most likely be issues and definitions, which cannot be fully completed due to lack of insight or genuine disagreement among the participants.*

**D. Master Plan Documentation**

The conclusions from the workshop are documented by the client, to ensure that they form the basis for the subsequent action planning and that they can be communicated consistently to all stakeholders. TBK will review and provide feedback.

**E. Execution**

The client is responsible for the execution of the strategy. TBK will review and provide feedback as required.

<sup>1</sup> Consumer focused business situations may require other types of market research

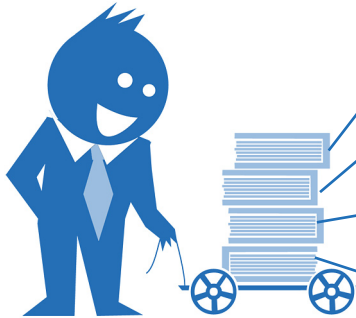
<sup>2</sup> See TBK-PFFS-002

<sup>3</sup> See TBK-PFFS-003

<sup>4</sup> See TBK-PFFS-005

# Deliverables

The deliverables from TBK will be as follows:



	DESCRIPTION	FORMAT
1	Current Situation Profile	Word documents and PPT's
2	Workshop format and moderation	Word document
3	Ambition Discovery, Customer Value Proposition, Ideal Customer Profile, Value Chain, Go-To-Market	Word documents or mind maps as required
4	Execution	Optional

Project management will be based on Basecamp<sup>5</sup> to which project participants will be given access.

# Time Schedule

The project can be completed in 2 weeks<sup>6</sup> provided the client can make time and resources available as required and provided that we can get access to customer intelligence as required.

# Optional Go-To-Market services



Upon the completion of the Go-To-Market approach, TBK Consult can provide additional services leveraging its 50-consultants network by providing Bootstrapping, Bridgehead and Dominance services in all major European countries as well as in North America as required by the client.

### Bootstrapping

Bootstrapping is the process of getting the first clients in a new geography. Bootstrapping can also include the building of an indirect sales channel if this is a part of the Go-To-Market framework.

### Bridgehead

Bridgehead is the establishing of an own presence in the market through an own subsidiary, a joint venture, a master franchise or some other form of "direct" representation. Establishing a bridgehead normally takes place 2-3 years after successful bootstrapping. The objective of establishing a bridgehead is the achievement of full geographic market coverage.

### Dominance

Dominance is the process of achieving market leadership in core market segments. The road to market dominance requires systematic organic scaling, alliance building and optionally also M&A activities. Dominance activities normally start 3-5 years after having established a bridgehead.

<sup>5</sup> <http://basecamp.com/>

<sup>6</sup> Excluding time required for consumer research activities (e.g. focus groups)