

ValueMapper Workflow

If it's not mapped...it's not a solution!

Value Mapper Objectives

ValueMapper is a patented web service that guides product management, marketing, and sales organizations through a simple three stage process that helps them visualize and explicitly define both the value and differentiation of their products and services in the context of four critical factors:

- The different markets and stakeholders they sell to
- The high level needs and objectives of those markets and stakeholders
- The underlying issues and problems that drive those needs
- Their competitors who also solve those needs and issues

The end result is a small relational knowledge base that contains the most important marketing and sales facts, insights, and opinions (i.e. the raw materials knowledge) that drive a successful solution centric marketing and sales process.

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The Knowledge Framework

The key is that this critical sales & marketing knowledge is managed in a single, and most importantly; simple, Knowledge Framework that reflects the way that sales and marketing organizations should think and communicate when they are trying to sell solutions. This elegant Knowledge Framework (see diagram) consists of four interlinked **Topics** that are also categorized by markets, stakeholders, and key competitors

- The specific *Customer Needs* that are solved by a company's solutions
- The specific *Underlying Issues* and problems that must be addressed by the customer in order to solve those Customer Needs
- *Solution Value Scenarios* which describe how customers use a one of the company's solutions to solve a particular Customer Need
- *Capability Value Scenarios* which describe how customers use specific Key Capabilities of a particular solution solve a specific Underlying Issue. These Capability Value Scenarios also include knowledge on how a capability is different from the competition and why that differentiation helps solve that particular issue. *This ability to reflect the concept of "Differentiated Value" is one of the most powerful features in ValueMapper.*

ValueMapper's Knowledge Framework



Topics contain multiple Knowledge Pages (one for each Customer Need, Underlying Issue and Value Scenario) that are dynamically generated based the specific selling situation. The beauty of this simple Knowledge Framework and the concept of situation specific Value Scenarios is that it aligns marketing and sales organizations around a common and more explicit view of various aspects of the Customer's Need while it institutionalizes both the outside-in thinking process and the tactical fundamentals that make a solutions based marketing and sales strategy a success.

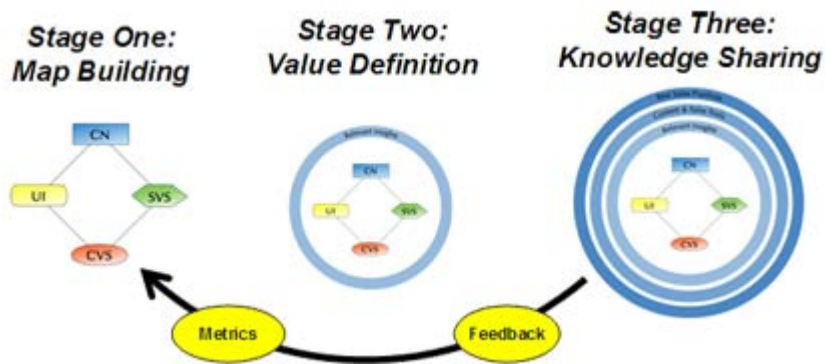
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Implementation Strategy

There are three stages to a ValueMapper implementation, as shown in the following diagram.

1. Map Building Stage: 1-2 hours per solution
2. Value Definition Stage: 2-3 hours per solution
3. Knowledge Sharing Stage: Continuous



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Stage One

Map Building: Typically 1-2 hours per Solution (including planning)

Building the underlying Knowledge Framework for an enterprise Value Map is a simple two step process that identifies the logical relationships between the four Topics (Customer Needs, Underlying Issues, Solution Value Scenarios, and Capability Value Scenarios) and aligns each Topic with specific Markets, Stakeholders, and Competitors.

Stage One: Map Building



First Step: The first step in the Map Building stage is to create a set of lists for each **Solution**. These lists include:

- The **Market Segments** that you sell the Solution to
- The key **Stakeholders** you deal with through out the buying process
- The major **Competitors** for that Solution
- The high level **Customer Need** (usually 1) that is that Solution's reason for being
- The **Underlying Issues** (usually 3 to 5) that must be addressed in order to solve the Customer Need
- The **Key Capabilities** of the Solution (usually 3 to 5) that solve those Underlying Issues

The key challenge in creating these lists is thinking through the needs, issues, and the capabilities in a parallel fashion to make sure that you are focusing on the most important aspects of your Solution's value and differentiation. This often requires some discussion and brainstorming especially if you are working as a team to build an enterprise Value Map for multiple Solutions.

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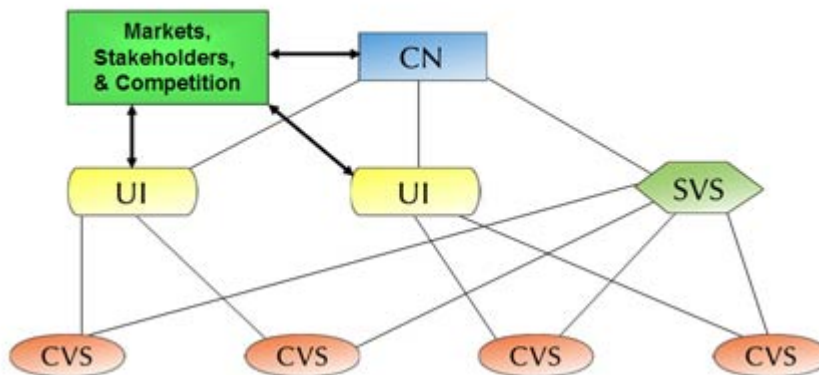
If your company has already created explicit problem statements and solution centric positioning strategies for your products and services, most of the information for ValueMapper's lists can be taken from these existing documents with some minor formatting edits. Once you have identified these lists, the process of entering them in ValueMapper usually takes less than 15 minutes.

If, however, the concept of selling solutions is foreign to your organization, ValueMapper includes expert streaming media help through the **Value Mapping Advisor** that provides expert advice on customer and solution centric messaging and will help your product managers / marketers build better Value Maps.

Second Step: The second step in the Map Building stage is to link these lists together using ValueMapper's simple check box linking process. This linking process, which takes only a few minutes per solution, establishes the database relationships between the four Topics (see below) that make up the Knowledge Framework for your Value Map, and it aligns each of those four Topics to the specific Market Segments and Stakeholders who have those Customer Needs and Underlying issues and the Competition that also solves those needs and issues.

This two step Map Building process results in a complete Knowledge Framework database which contains all the linkages (see simple Value Map linkages example below) between the four topics that reflect your specific market and positioning strategy. As was mentioned above, the entire Map Building process for your initial Value Map should take no more than an hour per Solution once you have assembled the all the information for the Lists.

Simple Value Map Linkages

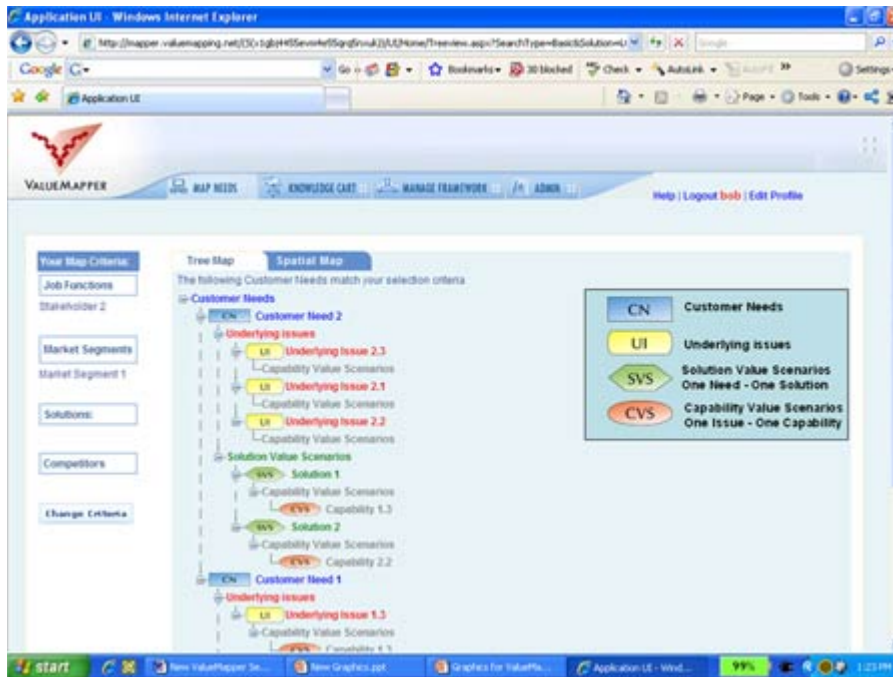


At the end of Stage One, product managers / marketers will have created the complete Knowledge Framework for their Solution or company as the case may be. They can then begin to assemble Value Maps containing the Topics that reflect specific marketing and sales situations.

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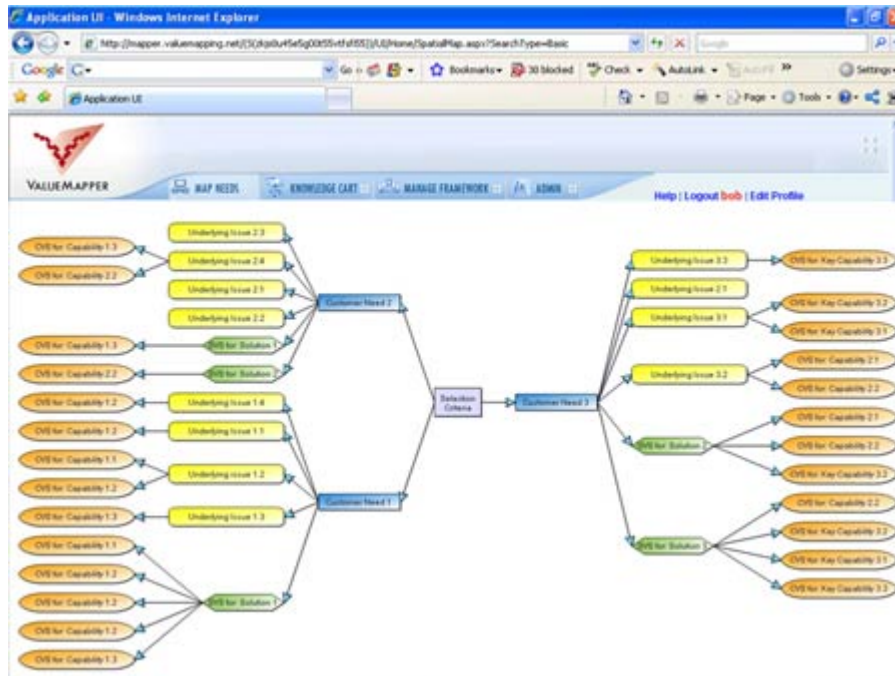
For example, the ValueMapper screen shot below shows a **Tree Map™** for an imaginary company that was dynamically generated created by selecting a Market Segment and Stakeholder. This Tree Map contains links to all the relevant Topics in the Knowledge Framework that were created during the Map Building stage. The imaginary company that's reflected in this Tree Map has several Solutions that serve multiple Customer Needs, and, because there was very little strategic planning or brainstorming involved, the entire Map Building (Stage One) process took less than 25 minutes.



Alternatively, you can choose to view this same information as a **Visual Value Map™** which displays the linkages between all the same four Topics in a spatial or graphical fashion as follows:

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This ability to quickly (in 1-2 hours) portray and visualize the concept of value from the customer's perspective, even before you have added any knowledge to any Topic, has significant strategic implications for a company's Marketing and Sales organization as well as the whole enterprise.

- It creates the first visual representation of a company's positioning and messaging strategy. This will stimulate lots of great discussions.
- It becomes a visual compass that gets everybody in marketing and sales on the same page.
- It provides one of the only tangible aspects of a company's commitment to be customer focused. Value Maps go way beyond slogans and that's why CEO's will view them as a strategic imperative if they want to instill a more customer centric culture.

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Stage Two

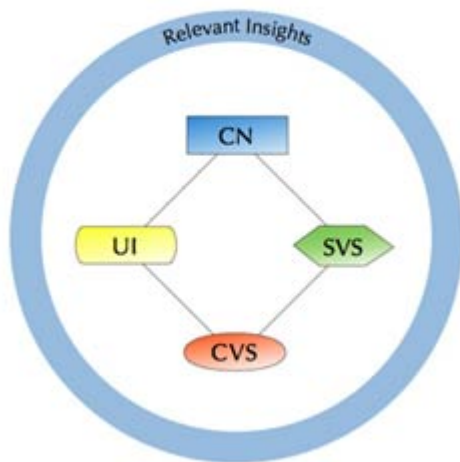
Value Definition: Typically 2-3 hours per Solution

Once the Knowledge Framework for a Value Map has been built, the product manager / marketer can begin to contribute knowledge to the map by answering a couple of fundamental, but very specific, questions for each Topic.

The answers to these questions are called **Relevant Insights** (see below) and they are easily entered into the Relevant Insights section of each Topic. Each Relevant Insight can also be linked to other characteristics so companies can capture the subtleties and nuances for different Market Segments, Stakeholders, and Competitors.

Relevant Insights are typically the responsibility of the product manager / marketer who built the map but they can also be contributed by other authorized subject matter experts thereby improving the over all value of the knowledge in the Value Map through structured collaboration.

Value Definition Stage



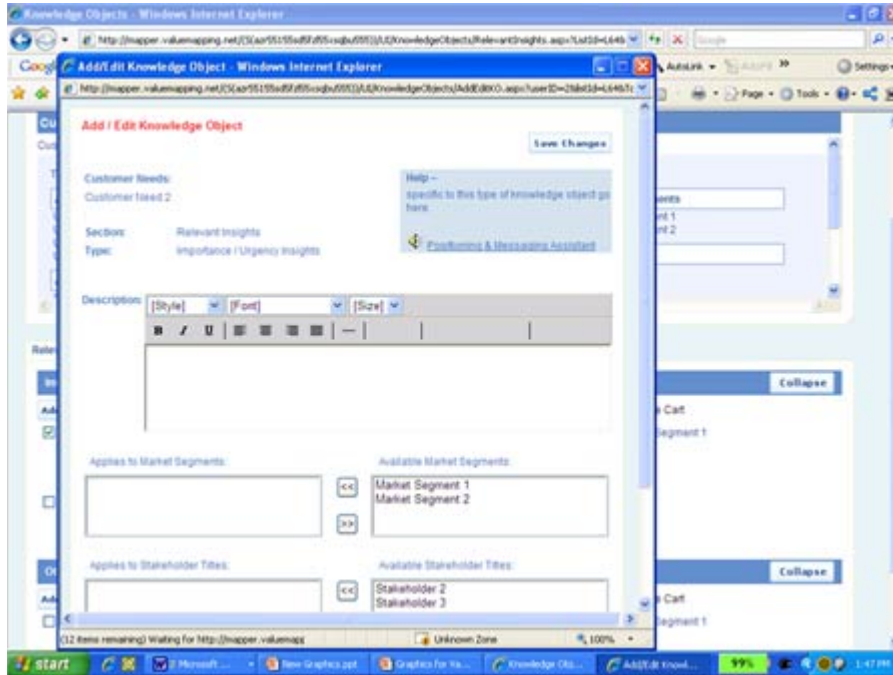
The Relevant Insights section for each Topic contains the answers to the following questions:

- Relevant Insights for each Customer Need and Underlying Issue:
 - Why should this particular need or issue be a priority for the customer?
 - What other insights should we discuss with the customer about this need or issue?
- Relevant Insights for each Solution Value Scenario:
 - How would the customer actually use the Solution to solve this specific Customer Need?
 - What tangible value would the customer achieve from this?
 - How do we prove this value?

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To add a Relevant Insight to a specific Topic, the product manager / marketer chooses the question they want to answer and clicks on the Add New button to bring up the following knowledge entry window where they type in the insight and link it to the appropriate Market Segment and or Stakeholder.



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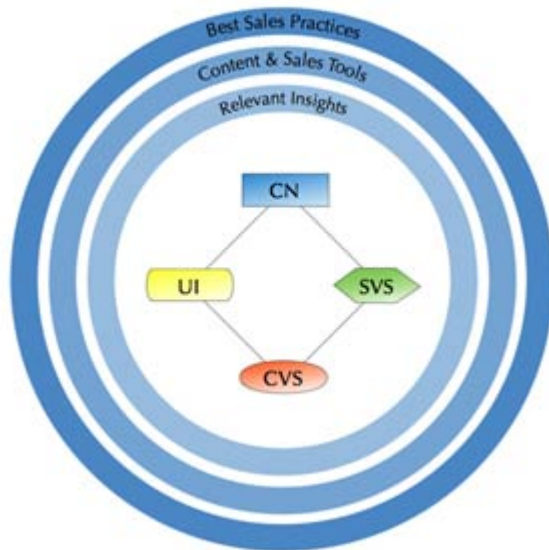
Stage Three

Knowledge Sharing; which is continuous

Once Relevant Insights have been added to some of the Knowledge Pages, the Value Map becomes a significant marketing and sales asset. It is during Stage Three that ValueMapper leverages that asset and creates a highly efficient and effective knowledge sharing and sales coaching environment for marketing and sales that continuously improves the knowledge in the Value Map.

In Stage Three, the other two Knowledge Tabs; **Best Sales Practices**, and **Content & Sales Tools** are turned on for every Knowledge Page and the entire sales and marketing organization is given access to ValueMapper so that other people can add knowledge to these other two Knowledge Tabs and provide feedback on the knowledge already contained in the Value Map. It is through this continuous improvement process that the Value Map gets better and more valuable the more it is used.

Knowledge Sharing Stage



Best Sales Practices are added through the same question and answer window that was used for adding Relevant Insights. The questions that drive the Best Sales Practices are specifically aligned with each Topic and contain things like questions to ask, competitive best practices and other actions that help sales people move the process forward.

It is critical to remember that ValueMapper is not intended to replace a company's Marketing and Sales content. Instead, it acts as a smart front end to existing Content and Sales Tools.

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These links can be easily added to each topic so in effect the Value Map becomes a situation specific index to the most relevant solutions centric collateral and presentations. This ability to access a company's marketing and sales content in the context of a specific Customer Need, Stakeholder and Market Segment has huge sales productivity implications. It also clearly shows the marketing organization where they are lacking the kind of sales ready content that is needed to truly sell solutions.

This ability to link Content and Sales Tools to the Value Map creates an environment where the sales person has instant access to a quick reference knowledge base (sort of like a set of Cliffs Notes) with the ability to launch the detail content when they want to see the whole story.

The organization of the three Knowledge Tabs for each Knowledge Page also gives management the opportunity to assign the primary responsibility for those sections to different organizations. For example, the Relevant Insights can be assigned to Product Marketing, the Content & Sales Tools to Marketing Communications, and the Best Sales Practices to Sales Operations & Support. This makes the entire Value Mapping process a collaborative effort with every body that benefits from the process having some skin in the game.

ValueMapper's Golden Rules

- **Follow the 80/20 Rule:** ValueMapper is designed to provide a quick reference for that 20% of the knowledge that drives 80% of the most critical selling conversations. Effective Value Maps are like Sales Cliffs Notes that augment the more detailed information contained on a company's Marketing & Sales Intranet. ***Value Maps are not a replacement for that content; they link to it instead.*** As such a Value Map becomes a "smart index" for sales people who want to access information based upon Customer Need.
- **Start Small:** The best Value Maps for a Solution start out with one Customer Need and a couple of Underlying Issues, and they evolve in detail and specificity over time as issues are refined and Knowledge Objects are added to the system. You don't need to wait till the map is perfect or complete to begin to let sales people use it and provide feedback on it.
- **Continuously Improve:** In many respects, Value Maps are like geographic maps. The maps drawn by early explorers were not as detailed or accurate as we have today, but they did help people find their way, kept them out of trouble, and got better over time. This is the beauty of the Value Mapping Process. It establishes a simple, consistent framework where people collaborate and systematically share key nuggets of knowledge in a way that improves everybody's performance. And, as the Value Map gets better and better over time; everybody wins!