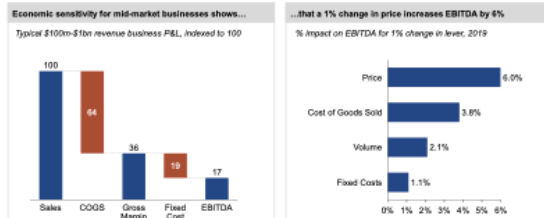


Business Strategy & Consulting Toolkit

An always-updated repository of project-ready slides, tools and frameworks to deliver strategy projects faster, cheaper, and higher-quality.

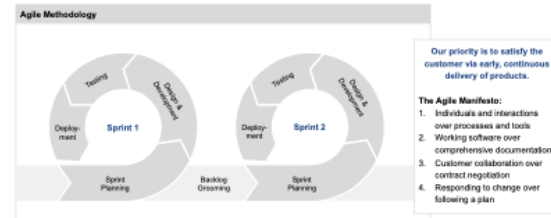
Pricing is the most powerful lever to drive increases in profit



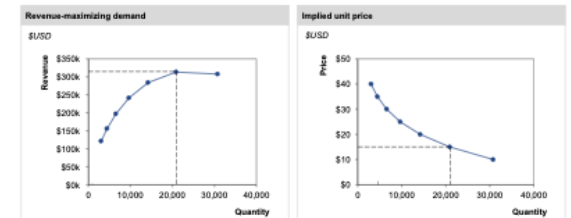
Modern and effective marketing is dependent on high-quality data and strong analytics expertise



Squads will deliver using the Agile product development methodology



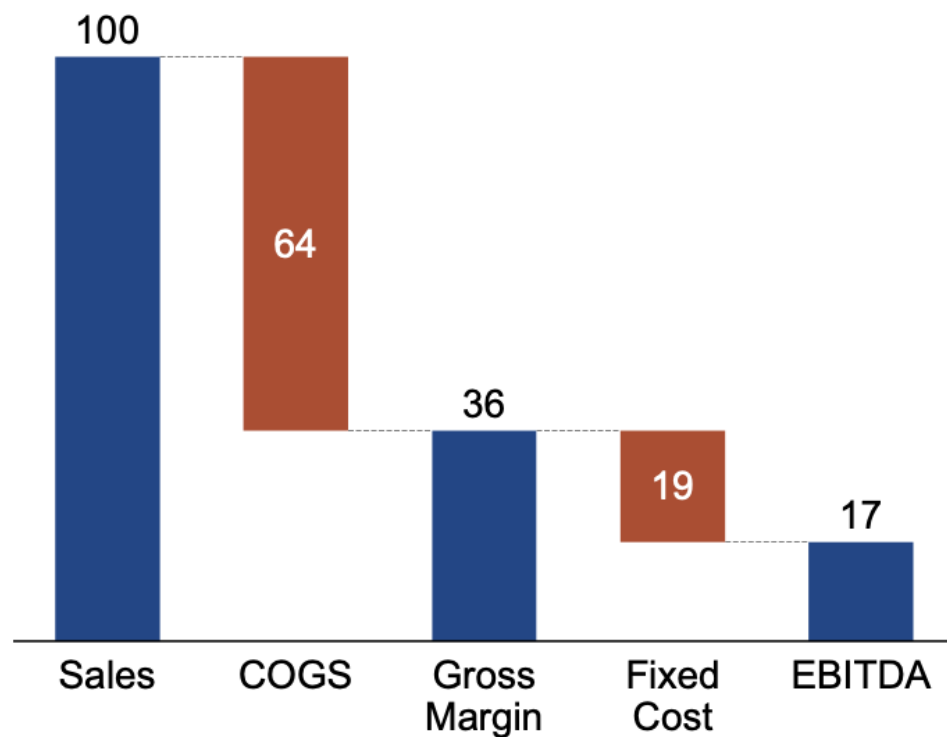
Analysis revealed that revenue-maximizing demand is ~21,000 units, which implies a price of ~\$15 per unit



Industry research shows that pricing is the most powerful lever to drive increases in profit

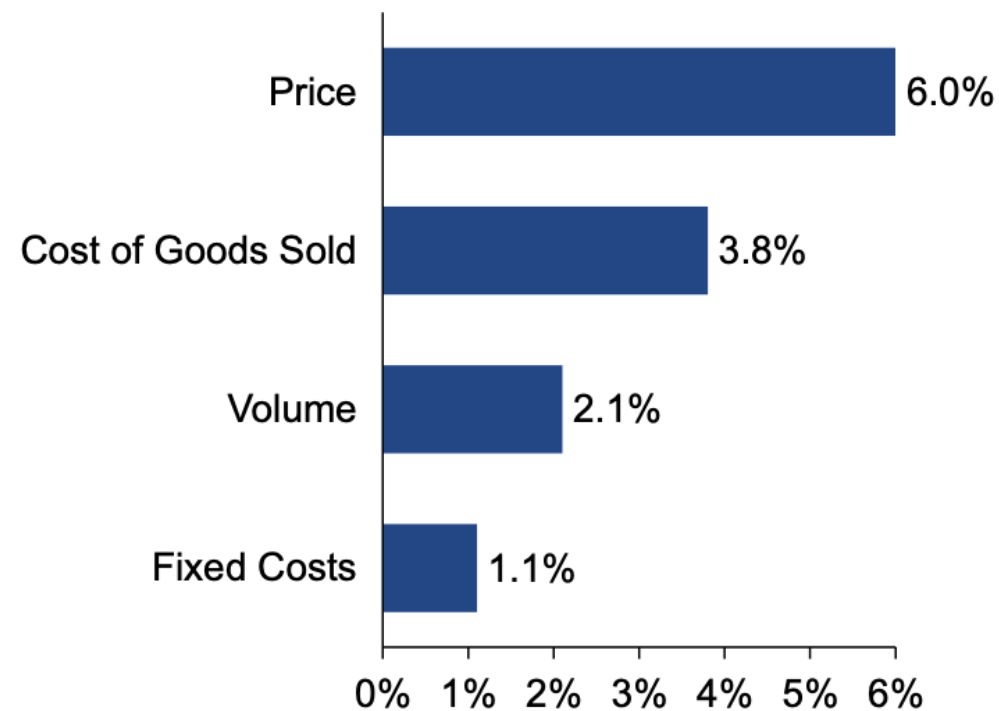
Economic sensitivity for mid-market businesses shows...

Typical \$100m-\$1bn revenue business P&L, indexed to 100

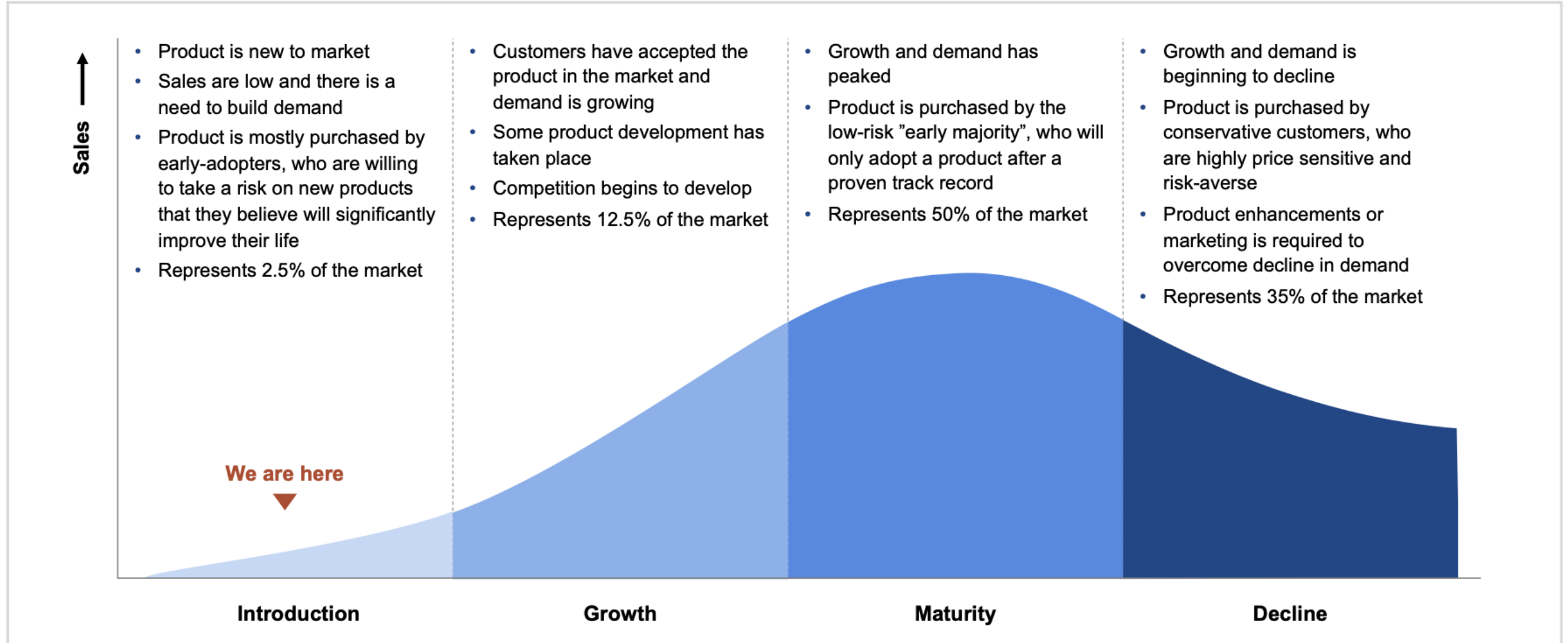


...that a 1% change in price increases EBITDA by 6%

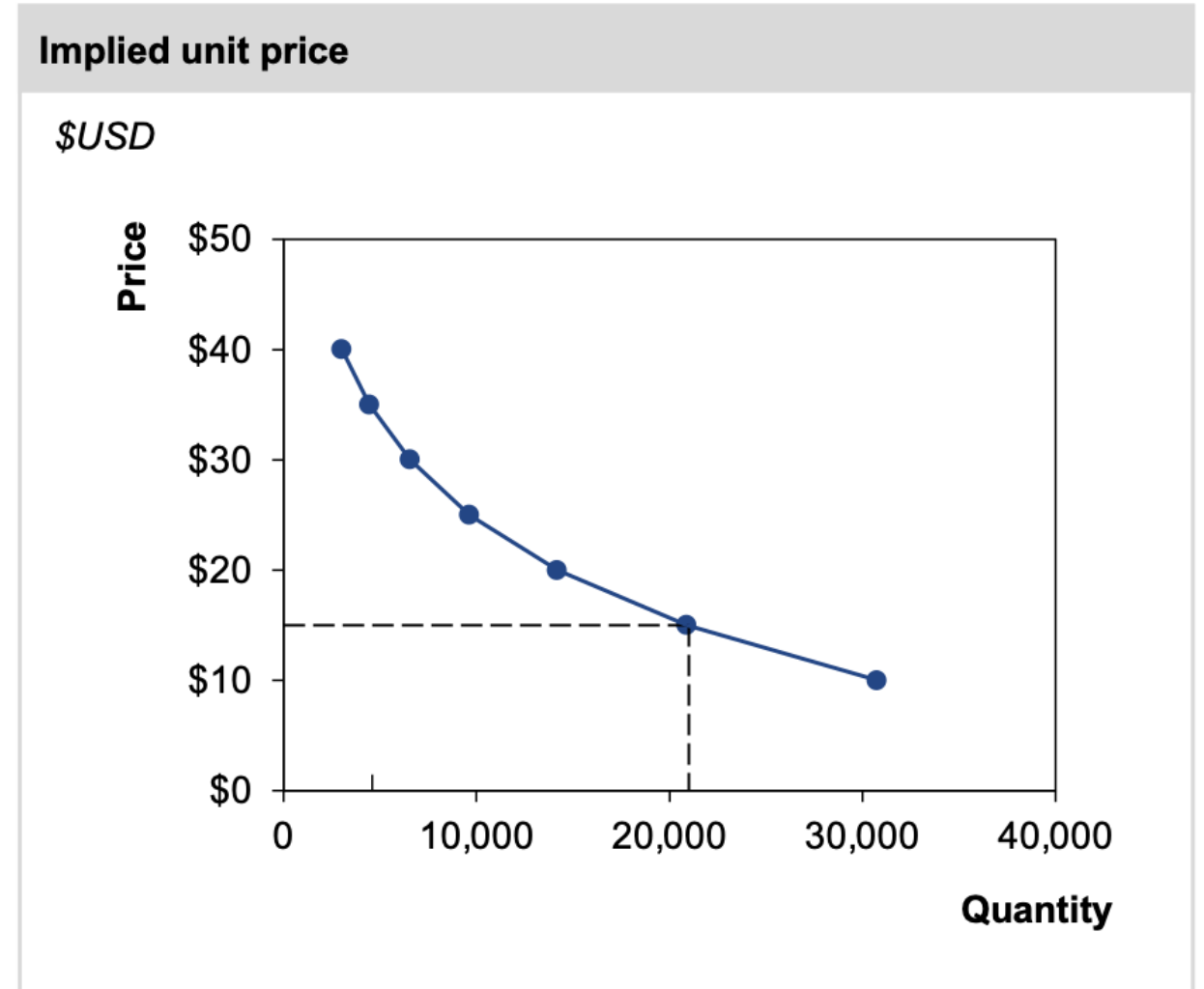
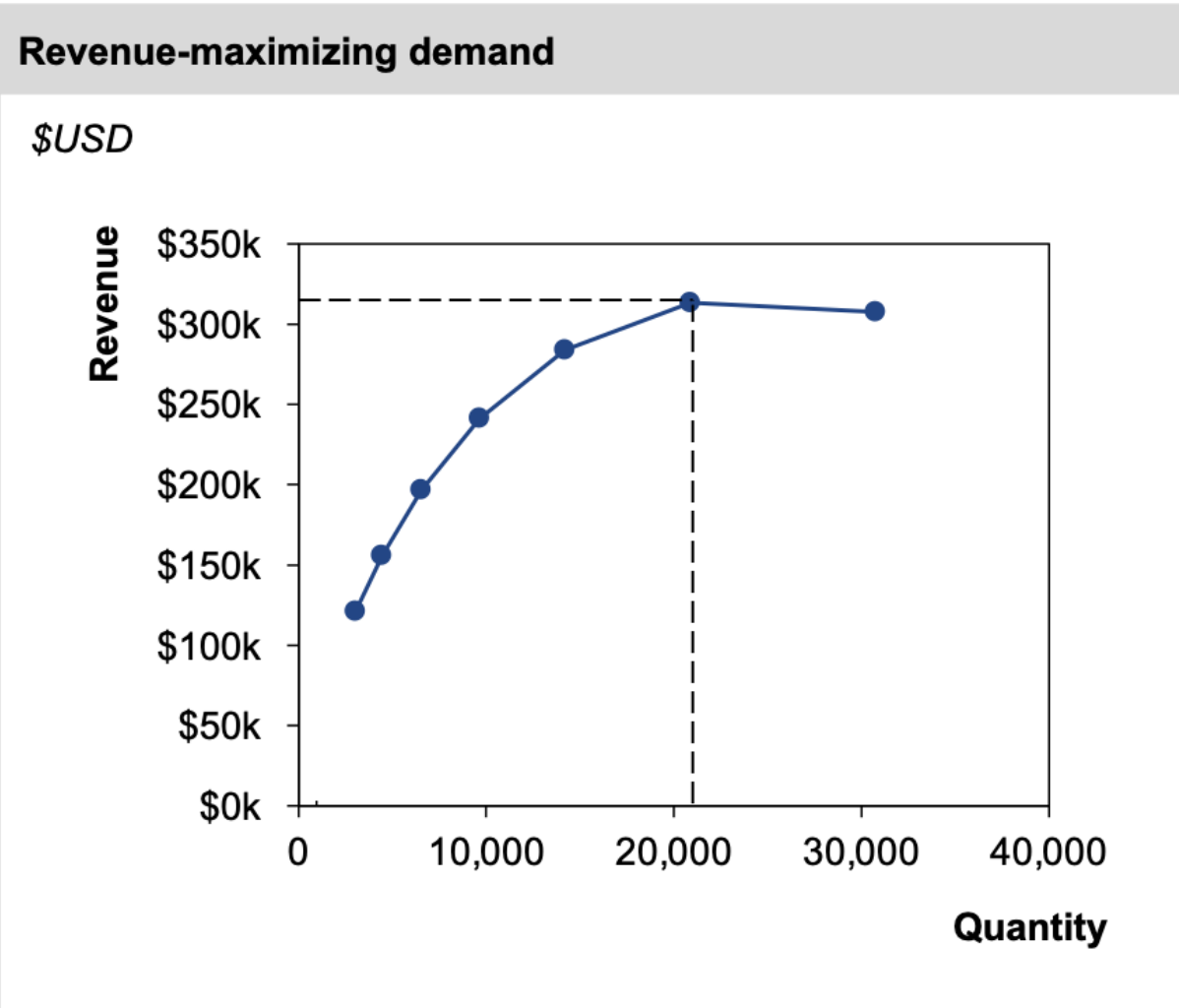
% impact on EBITDA for 1% change in lever, 2019



The product will be early in its maturity curve, so our priority is to generate demand quickly



Analysis revealed that revenue-maximizing demand is ~21,000 units, which implies a price of ~\$15 per unit



We must pick a market “frame of reference” that makes the value obvious to our target customers

1. Head-to-Head

What is it?

- Position to win in an existing market

When should we use it?

- We are already a leader in the market
- There is no market leader established
- A market shift has enabled us to compete with the market leader

How to use this frame of reference

- Determine whether market category exists in the mind of customers
- Determine whether we can compete with the market leader and/or other new competitors

2. Big Fish, Small Pond

What is it?

- Target a sub-segment that is underserved by existing competitors

When should we use it?

- There is a clear market leader
- There is a clearly definable segment of customers with unmet needs

How to use this frame of reference

- Determine whether our product meets the needs of this unmet customer segment
- Determine how we would respond if the market leader started competing

3. Create New Game

What is it?

- Create a new market and position to win

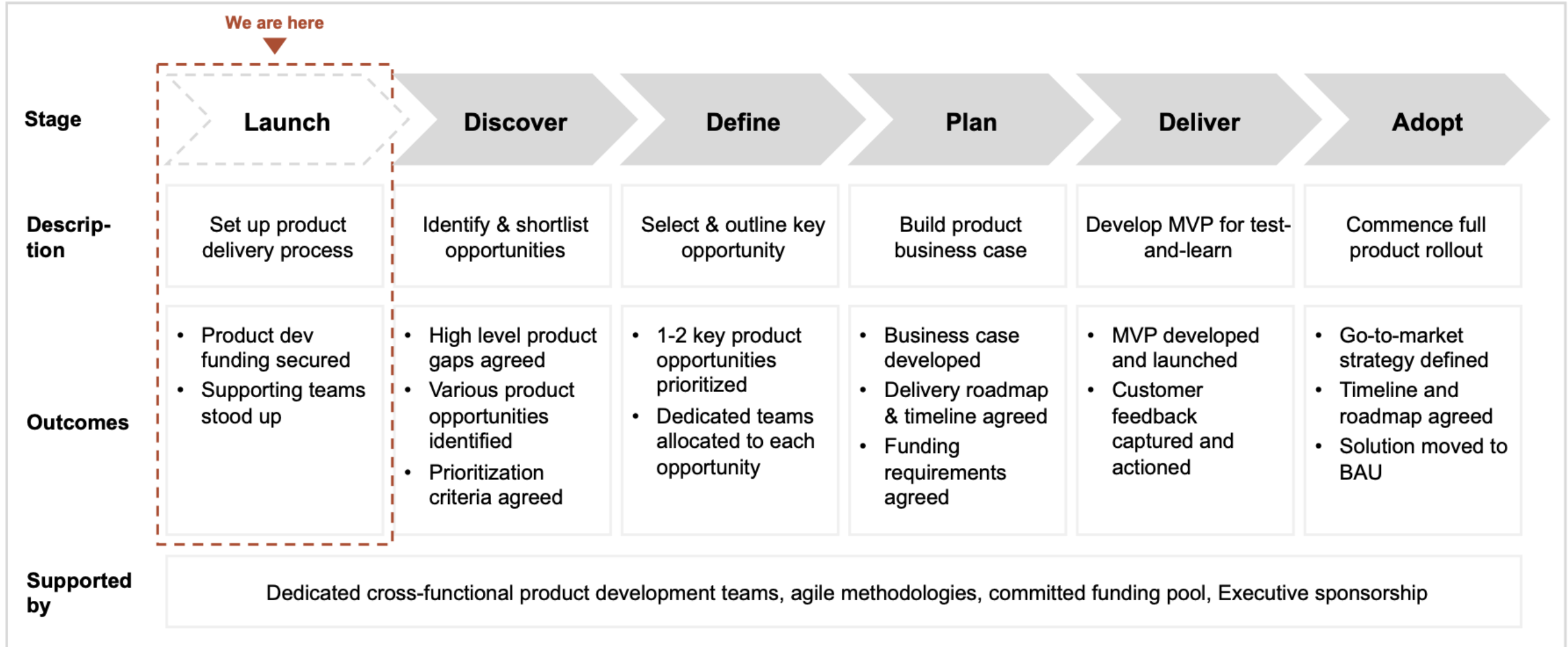
When should we use it?

- When there is a new paradigm shift in the market (e.g. new technology)
- Only use as a last resort

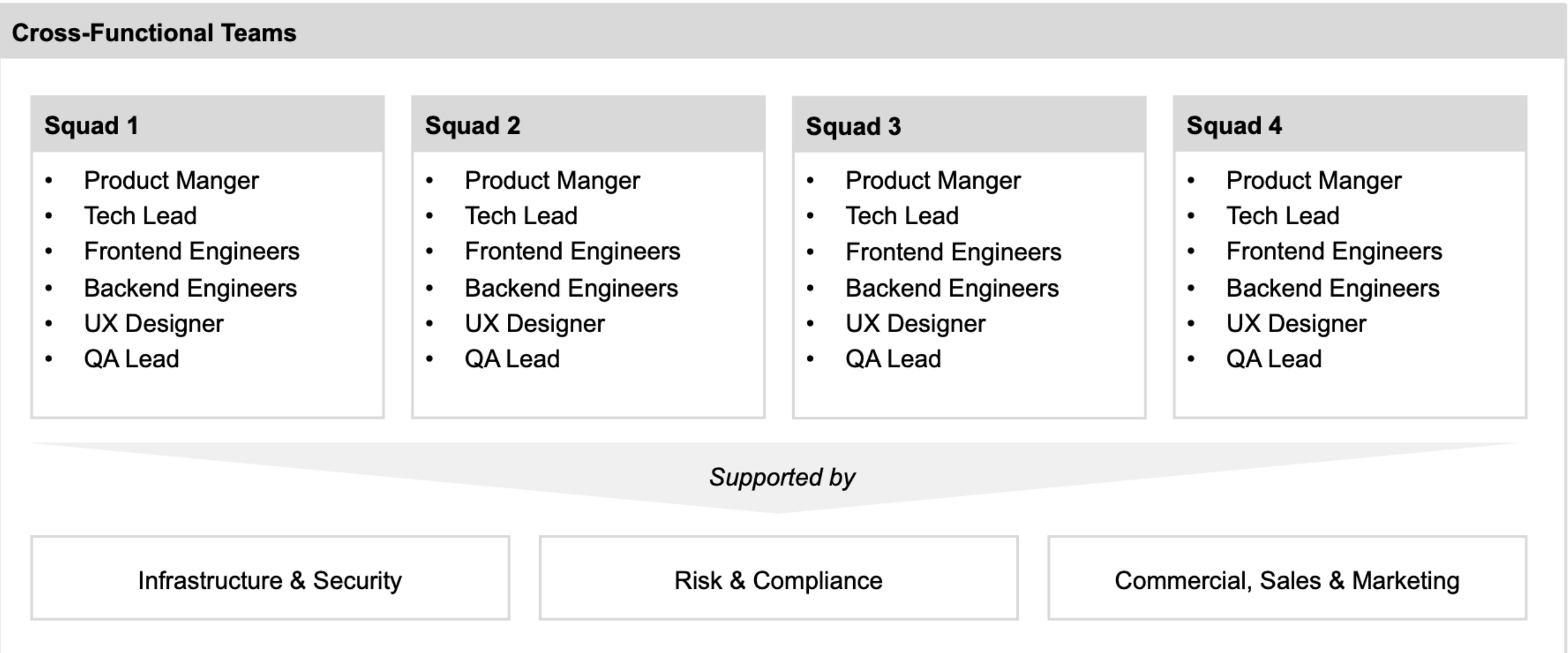
How to use this frame of reference

- Articulate to customers why the new category should exist and how it is different
- Position ourselves as the leader within this new category

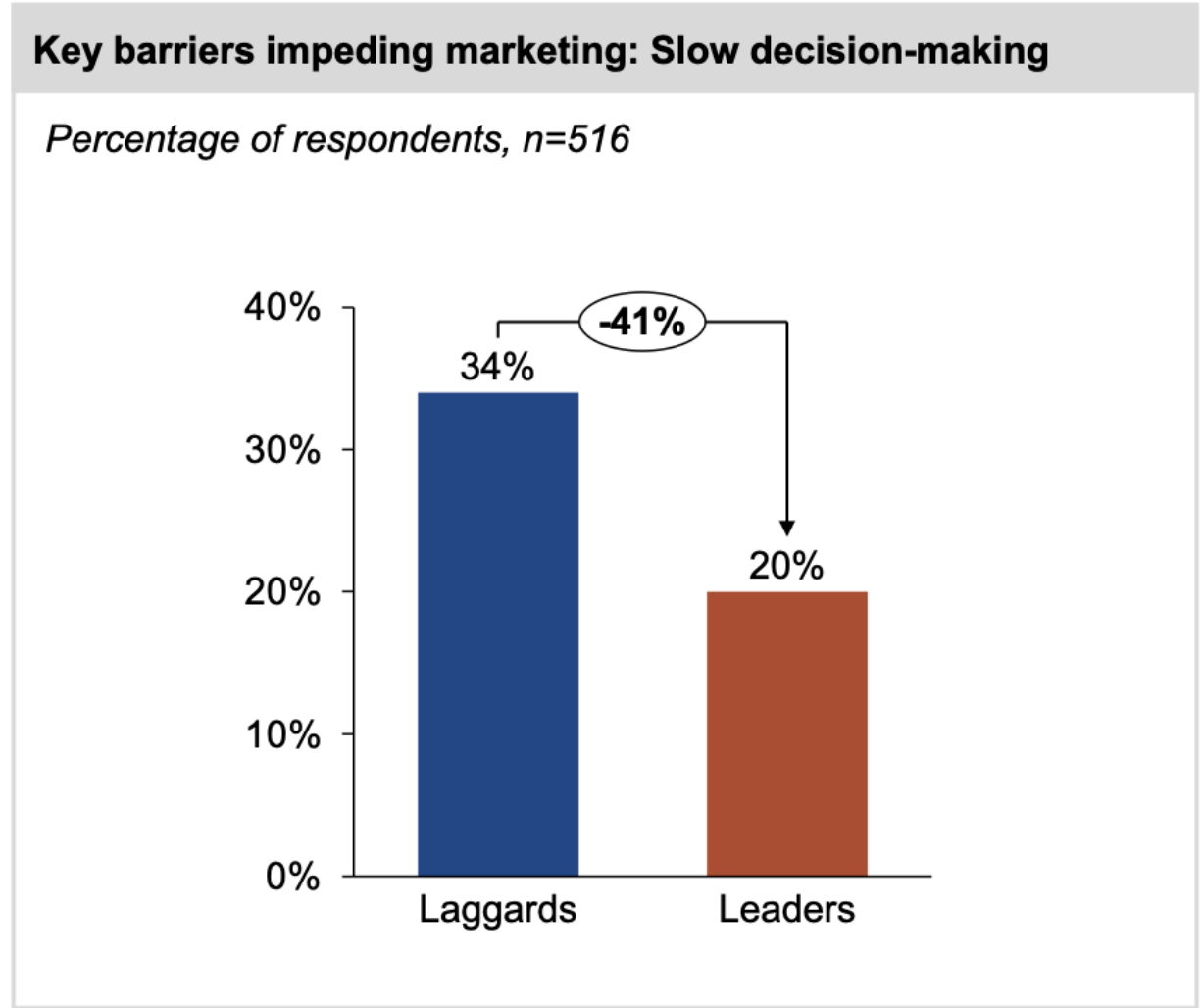
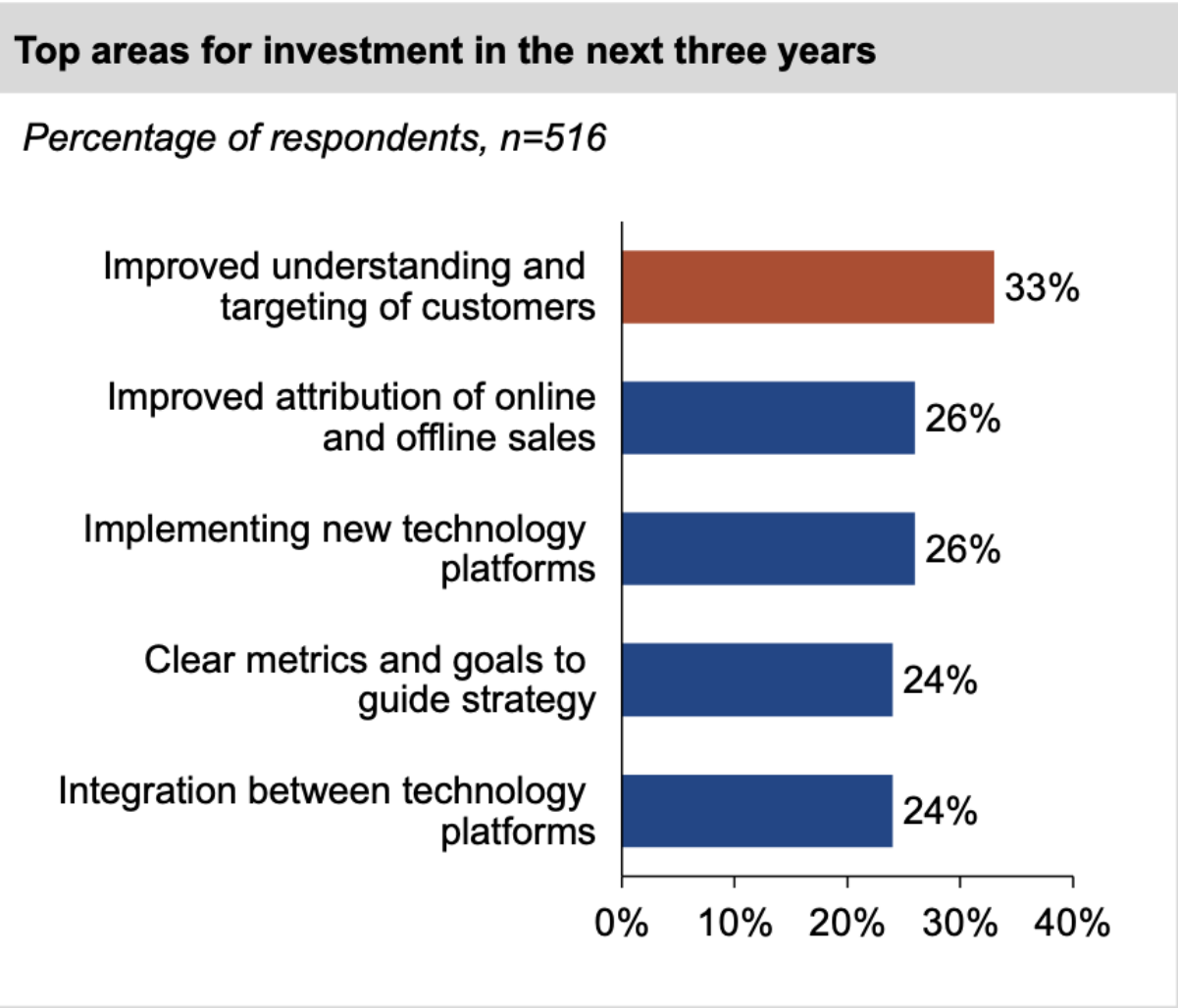
Product development follows a 6-stage process; we are currently in the “launch” phase




We will deliver products using cross-functional squads that are supported by other functions



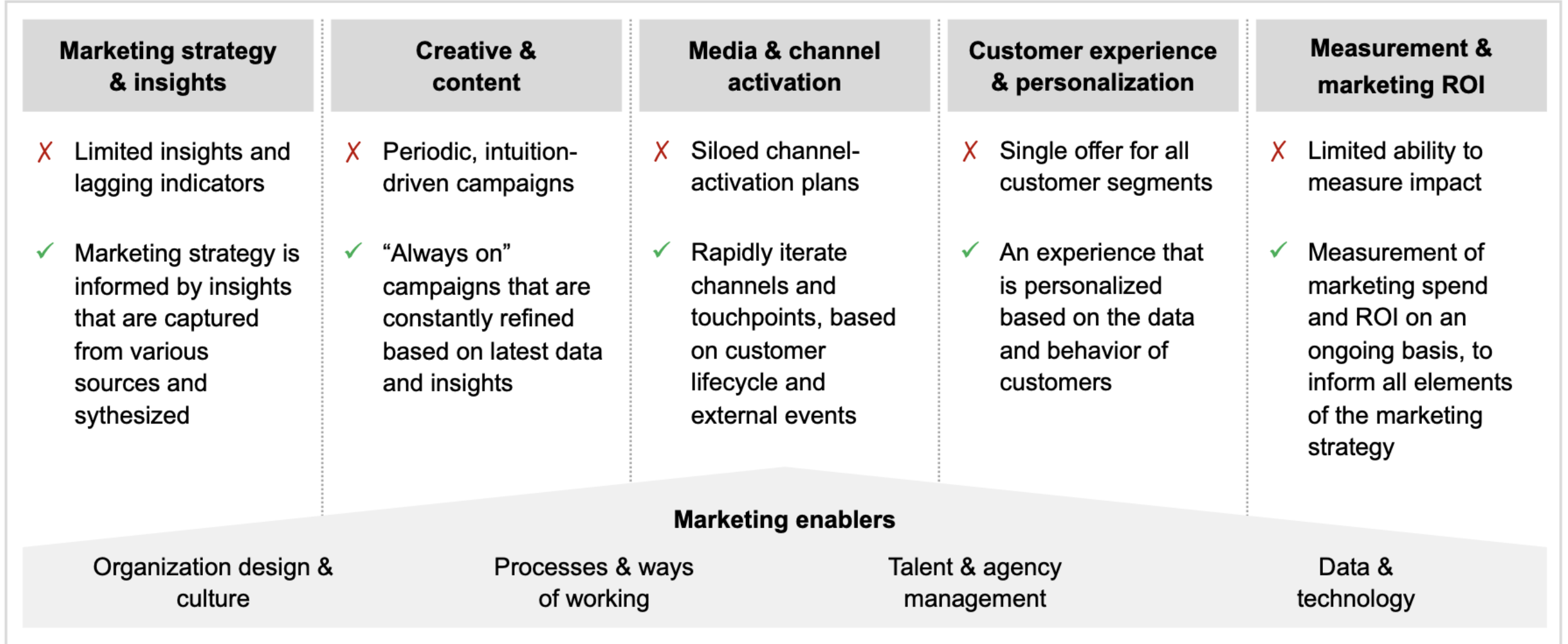
Leading marketing organizations use data to improve their understanding of their customers and make quick, iterative decisions



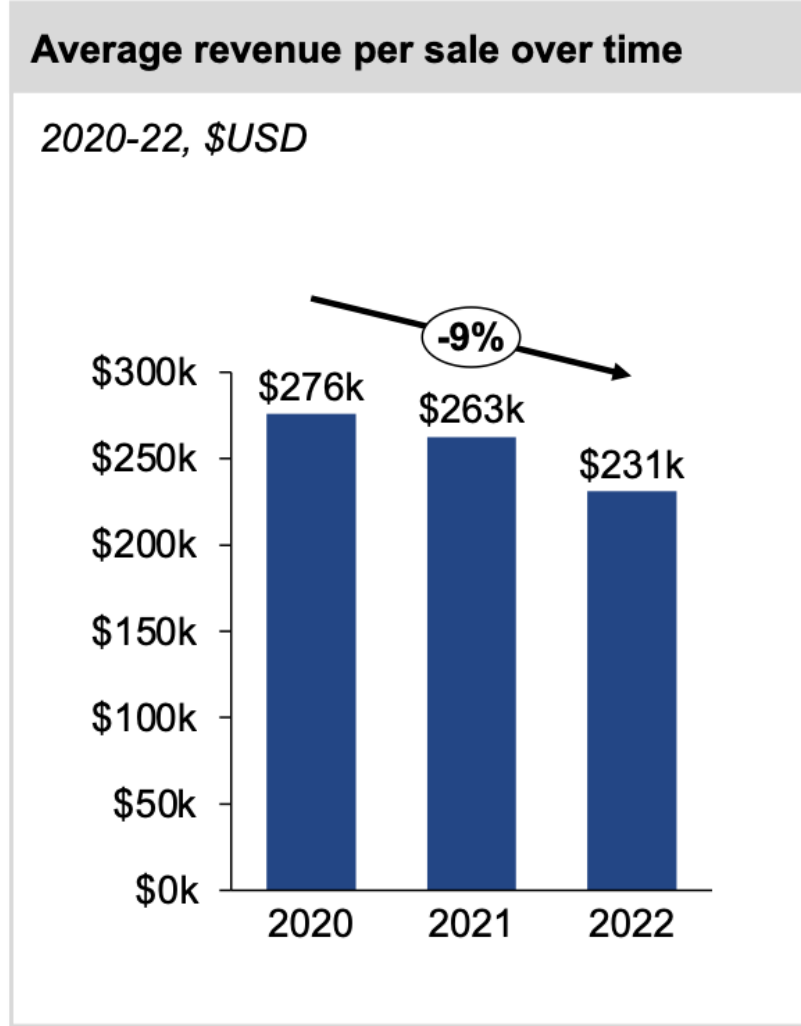
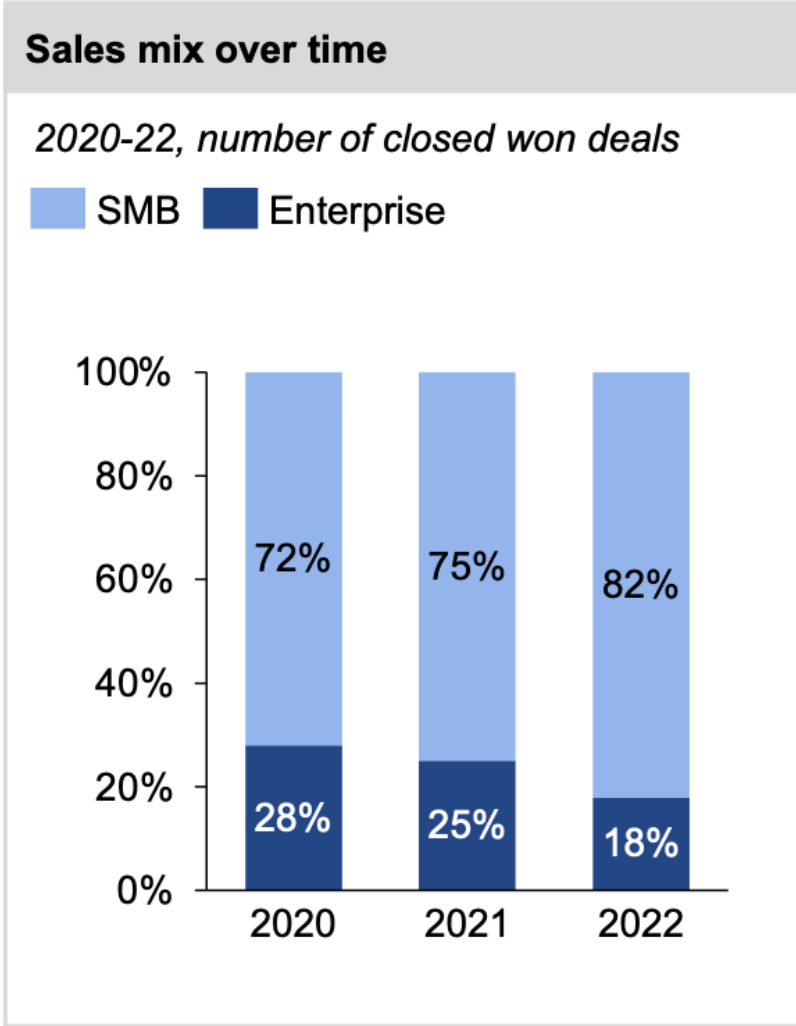
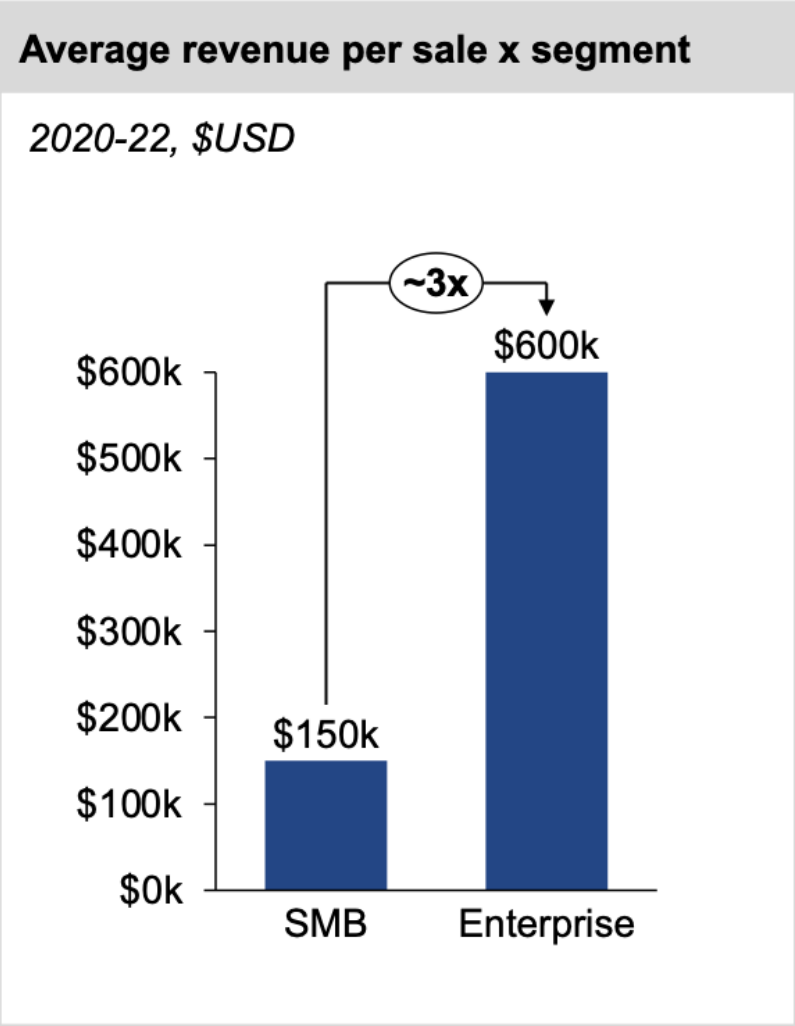
We have designed a consistent “elevator pitch” to more effectively convert new leads

	<u>Focus areas</u>	<u>Description</u>
<p>How do we talk about our product?</p>  <p>How do we position to convert leads?</p>	1. WHO are the decision makers?	Identify the economic buyer and the champion that will drive the decision
	2. WHAT is important to them?	Understand important metrics and criteria to tailor your solution to drive buyer value
	3. WHERE is the pain?	Pain accelerates decisions... understand, sympathize and provide solutions to the pain
	4. WHY your solution?	Personalize the differentiation and value proposition of your solution vs. competitors
	5. WHEN is the decision?	Understand and outline the steps in the buyer’s decision process
	6. HOW is the decision made?	Do the work, build the decision artifacts for those managing the decision process

Modern and effective marketing is dependent on high-quality data and strong analytics expertise



Average revenue per sale has fallen due a smaller proportion of closed won deals coming from enterprise customers



Project funding requests must be accompanied by a business case and requires Divisional CEO approval or higher

	Seed Funding	Project Funding
Description	<ul style="list-style-type: none">• Small projects that are test the feasibility of a larger-scale project• Project length: <3 months	<ul style="list-style-type: none">• Division-wide or organizational-wide projects• Project length >3 months, often requiring multiple stages• High risk or high visibility projects
Funding	<ul style="list-style-type: none">• Requires <\$10m total funding	<ul style="list-style-type: none">• Requires >\$10m of total funding• Central or cross-Divisional funding required (i.e., not from a single Division)
Supporting Documents	<ul style="list-style-type: none">• Full business case not required	<ul style="list-style-type: none">• Full financial business case• Risk assessment• Change management plan• IT implementation plan (if required)
Approval Authority	<ul style="list-style-type: none">• Divisional CEO or other Group Executive	<ul style="list-style-type: none">• >\$50m Board approval• \$30-50m CEO approval• \$10-30m Divisional CEO approval

I hope you enjoyed the free preview!

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External

Inbox x



← James

to me ▾

2:19AM (8 hours ago) ☆ ↶ ⋮

Hi Dan,

I just bought your updated Business & Consulting Toolkit. I love it!

That's exactly what I was talking about when you asked what kind of needs we have. Keep more of this coming. I will buy pretty much everything you have in this format.

Thank you!

James



gotthelowdone · 8 mo. ago

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