

Selling Through Customer Centricity

Program Overview

Enable sales leaders and professionals to increase revenue and accelerate growth by engaging in strategic customer-centric thinking. In today's market, traditional product and even solution selling approaches don't work. Instead, sales professionals require a deeper understanding of their customers, going beyond identifying their customer's direct needs to uncover what will make them successful, that is, to understand the needs of their customer's customers. Participants apply learnings to identify their highest-opportunity customers, determine how to strategically support them, and develop impactful sales plans that deliver improved value.

LEAD DEEPER CONVERSATIONS THAT UNCOVER TRUE NEEDS

Map your customers' lifecycle journey from initial exploration through repurchase

Uncover opportunities to develop a shared understanding of how to help your customers achieve their larger goals

PRIORITIZE YOUR HIGHEST- OPPORTUNITY CUSTOMERS

Segment your customers or channels to target those who offer the most opportunity based on market behaviors

Define how to position yourself to these customers and identify gaps and opportunities across their purchasing/use lifecycle

BETTER ALIGN RESOURCES TO MEET CUSTOMER NEEDS

Translate customer insight into a plan of action to serve as a trusted advisor

Explore multiple paths to growth, including considering incremental product or service improvements that create disproportionate value. Develop a compelling business case to mobilize support



JAGMOHAN
S. RAJU



PATTI
WILLIAMS



BOB
MEYER



DON
HUESMAN

Selling Through Customer Centricity

Key Conceptual Models

- ✓ **Identify the Right Customers:** Discover how to evaluate the attractiveness of customer segments in terms of both observable and latent features. Explore criteria to rank segments to identify your most important customers.
- ✓ **Understand Perceived Product Value:** Explore how traditional models of how customers perceive value have been superseded by new research.
- ✓ **Optimize the Customer Journey:** Use Journey Mapping to understand the customer's decision-making process—from awareness of need through post-purchase evaluation—to target gaps and leverage points in customer value delivery.
- ✓ **Develop an Evidence-Based Positioning Statement:** Understand how you will grow by providing differentiated value to your most important customers as well as communicate your unique value to them.
- ✓ **Deploy Aligned Growth Tactics:** Consider multiple paths to growth and map out how to leverage the ones most applicable in your context.

Selling Through Customer Centricity

Curriculum: Week by Week

MODULE

ASSESS

One: The Customer Journey

Module: ~75 Minutes

Assignments: 75 Minutes

Live Virtual Events : 90 Minutes

PRIORITIZE

Two: Segmentation and Targeting

Module: ~75 Minutes

Assignments: 90 Minutes

OPTIMIZE

Three: Sales Messaging and Growth Plan

Module: ~75 Minutes

Assignments: 90 Minutes

Live Virtual Events : 90 Minutes

LECTURES [VIDEOS]

- Introduction to Positioning
- The Customer Experience
- Journey Graphs, Pain Points, and Brand-Based Differences
- Using Psychology to Improve Journeys

- Introduction to Segmentation
- Introduction to Targeting
- Customer Lifetime Value

- Crafting a Positioning Statement
- The Chain Model
- Communication and Messaging

KEY LEARNING

In Module 1, Wharton's renowned business school professors will introduce what it means to be "customer-centric" and explain why this mindset is essential for driving growth. Professor Patti Williams will discuss a paradigm shift in how organizations view their customers, and examine the importance of the "customer journey." Williams will then introduce tools to help you pinpoint your customers' needs, goals, and pain points.

In Module 2, you will learn how to set priorities through segmenting your customers. Professor Bob Meyer will introduce a range of techniques—from data intensive methods to more "back-of-the-napkin" approaches—to help you segment your customer base. Professor Meyer will highlight key criteria you can use to prioritize your highest-opportunity customers.

You will learn why "positioning" is crucial to effectively meeting customer needs and how to craft a positioning statement for your target customers that articulates the differentiated value you will provide.

To conclude your learning journey, you will learn the Chain Rule, which will help you identify and evaluate opportunities for growth.

Selling Through Customer Centricity

Assignments

MODULE

PREPARE

Orientation

Preparing for Your
Customer-Centric Journey

ASSESS

One: Customer Experience

Adopt Your Customer's
Perspective

PRIORITIZE

Two: Segmentation and Targeting

Target Your Highest-Opportunity
Customers

OPTIMIZE

Three: Sales Messaging and Growth Plan

Plan to Exceed Your Sales Targets

ASSIGNMENT

Identify Opportunities for Sales Growth

- Review exemplar sales plans
- Select your critical issue

Identify What Matters to Your Customers

- Map your customer's journey
- (Suggested) Engage with customers to enhance your understanding
- Summarize areas of opportunity to inflect, including understanding your "customer's customer"

Prioritize Key Customers

- More effectively segment your customers to target the right opportunities
- Evaluate your segments
- Select your target segment and summarize their needs

Clarify Your Differentiation

- Articulate your positioning to deliver differentiated value to your highest-opportunity customers

Develop Your Growth Plan

- Summarize current gaps against your proposed positioning
- Consider alternative tactics to generating growth
- Plan how you will prioritize your efforts to deliver value efficiently

Selling Through Customer Centricity

Example Growth Plans

ROLE	DESCRIPTION	PROJECTED FINANCIAL IMPACT
PRIORITIZE A CRITICAL SEGMENT		
Sales professionals can struggle to identify how to identify their highest-opportunity customers. Use a structured approach to target effort where it generates return.		
Division VP, Sales and Strategy - Intelligence and Information Solutions	Identify specific contract opportunities that present the greatest potential for achieving growth targets aligned with Performance Unit and Business Unit goals. The Sales Delivery Directors will use these opportunities to allocate proposal team resources and deliver compelling proposals.	\$2,258,850
MAKE THE CASE FOR A KEY SERVICE EXTENSION		
Sales professionals have the most direct view of what customers seek. But they can find it difficult to synthesize what they hear into focused and supported business cases for improvements to the offering.		
Customer Account Representative	While some customers use our products "as is", most require some fabrication done. There's a need for a "one stop shop." Many customers already have their own fabrication department, but they can't keep up with their growing markets. We can add fabrication as a new offering. Our equipment will be more efficient to handle the required specifications, so this win-win fabrication service will produce more revenue for both us and our customers.	\$12,000,000
LEAD DEEPER CONVERSATIONS		
Sales professionals know how their offerings differ from competitors. But it can be challenging to tease out and radically amplify just those elements that matter most to a targeted segment of high-opportunity customers.		
Mid-Atlantic Sales Manager	Our customer faces a large workload to deliver in a short time frame with an inadequate workforce. We will provide top to bottom support to enable them to exceed their structural capacity. We are unique in that we understand and share the values of [customer] to ensure that local residents and local small businesses benefit, but we still have the full-service of a big firm able to deliver start to finish and to provide transparency and accountability.	\$243,956