



## **New Synergies and Impacts for Marketing, Sales and CVM**

**Double impact results for sustainable  
and profitable growth in your business.**

*Chinese rock gardens embody the perfect arrangement of water and stones. In Chinese beliefs, water stands for softness and dynamic change. Rocks symbolize solidity and wisdom. The combination of water and stones achieves a natural completeness based on the synergies between the two. This is the metaphor for Value<sup>2</sup>.*

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## **A New Approach to Marketing, Sales and CVM**

Many companies try to educate, train and coach their marketing and sales people in analytical and interpersonal skills. But most keep these training and skills development programmes separate. Value<sup>2</sup> combines the benefits of analytical and interpersonal skills in an integrated double impact programme. This combination produces numerous synergies: Value<sup>2</sup> teaches what individual customers value and how you can best market and sell that value to them.

### **Analytical and Interpersonal Skills**

#### **New Synergies and Impacts**

Value<sup>2</sup> creates synergies where they are most needed: It integrates marketing & sales, interpersonal skills and competence development and customer value management (CVM). The result is a powerful and unique double impact programme. Value<sup>2</sup> achieves remarkable results in terms of won and retained business and develops your people into fully rounded marketing and sales professionals. Value<sup>2</sup> leads to sustainable, profitable growth through a motivated team and successful customers.

Value<sup>2</sup> consists of Process Communication Model® (PCM), a proven communication model and Pentadigm®, a customer value management and marketing & sales excellence model. The joint application of both models develops customer value strategies for optimized communication and better business results.

Value<sup>2</sup> is based on eight analytical and interpersonal modules:

1. Understand your Customer to Create Customer Value
2. Know your Customer to Communicate Customer Value
3. Differentiate your Offer
4. Reach your Customer
5. Create a Sales Argument and Negotiation Strategy
6. Sell to your Customer and Build the Relationship
7. Effects on Business Results – Improved Share and Profits
8. Effects on Marketing and Sales Teams – Boost Team Performance

Value<sup>2</sup> affects all aspects of customer value management, from marketing and sales to customer care and customer service. Participants in Value<sup>2</sup> programmes find that their overall confidence, capabilities and success rates improve immediately and sustainably.



## **CVM - Customer Value Management**

Companies use CVM to pursue targeted improvement of customer value. CVM allows the strategic gathering and use of customer and competitor information in order to:

- Discover customer needs and value drivers
- Develop differentiated offers
- Price offers according to value
- Identify loyalty targets
- Define improvement priorities
- Implement customer value strategies
- Predict and improve business results

CVM enhances business performance by analyzing customer needs and behaviours and by monitoring competition closely. Knowing their customers and observing their competitors enables companies to achieve maximum profitability. CVM envisages the pursuit of customer value in the entire strategic planning process.

The Pentadigm® CVM best practice model provides the “left brain”, analytical and planning elements to Value<sup>2</sup>, just like the solid rocks in Chinese gardens.

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## **PCM - Process Communication Model®**

The Process Communication Model® (PCM) is a powerful tool which ensures increased efficiency, business quality and improved interpersonal communication. PCM teaches the implementation of proven methods of communication in business strategies and tactics. It makes it easier to establish successful contacts with different personality types and to build sustainable positive relationships. PCM identifies negative and unproductive communication and transforms it into positive and constructive communication.

PCM was created by Dr. Taibi Kahler in the 1970s. Dr. Kahler, a licensed Clinical Psychologist, designed PCM as a tool to optimize interpersonal communications and to boost personal and professional success. In the past Dr. Kahler's model has been used in the selection processes for NASA astronauts and became part of their training. Dr. Kahler is an advisor to former US President Clinton and was hired to provide psycho-demographic polling information in his 1996 Presidential Campaign.

The Process Communication Model® (PCM) provides the “right brain”, interpersonal and communication elements to Value<sup>2</sup>, symbolized by the water.

*The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift!*

*Albert Einstein, German Physicist and Nobel Prize Winner*

*Self-respect is the  
cornerstone of all virtue.*

*Sir John Herschel, British Astronomer*



## **Analytical and Interpersonal Skills: New Synergies and Impacts**

CVM – Customer Value Management – provides companies with a solid, structured methodology for the successful analysis of their customers' needs and value drivers. CVM discovers what customers need and value and develops made-to-measure offers to satisfy them.

PCM – Process Communication Model® teaches companies how they can communicate CVM content effectively and efficiently, the water carrying the rocks to the customer. PCM is the dynamic waterway that connects strategy and customers.

Value<sup>2</sup> combines the strengths of CVM and PCM. The result is a powerful tool for marketing and sales to build sustainable profit growth.

An example: A customer commitment for a key account needs to be worked out in terms of content. CVM measures have analyzed the customers' needs and value drivers. Your company has developed a differentiated offering to fulfil the customers' needs. To convince them, you will look for appropriate ways to communicate with them. PCM enables you to read and understand their personality type and ensures that you present your content according to the particular needs of their personality. PCM teaches you to speak "their language" and thus increases your chances of success. This is what makes the combination of CVM and PCM so powerful.

Value<sup>2</sup> is built around eight components. Each of them is vital for marketing and sales success. But only their sensible integration into one concept unleashes the powerful synergies to deliver impacts which make Value<sup>2</sup> unique. Your Value<sup>2</sup> programme will be tailored to the specific needs of your company, business and market.

Read on to explore the eight areas in which Value<sup>2</sup> synergies can improve your business performance and learn how they are implemented in practical workshops, training and coaching programmes.

## The Eight Components of Value<sup>2</sup>

### 1. Analytical Skills

#### Understand your Customer to Create Customer Value

Customer satisfaction measurement has a long tradition in marketing. The quality revolution of the early 1990s convinced companies to pay more attention to their customers' needs. But simple customer care training did not lead to increased customer satisfaction levels. The reason for this is simple: What many companies forgot to do was to find out what their customers actually were willing to pay for. Value<sup>2</sup> offers a solution for this challenge.

One of the key analytical components of Value<sup>2</sup> is Pentadigm®, a powerful best practice model to design tailor-made strategies in sales, marketing and customer value management. Pentadigm® helps you to understand your customers and create differentiated value for them.

In the course of Value<sup>2</sup> workshops and coaching programmes you will learn hands-on techniques to:

- Discover, quantify and differentiate customer value
- Select and target the most valuable and most profitable customers
- Create and implement customer value
- Continuously improve customer value
- Transfer this value back to your own company

Value<sup>2</sup> helps you identify those customers who are most important for your company. Know what they value and meet their needs with the best possible solution, capturing a significant value back to your own company!

### 2. Interpersonal Skills

#### Know your Customer to Communicate Customer Value

What are the right questions to ask your customers? How best to ask them? How can you recognize what motivates your customers to buy from you, based on their personality types? How can you address their needs in your inquiring communications with customers? How can you motivate your customers to buy from you and remain loyal to you? How can you turn a neutral or dissatisfied customer into a satisfied and delighted customer? How can you use a crisis to build a stronger relationship and turn it into a win-win situation?

The Process Communication Model® (PCM) equips you with techniques and interpersonal skills that will enable you to find answers to these questions. PCM enables you to communicate more effectively the value you have created for your customers. Build a powerful bond and relationship with your customers and win them over for the long-term!

### 3. Analytical Skills

#### Differentiate your Offer

How can you make your offer distinctive? How can you make it stand out in comparison to your competitors? How can you make it incomparable with competitors' offers? How can you make sure that it becomes the preference for customers in your target segment? How can you exploit the benefits of the product, the service and intangible items available to you?

These are the key CVM lessons in delivering differentiated offers – products, services and intangibles together with the “4Rs” of sustainable differentiation. Learn how to deliver outstanding offers with Value<sup>2</sup>!

### 4. Interpersonal Skills

#### Reach your Customer

Many conflicts are based on simple misunderstandings. Misunderstandings are the cause of distorted communication. Taibi Kahler's much acclaimed Process Communication Model® (PCM) teaches clear and productive communication. The basis of Kahler's approach is the examination of your counterpart's communication. His advice is to adapt your communication to their personality, to “speak their language”.

Value<sup>2</sup> integrates PCM with the Pentadigm® CVM model. The result is a unique and advanced form of customer value management. With Value<sup>2</sup>, companies not only know what their customers need, value and are willing to pay for; Value<sup>2</sup> allows them to reach out and communicate with customers in their own language. The combination of CVM and PCM allows companies to:

- Improve customer relationships
- Address personal values
- Build customer loyalty and retention
- Extract value from these relationships

Value<sup>2</sup> tells you what your customers expect from you. Build a sustaining relationship with your customers by meeting or exceeding their expectations and by speaking their language!

*Only in quiet waters do things  
mirror themselves undistorted.  
Only in a quiet mind is  
adequate perception of the world.*

*Hans Margolius, American Philosopher*

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## 5. Analytical Skills

### Create a Sales Argument and Negotiation Strategy

The analytical outputs of Customer Value Management (CVM) are vital aspects in the creation of a powerful sales argument. The customer's decision making process will trade-off one offer against another, based on relevant benefits and the price. CVM develops a compelling sales argument, targeted at your customers' specific needs and value drivers and enables the development of a specific negotiating strategy to win the business and the customer.

Value<sup>2</sup> shows you the way to create a sales argument and a winning negotiation strategy!



## 6. Interpersonal Skills

### Sell to your Customer and Build the Relationship

Building relationships is a key factor in successful selling. Knowing your customer's needs and communicating according to their personality are important steps towards developing a strong bond and a sustaining relationship. But this alone is not enough. Let's not forget what it is all about in the end:

Closing the deal – winning the business. Value<sup>2</sup>

provides a set of very valuable communication tools to aid you in all stages of closing the deal:

- Understand the motivating drivers of your customers personalities
- Avoid their distress initiators and help them out of distress into a positive sales interface
- Essentials to sell successfully by fulfilling business and personal values
- Sell strategically at all levels of business and personal interface
- Successful negotiation at all levels and in all situations
- Create delighted customers

Value<sup>2</sup> helps you optimize your sales performance.

Learn to use communication as an efficient and effective tool in marketing and sales and get the most out of your customers!

## 7. Impacts on Business Results

### Improved Share and Profits

Value<sup>2</sup> is targeted at improving business results. Business gains in market share, share of customer's spend and improvements in bottom-line profitability are regularly enjoyed by Value<sup>2</sup> clients. Value<sup>2</sup> provides sustainable and profitable growth through:

- Improved market share
- Improved value pricing
- Improved value creation and capture
- Improved customer loyalty and retention
- Converting low-margin customers into high margin customers

Value<sup>2</sup>: get ready to improve your profits!

## 8. Impacts on Marketing and Sales Teams

### Boost Team Performance

Value<sup>2</sup> is not only directed at optimized customer treatment. The application of the Value<sup>2</sup> key components – Pentadigm® CVM best practice model and PCM – will improve internal communication and thus benefit the whole company. Value<sup>2</sup> helps to minimize conflicts based on distorted communication in your teams and enhances productive and creative exchange. Executives who have participated in seminars that teach PCM have reported the following results:

- More efficient and constructive communication
- Internal and external relationships have changed and improved
- More motivated employees and teams achieve better results
- Significantly reduced fluctuation rates
- Reinforcement of individual capabilities
- Boost in self-confidence
- Higher levels of success

Value<sup>2</sup> will contribute significantly to improving your working atmosphere. Increase employee satisfaction for better business performance!



*We're not in the  
coffee business, serving people...  
we're in the people business,  
serving coffee.*

*Howard Schulz, Chairman and Inventor, Starbucks Coffee*

## **Value<sup>2</sup> Workshops and Programmes**

Take a look at the following sample workshop outlines to get an idea of the Value<sup>2</sup> programme contents.

Value<sup>2</sup> offers a series of tailor-made workshops, customized to the specific needs of our clients and reinforced by ongoing coaching programmes.

Truly Delighting Customers provides a holistic approach to successful customer value management, designed mainly for marketers.

Four Days in the Life of a CVM Seller and Six Days in the Life of a (Global) Key Account Manager are designed to meet the specific needs of sellers and Key Account Managers.

Programmes are also available for sales management and executive management. We invite you to contact Value<sup>2</sup> GmbH at any time to discuss your specific needs in greater detail.

## **Workshop for Marketers: Truly Delighting Customers**

This series of four two-day workshops equips marketers with a comprehensive set of analytical and interpersonal skills to grow their business profitably. The workshops are designed to have a time interval between the modules. This time is used to practice learnings, to research, develop or to complete the various components of the new value-based selling approach and to be coached in them. The added value of a programme spread over a period of several months is that the participants are part of a conscious learning process. The newly acquired skills thus become a natural part of their day-to-day practice. Workshops can also be run in other configurations, please contact us for additional information.

### **Day 1**

#### **The Dawn of Value-Based Marketing**

- a) What is Value-Based Marketing?  
*Profitably delivering what customers need and value*
- b) Market Mapping and Value Chain Analysis  
*Identifying the customers*
- c) Customer Personality Types  
*Become aware of the six personality types and practice to address them appropriately*
- d) Customer Segmentation and Customer Classification  
*Learn to group customers according to their internal and external values*
- e) Customer Perceptions and Establishing Natural Rapport  
*Exercise different marketing approaches for different personality types*

### **Day 2**

#### **New Marketing Behaviours**

- a) Competitive Analysis, Competitive Advantage and Targeting  
*Developing competitive advantage*
- b) Customer Perceptions of Competition  
*Build a differentiated relationship*
- c) Developing a Differentiated Offer: Customer Commitment  
*Product, service, intangibles and the 4Rs of sustainable differentiation*
- d) Communicating Content  
*Prepare for customer meetings by recognizing communication channels and personality parts*

### Day 3

#### New Horizons of Marketing

- a) Quantifying Customer Value  
*Learn to quantify customer value by means of real case situations*
- b) Qualifying Customer Value on a Relationship Level  
*Discover the motivational needs of your customers, detect and address them*
- c) Value-based Pricing  
*Pricing strategies to capture value*
- d) Positive Marketing Interaction  
*Communication strategies to develop a powerful, sustainable relationship*

### Day 4

#### New Values of Marketing

- a) Negotiating to Yes  
*Experience and practice strategies for successful negotiation*
- b) Dealing with Failure Mechanisms  
*Recognize objections and predictable distress patterns*
- c) Customer Satisfaction, Loyalty and Retention  
*Learn to build sustaining customer loyalty*
- d) Ideal Marketing Interaction  
*Recapitulate and practice your new marketing skills in role plays*

### Day 5

#### New Achievements of Marketing

- a) Creating a Customer Value Culture  
*Drive customer value management from the top-down*
- b) Managing and Aligning Internal Resources  
*Apply PCM to the management and alignment of internal resources*
- c) Developing a Customer Value Culture  
*Build lasting customer relationships to secure customer loyalty and retention*
- d) Sustaining a Customer Value Culture  
*Develop a motivated internal team to sustain customer value management*

### Day 6

#### New Tomorrows of Marketing

- a) Obtaining Customer Feedback  
*Utilise all channels of customer feedback and response and exploit the knowledge*
- b) Asking the Right People the Right Questions in the Right Way  
*Understand how to question customers effectively*
- c) Dealing with Difficult Personalities  
*Create win-win strategies to handle difficult personality types*
- d) Effective Implementation of Value-based Marketing  
*Action planning, prioritisation and time management*

### Day 7

#### New Directions of Marketing

- a) Improving Customer Value  
*Discover the customers' unmet needs, look for the next basis of customer value*
- b) Feeling Comfortable with Change  
*Constantly challenge the status quo and adapt to the new world*
- c) Leading and Managing Change  
*Create a positive environment for change, learn from everything*
- d) Making Change a Way of Life  
*Change becomes a habit and is welcomed by everyone*

### Day 8

#### New Beginnings of Marketing

- a) Value-based Marketing as a Way of Life  
*Adopting the new Value<sup>2</sup> way of life*
- b) Feeling Comfortable with People  
*Learn to deal with change, objections and resistance*
- c) Prepare Presentations for Board of Management  
*Get the support and buy-in of management*
- d) Putting it All Together  
*Meld your new interpersonal analytical marketing skills into a comprehensive Value<sup>2</sup> approach*

## Workshop for Sales People: Four Days in the Life of a CVM Seller

This four-day workshop – typically run as two two-day workshops – teaches the integration of Value<sup>2</sup> analytical and interpersonal skills to meet the specific needs of CVM sales people. The workshops are designed to have a time interval between the modules. This time is used to practice learnings, to research, develop or to complete the various components of the new value-based selling approach and to be coached in them. The added value of a programme spread over a period of several months is that the participants are part of a conscious learning process. The newly acquired skills thus become a natural part of their day-to-day practice. Workshops can also be run in other configurations, please contact us for additional information.

### Day 1

#### The Dawn of a New CVM Selling

- a) Customer Segmentation and Customer Classification  
*Learn to group customers according to their internal and external values*
- b) Customer Personality Types: Their Perceptions and Communications  
*Become aware of the six personality types and practice to address them appropriately*
- c) Customer Account Planning  
*Discuss and learn to improve existing plans for customer account management*
- d) Establishing Natural Rapport  
*Exercise different sales approaches for different personality types*

### Day 2

#### New Behaviours for CVM Sellers

- a) Developing a Differentiated Offer: The Customer Commitment  
*Explore various ways to offer superior value to your customers*
- b) Communicating Content  
*Prepare for customer meetings by recognizing communication channels and personality parts*
- c) Negotiating to Yes  
*Experience and practice strategies for successful negotiation*
- d) Positive Sales Interaction  
*Learn to apply PCM techniques in your communication with customers*

### Day 3

#### New Horizons for CVM Sellers

- a) Quantifying Customer Value  
*Learn to quantify customer value by means of real case situations*
- b) Qualifying Customer Value on a Relationship Level and Avoiding Sales Objections  
*Discover the motivational needs of your customer*
- c) Ideal Sales Interaction  
*Recapitulate and practice your new sales skills in role plays*
- d) Customer Satisfaction, Loyalty and Retention  
*Learn to build sustaining customer loyalty*

### Day 4

#### New Achievements for CVM Sellers

- a) Managing and Aligning Internal Resources  
*Apply PCM to the management and alignment of internal resources*
- b) Customer Distress Sequences  
*Recognize objections and exercise their transformation into fulfilled needs*
- c) Putting it All Together  
*Meld interpersonal and analytical sales skills into a comprehensive Value<sup>2</sup> approach*

## Workshop: Six Days in the Life of a (Global) Key Account Manager

This six-day workshop – typically run as three two-day workshops – teaches the integration of Value<sup>2</sup> analytical and interpersonal techniques to meet the specific needs of Key Account Managers and Key Account Teams. The workshops are designed to have a time interval between the modules. This time is used to practice learnings, to research, develop or to complete the various components of the new value-based Key Account Management approach and to be coached in them. The added value of a programme spread over a period of several months is that the participants are part of a conscious learning process. The newly acquired skills thus become a natural part of their day-to-day practice. Workshops can also be run in other configurations, please contact us for additional information.

### Day 1

#### What makes Key Accounts “Key”?

- a) Key Account Segmentation and Classification  
*Learn to group customers according to their internal and external values*
- b) Customer Personality Types: Their Perceptions and Communications  
*Become aware of the six personality types and practice dealing with them on actual key account cases*
- c) Key Account Planning  
*Discuss and learn to improve existing plans for key account management*
- d) Establishing Natural Rapport  
*Strengthen KAM relationship management skills*

### Day 2

#### New Behaviours for Key Account Managers

- a) Developing a Differentiated Offer: The Customer Commitment  
*Explore various ways to offer superior value to your key accounts*
- b) Communicating Content  
*Prepare for customer meetings by recognizing communication channels and personality parts*
- c) Negotiating to Yes  
*Experience and practice strategies for successful negotiation with individuals and decision-making units (DMU)*
- d) Positive Key Account Interaction  
*Learn to apply PCM techniques in your communication with customers*

### Day 3

#### New Horizons for Key Account Managers

- a) Quantifying Key Account Value  
*Learn to quantify customer value by means of real case situations*
- b) Qualifying Key Account value on a Relationship Level and Avoiding Sales Objections  
*Discover the motivational needs of your customer, how to detect and address them*
- c) Ideal Key Account Interaction  
*Recapitulate and practice your new KAM skills in role plays*
- d) Key Account Satisfaction, Loyalty and Retention  
*Learn to build sustained customer loyalty*

### Day 4

#### New Achievements for Key Account Managers

- a) Managing and Aligning Internal Resources  
*Apply PCM to the management and alignment of internal resources*
- b) Customer Distress Sequences  
*Recognize objections and transform them into fulfilled needs  
Convert distressed customers into delighted customers*
- c) Putting it All Together  
*Meld interpersonal and analytical key account management skills into a comprehensive Value<sup>2</sup> approach*

### Day 5 and 6

#### Shared Experience and Feedback from Fieldwork Practice

Further putting into practice through refining strategies with real case scenarios  
*Open programme schedule based on needs identified during previous modules and practice period*



## The Founders of Value<sup>2</sup>

### **5C! Concept GmbH** **Realizing Potential**

Founder and Managing Director Niki Heimann began the 5C! Concept journey of Realizing Potential in November 2003 in Switzerland. Niki leads the team and coordinates corporate activities with 5C! Concept branches in other countries.

5C! Concept develops tailor-made strategies founded on combinations of the 5Cs – Coaching, Communication, Change, Consulting and Courage. 5C! Concept helps executives, leaders and managers to ease the process of changing the status quo. Our strategies enable you to reach your goals and lead to measurable positive results and increases in business success.

5C! Concept helps you to work with people by delivering leadership and management development programmes as well as professional coaching. 5C! Concept enables executives and employees of your company to contribute to the process of change. We aim to create space for innovation and to encourage our clients to discover and develop their potential.

We are a team of skilled and committed business professionals who share years of experience in executive positions in different industries. You will experience us as a supportive and challenging partner. Our business experience and well-founded know-how in PCM, combined with targeted coaching, lead to the efficient and successful implementation of our training into your business life.

[www.5cconcept.com](http://www.5cconcept.com)



**GEMS Europe GmbH**

**Global Excellence in Marketing, Sales and CVM**

GEMS is a global marketing and sales excellence practice and operates out of Zug, Switzerland. Founder Phil Allen serves clients around the world in close cooperation with a network of expert marketing and sales practitioners.

GEMS Europe GmbH creates value for clients by helping them to apply marketing and sales excellence and customer value management in their business strategies. GEMS' focus is on practical marketing, sales and customer value management for sustainable profitable growth.

GEMS applies the practical five-step Pentadigm® Customer Value Management model to help clients cut through the jargon and focus on creating and implementing value for their customers – and capturing that value back to their bottom line. The unique CVM Diagnostic can benchmark and evaluate the customer value management performance of a whole company and individual business units within it.

GEMS works with clients' business, marketing and sales management on an individual basis through our mentoring programme or in teams working in interactive workshop style.

[www.gems-europe.com](http://www.gems-europe.com)



*Man's mind – stretched by a new idea –  
never goes back to its original dimensions.*

*Oliver Wendell Holmes, Sr., Physician and Writer*



## **Value<sup>2</sup>: New Synergies and Impacts for Marketing, Sales and CVM**

Value<sup>2</sup> is an innovative and unique approach for marketing, sales and CVM.

Value<sup>2</sup> creates synergies where they are most needed: It integrates practical, analytical and interpersonal skills in a unique double-impact programme for excellence in marketing, sales and customer value management.

Value<sup>2</sup> programmes have received high praise from seasoned marketers and sellers in blue chip client companies.

Value<sup>2</sup> GmbH is a joint venture of 5C! Concept GmbH and GEMS Europe GmbH. Both companies have rich experience in marketing & sales, CVM, change management and people development. With Value<sup>2</sup> they have integrated their analytical and interpersonal know-how and created a new powerful approach for marketing, sales and CVM.

Value<sup>2</sup> programmes are available for marketing, sales and key account management as well as for business and executive management. All programmes are tailored to our clients' specific needs.

*The square of Value<sup>2</sup> double impact  
is greater than the sum of the squares  
of the two Value<sup>2</sup> components.*

$$\text{Value}^2 > (\text{PCM}^2 + \text{CVM}^2)$$

*Phil Allen and Niki Heimann, with apologies to Greek mathematician Pythagoras*

# VALUE<sup>2</sup>

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