

Value Arc™

BASECAMP INDEPENDENT PROGRAM WORKBOOK



SECOND EDITION 2015



GUIDING YOUR



VALUE EXPEDITION



BASECAMP

INDEPENDENT PROGRAM WORKBOOK

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WELCOME!

And thank you for purchasing the ValueArc™ Basecamp Independent Program Workbook.

This text is the self-guided version of the ValueArc Basecamp Discovery, Positioning & Messaging system developed by DaynerHall. For more than 15 years, we have successfully used this system to help technology and business-to-business companies across the globe – organizations large and small, both new and well-established.

And that means you're not alone. All businesses are significantly challenged at some stage in their lifecycle. Finding the key to growth is much like scaling the face of a mountain... where going it alone can be treacherous. This workbook was designed as a lifeline to help overcome those obstacles, and climb the “arc” to success.

That's what ValueArc Basecamp is: a complete three-step process designed to help you and your senior management identify conflicting perceptions of your company's strategic role in the market – conflicts not just between management and the outside world, but often among the management team itself. It offers an orderly approach for establishing an inventory of your company's strategic assets, including those that are frequently overlooked or undervalued. It helps you organize the primary message points and map them to the needs of your customers. And it allows you to formulate a clear and defensible value proposition that expresses your unique role in the market.

As you scale the path ahead, the ValueArc program provides the tools you'll need to conquer the marketing mountain. If you're looking for more hands-on help as you embark, the expanded version of our **ValueArc Basecamp Discovery, Positioning & Messaging** program takes care of everything: from research and interviews, to session facilitation, to delivering a final messaging and positioning blueprint for your business. The process is still highly collaborative, but you'll have seasoned ValueArc leadership at every step, providing deep insight and critical recommendations along the way. Think of it as the “guided” version of this workbook – allowing you to focus on the journey while we do the rest.



Once you've left the Basecamp, our **ValueArc Ascent Brand Architecture** can help you translate your Basecamp work into a powerful brand platform – one that projects a world-class image to the market, and elevates your new messaging. You can also “bundle” the Basecamp and Ascend products into one complete experience: the **ValueArc Summit Peak Performance** package. It's literally our “peak performance” product: a comprehensive, guided experience that provides everything you'll need to reach the top.

When you're ready to project your new messaging to the world (and drive your sales to the moon), the **ValueArc Horizon Campaign Architecture** is the answer. This unique system will help you visualize the vast landscape of marketing channels, how they are integrated, and which vehicles might best suit your objectives. Using the Horizon architecture, our ValueArc campaign management experts will help you develop a customized media and marketing plan that fits your objectives and budget – and delivers the maximum impact.

As a bonus, we've included a ValueArc Horizon Tutorial in this workbook (page 67): a graphical framework that guides you through the ValueArc Horizon Campaign Architecture. The goal is to educate you on the many channels and opportunities available for developing your own campaign, so you'll be better prepared when you embark on this crucial leg of your expedition.

With this workbook, we've taken the best of what we've learned from years of applying this process for our clients and distilled it into a structured but flexible set of guidelines that enable you to employ this approach on your own. We hope you will find it a beneficial tool for revealing your company's maximum value, and then effectively projecting that value to meet your strategic goals.

For more information about our family of ValueArc products, **see page 90** – or contact us at info@valuearc.com

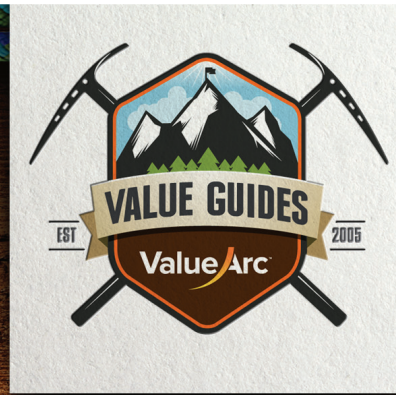
Good luck – and let your journey begin...



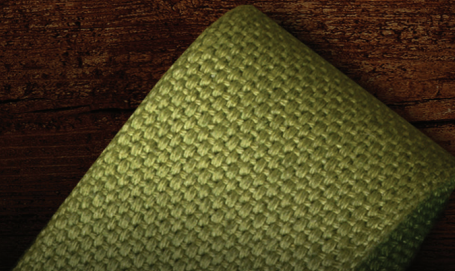
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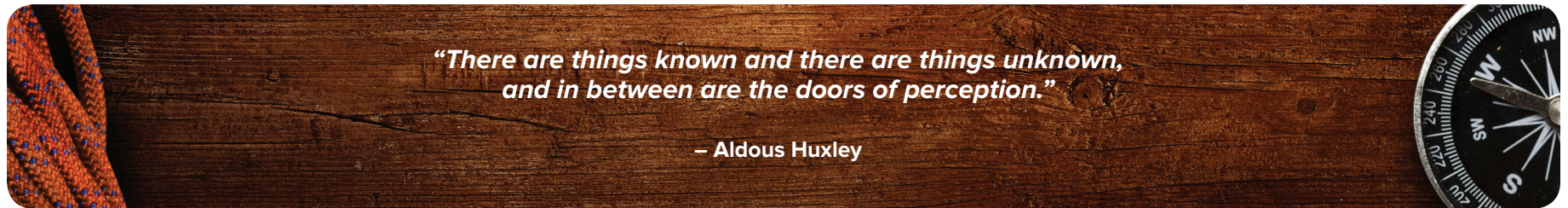




INTRODUCTION TO VALUEARC



RECOGNIZING THE “VALUE GAP”



For business-to-business companies in general and technology companies in particular, effective branding involves a lot more than creating a persona based on traditional behavioral archetypes (i.e. hero versus outlaw). Sure, brand personality still matters, but you’re not selling laundry detergent or chewing gum; your product or service has specific technology or process functions, as well as business value that may extend well beyond the sum of its individual capabilities.

The question is: do your intended customers recognize and appreciate this value? More often than not, they don’t – at least not to the extent that you desire.

The fact is your brand is perceived in two different ways:

- **Perception 1** is internal – how you and your management team define your company and attempt to present it to the market.
- **Perception 2** is external – the mishmash of impressions that actually exist in the mind of the market, based on fragmented exposure in a chaotic competitive landscape – and nearly all of those impressions probably fall short of the brand image you’re trying to portray.

So, unless your company is the rare exception, your prospective customers, sales channels, employees, vendors, partners, assorted analysts, industry watchers and bloggers will all perceive your company in a way that may be totally different than your management team does.

Therein lies the challenge.

If you don't assert control and effectively position yourself in the mind of the market, you will continue to be positioned by default. From a confusing mix of perceptions, the market will reduce your brand (and your value) to the lowest common denominator – into some generic category.

This perception gap (or “value gap”) has real consequences. It makes it harder for you to compete and grow, to sustain profitability, to attract talent and to deliver the greatest return to shareholders.





WHAT IS VALUEARC?

ValueArc is a three-step process that will help you and your senior management discover and organize your company's maximum value to the market – and then effectively project that value to meet strategic goals. It can be regarded as a blueprint that defines your two market positions:

1. Your default (or commodity) position – your starting point

This is very likely the position you occupy in the mind of the market. It is a generic position assigned to your company based on current perceptions and a limited understanding of your capabilities. In most cases, this position:

- Is tactical in nature
- Projects a “me too” role in a crowded market space
- Is focused on functions and features
- Subjects you to constant price competition
- Tends to be transaction-based
- Implies fleeting value to customers
- Translates into low company valuation

2. Your ideal, maximized position – your desired destination

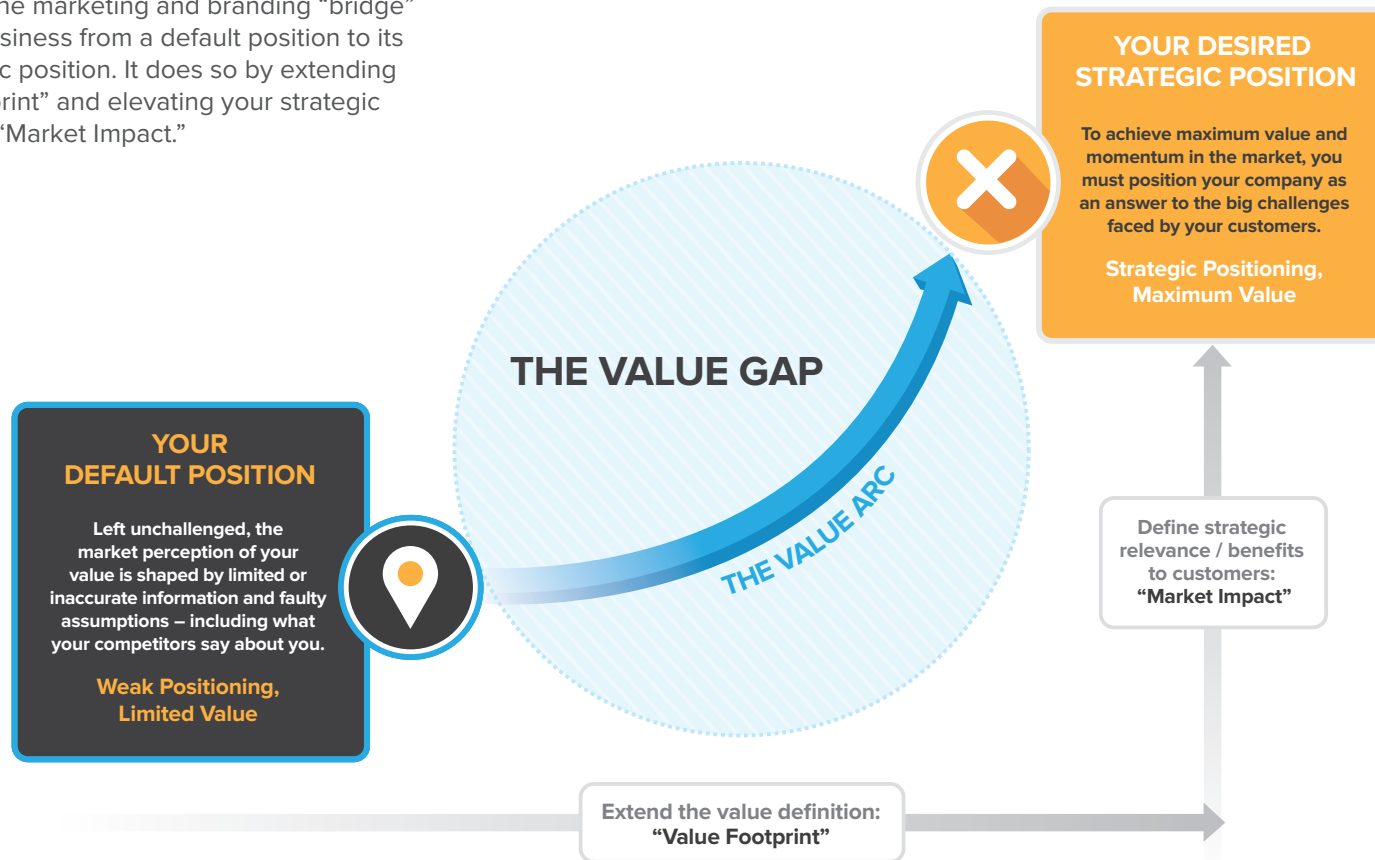
Your maximized position is the position you aspire to; it makes your greatest value clear to your market and separates you from your competition. In contrast to your default position, your maximized position should:

- Be strategic in nature
- Project a differentiated/unique market role
- Be vision/objective focused
- Enable you to avoid price competition
- Tend to be relationship-based
- Imply enduring value to customers
- Translate into high company valuation

The Value Gap is the disconnect between your default position – as defined by your market – and your desired strategic position.



The Value Arc is the marketing and branding “bridge” that shifts your business from a default position to its maximum strategic position. It does so by extending your “Value Footprint” and elevating your strategic relevance – your “Market Impact.”



In addition to defining these two positions, ValueArc is designed to help you close the gap between them.

Remember: For the most successful companies, the majority of value is found in “intangibles.”

For the S&P 500, intangible assets are estimated to represent an average of over 70% of company value. Intangibles can include a mix of intellectual property, trade secrets, history, market relevance, perceived market leadership and all the other elements that comprise “brand value.” ValueArc can help you better identify and define your intangibles so they can become more visible elements in your brand narrative – and give you a path to your maximized market position.

HOW DOES VALUEARC HELP YOU CLOSE THE PERCEIVED VALUE GAP?

The ValueArc process is all about re-examining your company’s role in the marketplace, so you can discover the important things you’re not properly communicating to your customers, partners and employees.

It enables you to define your value beyond conventional product features

Because most technology and B2B companies are product centric, they tend to develop a rather narrow view of the value they offer the market. The marketing vice president of one of our software clients once declared that he couldn’t launch a new marketing program because the next release of his product was still months away, so he had nothing new or important to tell his market.

**FOR THE S&P 500,
INTANGIBLE ASSETS
REPRESENT AN
AVERAGE OF OVER**



ValueArc guides you past conventional product-centric branding and marketing communications that overlook or understate the intangible assets that offer compelling differentiation. You'll be able to conduct a fresh inventory of your company's strategic relationships, customer engagement methods, market focus, application context, company vision and other strategic assets and properly assess their combined value to the marketplace. By expanding your "value footprint," you can make a stronger, more sustainable case for your brand – one that can help you escape the product cycle treadmill.

It helps you map your assets to unmet market needs

If you possess a combination of assets that is unique in the market (which you undoubtedly do), then your value to the market is unique, as well. ValueArc offers the framework to help you identify your "market impact" – the relevance of your unique, "expanded" value to the specific concerns that keep your customers awake at night.

It gives you a framework for messaging that is effective and consistent

ValueArc includes a hierarchical framework for organizing the newly defined positioning into an approved narrative that helps assure message continuity and discipline throughout your organization. This adds power and impact across all your marketing and sales activities, including:

- **Corporate and product branding**
- **Thought-leadership content**
- **Press and analyst communications**
- **Web strategy and digital marketing**
- **Partner/channel development**
- **Lead generation**
- **Sales acceleration and support**
- **Customer marketing**

Overall, this framework gives you the ability to clearly articulate why the market needs you.



HOW CAN VALUEARC BOOST YOUR COMPANY VALUE?

Ultimately, ValueArc helps you create and sustain the strongest possible brand. A strong brand has the power to create business value well beyond the balance sheet. And it can do this in many ways:

- **It helps you command premium prices.** That's because strong branding elevates your value above the commodity (default) level; and when the market recognizes such additional value it is willing to pay for it.
- **It decreases the cost of entry into new markets and categories.** The strategic assets that bring additional value to existing products and services create valuable momentum, because they can usually be applied to new products and appreciated by new markets, as well.
- **It reduces the cost of sales.** ValueArc helps you map your value to market needs; and the more your strategic relevance is understood by your potential customers, the less effort and expense will be required to close sales.
- **It helps you attract and retain talented staff, partners and vendors.** Your maximum position (strongest brand) establishes your importance to the market – including your leadership and vision. For smart, ambitious people, you can now offer something important to be a part of.
- **It enhances customer loyalty and longevity.** A strong brand helps create a deeper, more lasting relationship with your customer than is possible with conventional product marketing. ValueArc helps you establish that more strategic relationship by helping make the relationship one that is based on a shared vision.
- **It raises the barrier to entry for competitors.** ValueArc helps you define a market need and its solution on your own terms – to separate yourself from the competitive field and create a space in the market that is uniquely yours.
- **It maximizes company value.** Establishing a broader, more strategic value “footprint” in your market translates into increased influence, greater staying power and a higher market valuation.

WHAT BUSINESS CHALLENGES CAN IT ADDRESS?

Any number of business milestones (we refer to them as crossroads) can trigger the need for repositioning your company. They may include:

- A merger or acquisition
- A new product launch
- The need to reposition an existing product
- Entry into a new market
- New management or ownership
- New competitive pressures
- A changing distribution structure
- Emergence from bankruptcy
- Falling market demand
- Positioning for an IPO

Some of these crossroads can be recurring, others tend to be significant one-time events; and it's not at all unusual for a company to face several simultaneously.

In all of these cases, how you adjust your perceived role in the market can determine whether or not you emerge from the challenge stronger and more profitable. The ValueArc process boosts your odds for success by giving you a practical and holistic view of your value gap.



*On your "Value Expedition,"
are you equipped to find the gaps?*

THE STEPS



Step One: ValueArc Discovery

This process involves gathering and organizing information and opinions about your company and your market. It includes interviews with people inside and outside your company, as well as secondary research and any existing studies from analyst organizations and other credible, third-party sources. If resources are available, it can include quantitative market surveys as well.



Step Two: ValueArc Pillar Exercise

This is a guided session with up to 10 key company stakeholders (including yourself) for the purpose of developing an initial consensus on your company's positioning architecture. It should include C-level players, and the most senior executives responsible for Marketing, Sales and Product Management.



Step Three: ValueArc Messaging Pyramid Exercise

This involves translating the elements of the positioning architecture into a hierarchal framework for organizing the newly defined positioning into an approved “story line” that helps assure message continuity and discipline throughout the organization.



Tutorial: ValueArc Horizon Campaign Architecture

This provides a general framework that offers ideas and priorities for effectively projecting your company's brand value to the marketplace.

ADDITIONAL TOOLS TO HELP GUIDE YOU THROUGH THE PROCESS

1. PowerPoint

Since you will need participation from your management team to complete ValueArc, we've included a customizable PowerPoint deck that allows you to present an overview of this program so they are fully informed regarding its purpose, process and value.

2. Exercise Worksheets

Forms to help you conduct your Discovery Process and Value Pillar and Message Pyramid Exercises are provided as editable Word documents.

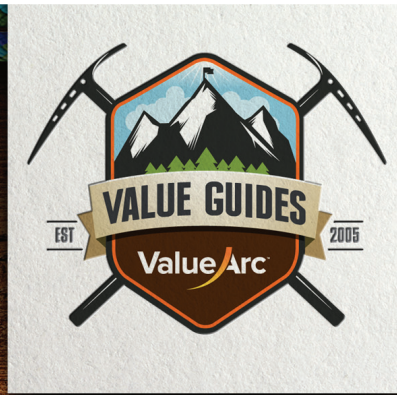


THE TIMELINE

How long does the ValueArc process take? It depends on the nature of your organization, the depth of your external research, and the cooperation and commitment of your management team. With a very aggressive effort it's possible to complete the process in two or three weeks. But in our experience, four to six weeks is more typical. We strongly suggest that the timeline not exceed six weeks in order to maintain the sharpest possible focus and participation of your management team.

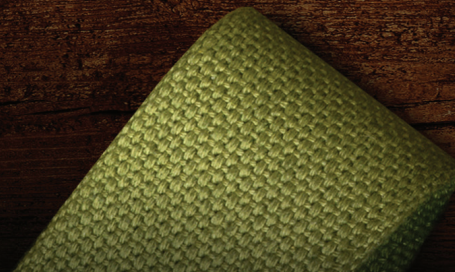
It's important to note that once you have established your positioning, messaging and campaign strategy, you should continue to use the ValueArc framework as a guide to keep your marketing program on track and to make essential adjustments as you encounter inevitable shifts in the marketplace.



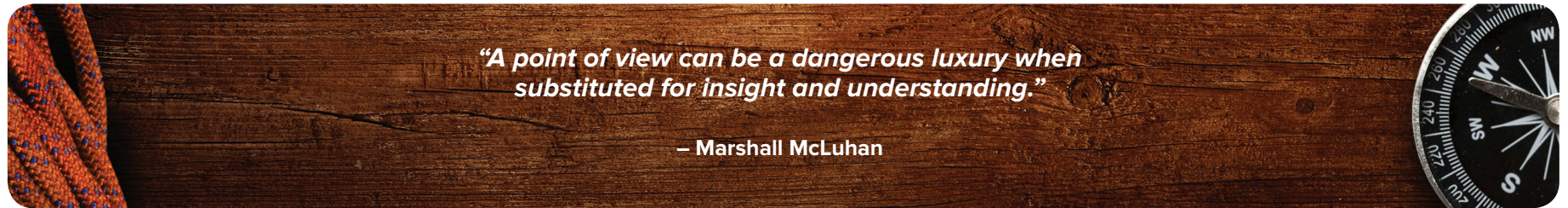


STEP ONE

VALUEARC DISCOVERY



STEP ONE: VALUEARC DISCOVERY



Step one of ValueArc is the discovery process, which will help you capture the prevailing perceptions both within and outside your company. This is a qualitative process that's independent of any quantitative brand research you may have already conducted. In fact, it's possible you purchased this workbook because you have seen quantitative research that reveals brand weaknesses you wish to correct.

Goal one of this exercise is to identify the perceptions of your senior executives and note where they diverge from those of selected “market-aware” outsiders and any market consensus that may be expressed in published reports and analyses from respected sources. Ultimately, the discovery process will help you determine the perception gap — what we call the “value gap” — that separates you from your strongest possible market position.

Goal two is to reveal conflicting perceptions within the executive team itself. We have found that such conflicts can go unnoticed for years — even among executives who work together on a daily basis. That's because when companies are product-centric in their thinking, it tends to nurture a false consensus among senior managers. Differing views regarding the company's broader strategic market role fail to surface or are papered over as managers find themselves preoccupied on the daily treadmill of tactical marketing.

The discovery process should yield a body of insights that is roughly representative of market perceptions, and provide some indications of how key stakeholders view the company's trajectory and future market role.

Combined with your own experience, common sense and insights, these findings will provide the rough outline of a positioning architecture. This will be the starting point that will help your management team reveal your company's most strategic value.

The three discovery methods detailed in the following pages don't have to be conducted in a specific order. In fact, work schedules and the availability of interview subjects may make it necessary to mix things up to get it all done.

DISCOVERY METHOD 1: INTERNAL INTERVIEWS

Your Assignment:

Conduct a one-hour interview with each senior executive who will participate in your ValueArc project.

Your interview strategy is to push your executives outside of their familiar narratives in their responses, and to force them to consider aspects of the company from new and broader perspectives. The goal is to capture their sense of the company's current and potential market position. You may want to use existing SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses that you may have already conducted as starting points, but remember, you're trying to encourage a broader and more aspirational view of the company and its role in the world.

You can develop your own general line of inquiry for each of your interview subjects, but here are some leading questions that you should consider:

- **From a 10,000-foot perspective, where does our company sit in the broad competitive hierarchy?**
 - *...and, are we moving up or down?*
- **In one sentence, how would you introduce our company to someone who knows nothing about us?**
- **What vital assets are we unwittingly hiding from the market?**
 - *What important thing do our customers and prospects not know about us?*
 - *What is their greatest misconception about us?*

- What is our greatest weakness?
- What is the most frequent complaint customers express about us?
- What do customers tend to praise us for? What, if anything, do they say is unique about us?
- What customer question or objection do we have the most difficulty answering?
- What are our customers' greatest concerns – the things that keep them awake at night?
- What major strength are we not effectively leveraging?
- What benefit do we offer customers that we tend to underplay?
- How do our customers rank our commitment to their satisfaction?
- Who among our competitors are we most like?
- Who among our competitors should we aspire to be like?
- What well-known brand outside of our industry do you think we should emulate?
- In what way have we changed our industry?
- What market trend or opportunity may be passing us by?
- In one sentence, describe our ideal market role five years from now.

DISCOVERY METHOD 2: EXTERNAL INTERVIEWS

Your Assignment:

Conduct interviews with a variety of people who are outside of the company but are familiar with the company and its products.

If possible, you should cover outside opinions from three different perspectives: customer, partner or consultant, and editor or analyst — ideally from multiple individuals in each category. Because their participation is a courtesy it may not be possible to get a full hour for each interview, so you must be efficient with the limited time you have.

Your goal is to capture their view of the market landscape and where your company fits in. Some questions will be common for all, such as:

- **What is the market's greatest unmet need?**
- **Who are the market leaders? Why are they leaders?**
- **Which companies are emerging as strong contenders?**
- **Which are marginal or in decline?**
- **Where does my company fit in the current market landscape?**
- **Which of our competitors are we most like?**
- **What major strength are we not effectively leveraging?**
- **What benefit do we offer customers that we tend to underplay?**
- **What market opportunity is my company overlooking?**
- **How do you think the industry will change over the next five years?**

Additional questions for customers:

- **What makes you prefer us over our competitors?**
- **What do we need to improve in our product?**
- **What do we need to improve in our service and support?**
- **What are your most pressing business concerns that can be impacted by our product?**

Additional questions for resellers:

- **On a scale of 1 to 10, rank the quality of our support.**
- **In what areas are we superior to our competitors? Where do we fall short?**
- **With what complementary products and services do we best fit?**
- **What is the most common push-back you get from customers regarding our product?**

Additional questions for analysts and editors:

- **What innovations will shape the future of my industry?**
- **What major market trends do you think will impact my type of product, and how?**

DISCOVERY METHOD 3: “FRESH-EYES” RESEARCH

Your Assignment:

Seek out information and opinions about your company, your technology and your market.

Your most reliable sources include:

Analyst Reports

Look to organizations such as Forrester Research, Gartner, Aberdeen Group and others for expert insights on market trends and competitive rankings. Even if these industry watchers aren’t covering your specific corner of the industry, look for their reports on larger “upstream” technology segments that may provide a broader market picture of which your company may be a part. This can help you and your executive team view (and ultimately position) your company’s role within a broader market context.

For example: A small company focusing on GIS/location analytics couldn’t find any major reports specific to that particular technology, but found published reports on the larger technology trends of business intelligence and predictive analytics to be helpful in formulating a more strategic business case for its brand.

Industry Publications and Organizations

Virtually any endeavor that represents a defined arena of economic activity – from alpaca farming to Zydeco music festivals – is the subject of a trade journal or trade association. So, a simple Internet search for a specific market or technology, followed by the term “magazine,” “news,” or “trends” will likely point you to a publication or website devoted to it.

Chances are you already know the publications and sites that cover your industry, and have access to the market analyses, product reviews, interviews and other information they offer. But, you may be overlooking other sources, such as vertical market publications and sites that view your technology or service from a unique perspective. Additionally, most industries have professional or trade associations that engage in everything from establishing industry standards and ethics, to member training and certification, to industry research, promotion and lobbying.

STEP ONE: VALUEARC DISCOVERY

Independent Blogs, Chat Rooms and Other Online Forums

The Internet has “democratized” opinion journalism and dramatically expanded access to all manner of information. The same search techniques that lead you to established e-magazines and portals will likely also turn up an assortment of blog sites and opinion-based websites – some of which may have a respectable following in the market.

Competitive Websites and Social Media

Your competitors are using their websites, Facebook, LinkedIn, Twitter and other digital assets to shape market perceptions and preferences in their favor. It’s important to know how they are framing the debate.



Summarize and Organize Your Findings

Develop a summary of what you have learned from your interviews and research, following the organization described below. Be sure to note areas in which the views of your executive team significantly differ from those expressed by outside individuals and organizations.

A. How many direct competitors do you have?

Get a sense of the full breadth of the competitive landscape – this is an indication of the noise level newcomers will encounter in your market.

- Do your outside interview subjects, as well as various reports, online directories, editorial opinions and rankings reveal the names you expected? Make as complete a list as possible — including those companies that may be only peripherally competitive.
- Does there appear to be an industry consensus leader? In industry news and feature articles, which competitors are quoted or mentioned with the greatest frequency?
- Is your company on the radar? How do you fare in reviews and opinion pieces?
- Document your competitors' value propositions. What seems to be unique with each company?
- What are the common themes and selling points? How are they framing market needs?
- Which among them are most like you in terms of size, market focus, product offerings, etc.?

B. Who/what are your indirect competitors?

Other than buying from you or one of your direct competitors, what options do your potential customers appear to have?

- Buy nothing (satisfied with status quo, don't recognize the need)?
- Do it/create it in-house?
- Get it as a feature/component of another product or service?
- Other?

C. What are the trends for your product category?

- Is the market for your type of product growing or contracting?
- Is the competitive field changing? If so, how?
- How are customer motivations and expectations changing?

D. How are broader market forces impacting your industry?

Your product isn't used in a vacuum; it must coexist with other products and services within the customer's business environment. Plus, a host of macro trends can alter marketplace dynamics and ultimately change your customer's buying motivations. These forces may be subtle and felt over a long period of time, or they can be sudden and dramatic.

- **Technology trends:** Consider technology revolutions such as microelectronics, the Internet, smart phones and cloud-based services:
 - *How sensitive is your product to the changing technology landscape?*
 - *How does your product impact or complement your customer's other strategic products and technologies?*
- **Economic trends:** How do factors such as globalization, interest rates and the general state of the economy impact buying decisions in your market?
- **Regulatory and compliance trends:** Is your product affected by evolving industry or government mandates that can impact customer buying criteria, and/or subject them to possible fines and penalties?
- **Cultural trends:** From social media to market fads, in what ways do popular culture and ever-changing consumer habits and expectations impact your customer's buying criteria?

E. Conduct a rough analysis/hypothesis of what your potential customers are thinking.

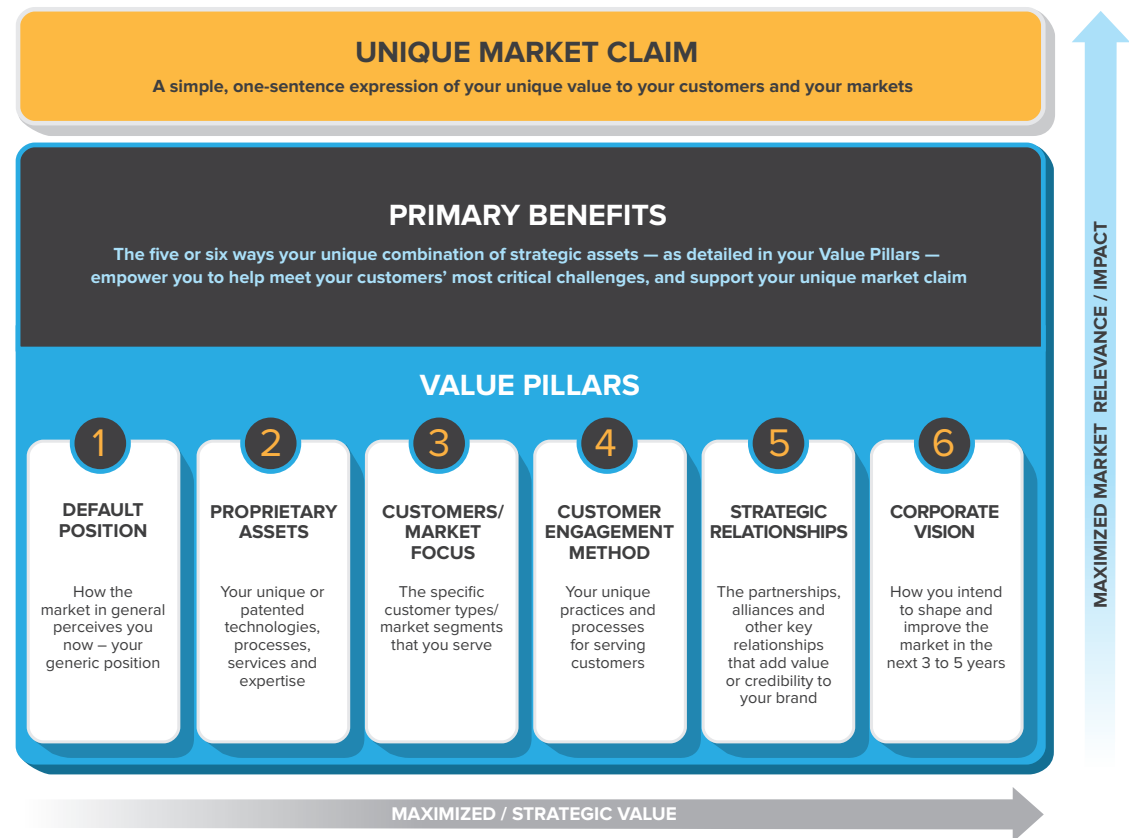
- What are the primary business hot buttons that guide their buying decisions? Create a list of these 5 to 10 key issues.
- How do they view the role for your type of product? How does it contribute to their business objectives?
- Is the market aware of your company? If so, what is the perception? What seems to be your "default position?"

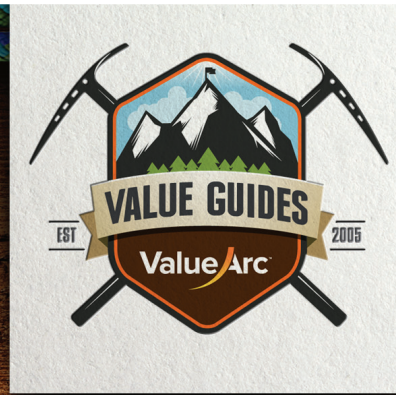
F. Draft your preliminary positioning architecture.

Based on your findings from the discovery process, combined with your knowledge of your company's products, technologies and processes, you may have already formed some preliminary ideas about your company's "Perception Gap," as well as its untapped opportunities.

Use your findings and your instincts to create a rough draft of the ValueArc positioning diagram that is described in the next section. It will be an important tool that will help you facilitate Step Two – the Value Pillar exercise.

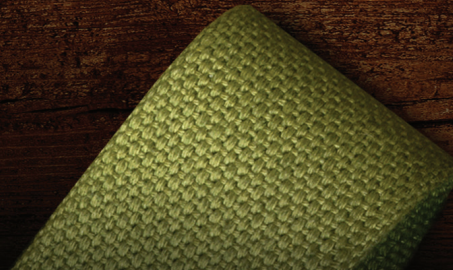
An example of the ValueArc Value Pillar visual construct. For more detail, see page 39.





STEP TWO

VALUEARC PILLAR EXERCISE



STEP TWO: VALUEARC PILLAR EXERCISE



ValueArc can help you better identify and define your intangibles so they can become more visible elements in your brand narrative – and give you a path to your maximized market position.

Now that you are armed with the data from the Discovery Step, you can move on to the ValueArc Pillar Exercise, in which you will facilitate a strategic discussion among your senior management team. The goal is to establish your company's positioning architecture by conducting a fresh inventory of your company's assets and defining their combined value to the marketplace.

PREPARATION

You will need to make preparations for this session to maintain focus and order, and to get productive contributions from your leadership team in a limited amount of time. Your preparation list includes:

- A brief yet thorough summary and review of the ValueArc Discovery process.
- A draft of your market's "hot button" issues, as determined by the Discovery process. These are the 5-10 key items that, based on the research, keep your customers up at night. More than 10 is fine of course, but you'll want to pare them down through the process.
- Be sure to have on hand a description of your firm's "default position" available ahead of the meeting. Remember, this is your starting point. The goal of this pillaring session will be to complete Value Pillars 2 through 6. Don't waste time reviewing or re-defining Pillar 1, about which the team has already agreed.
- As facilitator, you should also be prepared to keep discussions moving forward at all times. Keeping in mind the context of earlier meetings, bring notes and questions with you on where you believe the conversations will go and work to keep everyone engaged and in the "flow" of the debate.
- Lastly, again as facilitator, be sure to have an assistant with you as both official scribe and timekeeper; someone who is a very good listener and can accurately keep notes, capturing the key points of what is sure to be a lively discussion. The facilitator cannot function in both roles and it is critical that the assistant understand their responsibilities and be familiar with the process ahead of time. You may consider videotaping the session, as well – to ensure that all important discussion points are captured.

EXECUTIVE SESSION

For this step, you'll need to determine who will be the team participants and you'll want to establish a well-defined session agenda. It is imperative that the senior leadership team continue to be involved. To date, senior executives have participated in and been interviewed under Step One, ValueArc Discovery. Now, share the results of these internal interviews and research, illuminating any divergent opinions and summarizing all internal and external findings, including: reports from subject matter experts, industry analysts and other key influencers, competitive data and other research findings.

From these integrated analyses, you will be able to clarify:

- **The current state of the marketplace for your specific industry**
- **Who the leaders are and why**
- **The key characteristics of these brand leaders**
- **Concerns and worries that keep your clients up at night, including:**
 - *Direct competition*
 - *Competition from non-traditional, adjacent providers*
 - *Consolidation*
 - *Global threats*
 - *And any recurring themes that challenge your clients*

STEP TWO: VALUEARC PILLAR EXERCISE

Session Participants

Your Value Pillar session should have no more than 10 participants, including yourself. List of participants typically includes: C-level executives, as well as senior executives in Sales, Marketing, Product Management and Partner/Channel Management. Some simple rules and tips:

- As much as possible, discourage emailing, texting and phone usage
- Strive to keep everyone engaged, but also relaxed; it's important that everyone stay in flow with the process, but you should also encourage a certain level of “play” and creativity
- Be sure to explain early in the process any rules of the session – timelines, agendas, etc.
- You and/or your assignee will function as both facilitator and participant

Session Agenda

The Value Pillar executive session is divided into two half-day parts and can be conducted either on-premises or, if possible, at an off-site venue. Ideally, Session A will run the afternoon of the first day; with Session B running the morning of day 2. This strategy may also facilitate the opportunity for more relaxed social interaction at the end of day 1.

Session A (lunch through afternoon of day 1)

- An early goal should be to reach consensus on the market needs of your industry. Discussions should be both backward- and forward-looking, addressing changing market conditions.



STEP TWO: VALUEARC PILLAR EXERCISE

- To get the discussion started, it's a good idea to begin each session with a participant exercise that makes your team express how they view the company's current position in the market. For example:
 - ***Have participants write on a sheet of paper a description of the company they believe your firm most closely resembles and why. You might have them answer the question: "We are most like..." and fill in the blank.***
 - ***Have participants answer the question: "Our best kept secret is..." and fill in the blank.***
 - ***Another exercise might be to have everyone describe in 20 words or less your firm's role in the marketplace.***

Comparing the different responses in this type of exercise helps reveal both commonality and conflicts in perceptions among the group, and sets the stage for finding consensus.

- This exercise should be followed with a thorough review of the prior ValueArc Discovery exercise, i.e. reviewing what you've learned to date and reaching consensus on the key "hot button" issues about which your company will need to respond. Discuss/debate any disagreements, and work to reach consensus on your company's default market position. Everyone must be on the same page before moving forward.
- As always, review the session agenda and timeline ahead of each start. This first set of activities, including the default position review, should run about 90 minutes, from noon to about 1:30. Following a short break, plan to have two afternoon session blocks of about an hour and 45 minutes each, with a short break in between.
 - **Block 1: focus on completing Value Pillars 2 and 3.**
 - **Block 2: focus on completing Value Pillars 4, 5 and 6.**
- Use the balance of the day to review, debate and reach consensus on your company's strategic assets... i.e. Value Pillars 2 through 6.

Session B (morning through lunch of day 2)

- If possible, it is ideal to begin the day 2 session early with a continental breakfast, thus allowing participants to discuss yesterday's session and the day ahead in an informal, relaxed environment.
- Then, formally review your firm's Value Pillars from yesterday's session, covering all company assets, with the goal of setting the stage for today's work.
- As with yesterday, it's a good idea to begin the session with a participant exercise; but, this time, tap into your team members' view of the future – in particular, how they believe the company will look in five years. The exercise should urge them to express their vision in a very concise form. A few possible approaches:
 - *Have participants write down a brief description of the company and its role in the marketplace in five years.*
 - *Have them write the summary of an analyst review.*
 - *Have them write the opening paragraphs to the company's annual report five years hence.*
 - *Write the opening lines of the script for a speech upon receiving a lifetime achievement award for contributions by the company, summarizing in detail how far the firm has come.*
- Yesterday's exercise was about compelling the team to express in a fresh way what the company is today. This exercise is designed to have participants engage their imaginations to describe the company of the future. This will get everyone tuned up to define the company's aspirational goals for the mid- and longer-terms.
- Next, work to identify your firm's primary benefits – the most important advantages that you offer customers – made possible by the unique combination of assets detailed in your Value Pillars. Try to limit this to the five or six most important benefits, which in combination, are unique, differentiated and that summarize your strategic value to the market. It's important that, to the greatest degree possible, these benefits address those “hot button” issues that are keeping your clients up at night.

STEP TWO: VALUEARC PILLAR EXERCISE



- From this, you should be able to draw consensus on your company's strategic market claim, your value proposition... that concise, distinguishing statement that separates your company's value from all competitors.
- Use the balance of the day to complete your initial draft of the Value Pillar diagram, and review it to solidify consensus.

Follow-up

At the end of the two-day session, select a subset of the group (up three people) to finalize the Value Pillar positioning diagram. Then circulate it among all the participants for feedback and fine tuning. This should take no more than three working days. Remember, in the ValueArc Discovery phase, goals centered on identifying perceptions of your company from both internal and external sources.

The goal of the ValueArc Pillar Exercise is to identify ALL of your company's strategic assets, and then to align them with market needs. This penetrating analysis is internal-facing only, but will serve as the framework for developing key strategic positioning and brand messaging moving forward, and ultimately guide a marketing architecture that will elevate your firm to its maximum value in the marketplace.






Value Pillar 1: Default Position

What is your market's likely consensus perception of your company? Bear in mind this would include the opinions of people who have never dealt with your company directly and whose viewpoints may be formed, in part, by third parties ranging from analysts to competitors. This exercise requires that you put aside your own biases and consider the frank and possibly unflattering assessments of outsiders.

Some starting points:

- In what generic category would you most likely be placed? For instance, even people who aren't familiar with Geico's specific products or value proposition could still likely place that brand in the generic category of "insurance."
- Is there a particular product or product group with which you are generally associated?
- Is there a particular market / customer segment with which you are most identified?
- What is the most likely consensus opinion regarding your primary competitive characteristics (large, small, inexpensive/low-end, expensive/high-end, innovator / leader, me-too /follower, poor customer service, good customer service, etc.)?

Our default position:



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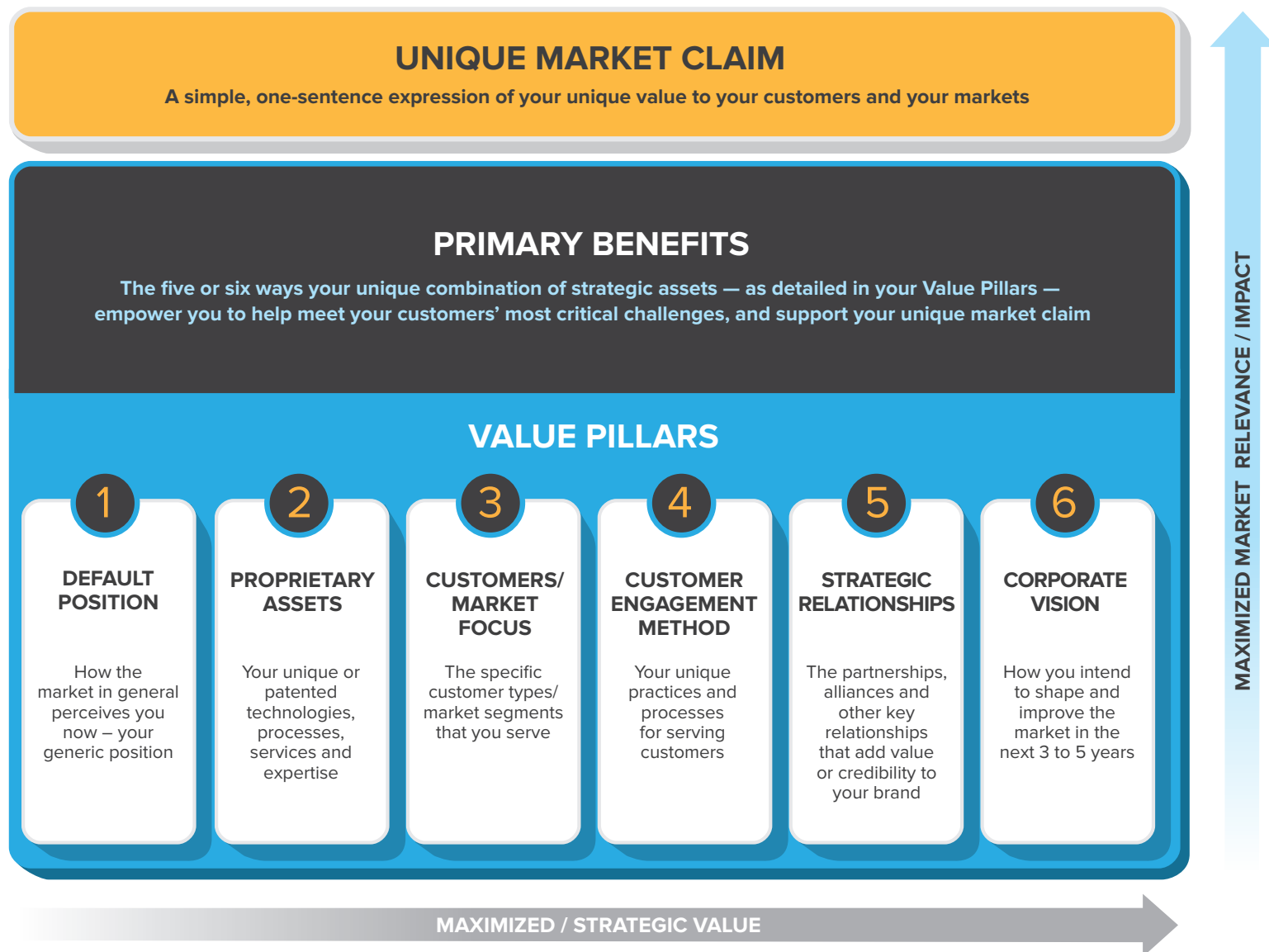
VALUE PILLAR WORKSHEETS AND PROCESS

The ValueArc Pillar framework helps you and your executive team organize and visualize your company's strategic assets and market position in a fresh new way. It establishes a holistic view of what your company does, and facilitates the kind of discussion and consensus-building required to establish a common view of your marketing challenges and opportunities.

- At the top is your company's unique market claim, often referred to as a "value proposition" or "brand promise"
- In the middle are the primary benefits supporting this market claim. They are the unique combination of benefits you can deliver by virtue of your Value Pillars.
- And the six Value Pillars, each unique to the others, delineate the facts, technologies, relationships, services, processes, expertise, partners and one-of-a-kind market vision that separate your company from other providers (or those who claim to be) in the marketplace.

VALUE PILLARS

Starting left to right, take a comprehensive inventory of your company's marketable assets. Include everything that you believe adds value to your company's ability to deliver distinctive, differentiated services. These assets, in combination, extend your company's brand value to the market well beyond the current "default" position that the market has assigned. The results of this pillaring process will allow you to "reverse engineer" into your company's primary benefits and then ultimately into your firm's Unique Market Claim.



The Value Pillar framework allows you to organize and visualize the assets and attributes that make your company valuable to the market.

Here's what you'll need to define for each pillar:

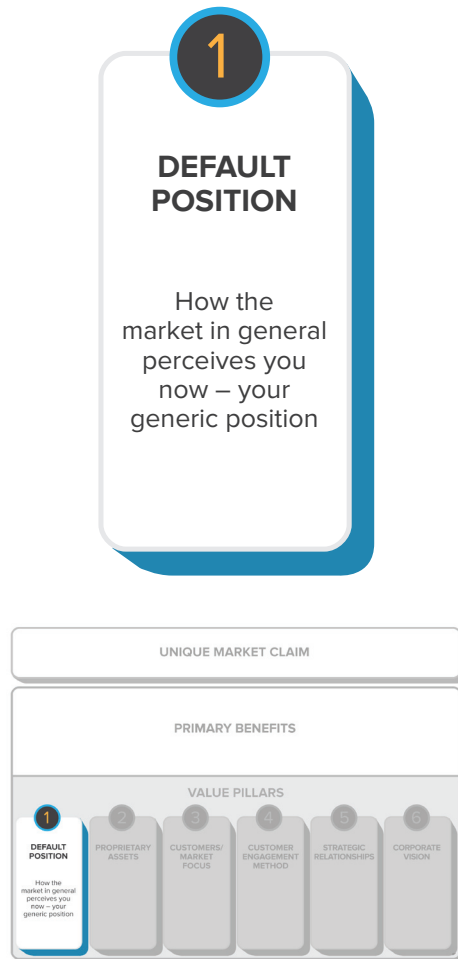
Pillar 1: Default Position


Based on your discovery process, your company's Default Position is represented by an apparent market consensus; i.e. the generally known, unaided understanding of the market's perception of your firm at the present time. Left unchallenged, it defines the current market perception of your company's value. Note, this can be shaped by limited or inaccurate information and faulty assumptions – including what your competitors say.

This position is generally tactical in nature and has limited value. If you have sparse brand awareness, it's possible the market consensus may simply assign you a very generic position, such as “a small storage software company.” Your management/leadership team may very well have a different opinion of your company's current status. Before moving forward, however, management must agree on what is actually being reflected back to them in the current market data – as evidenced by the findings of your Discovery step.

You should be able to discern some basic, broad opinions. For instance:

- Is the perception generally positive, negative or neutral?
- Is your firm considered a leader or a follower?
- Is your company known mostly for one particular product?
- Is your company generally associated with a particular market segment?






Value Pillar 1: Default Position

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Our default position:

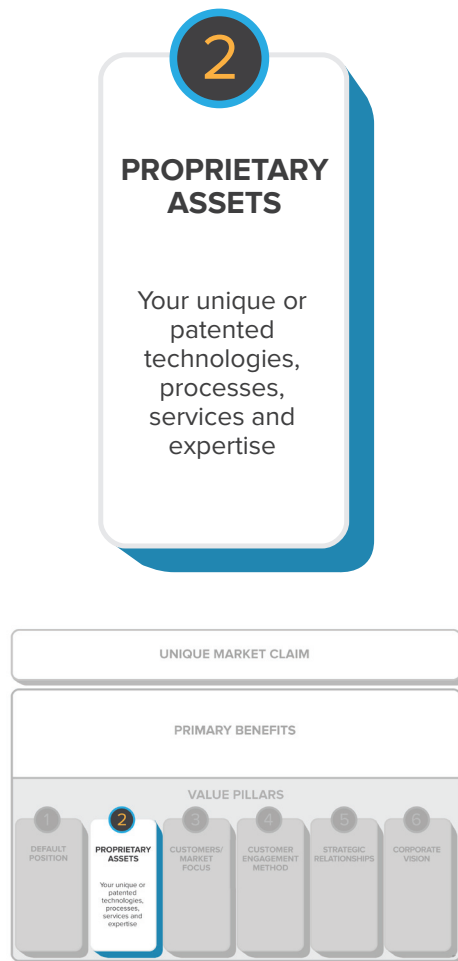


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Why is establishing your default position important? Because it's the starting point of your value journey. For example:

- A network security company is shackled with the default position that it is just another geeky, niche security solution, weakly positioned against other larger, enterprise security providers. How can they get recognized as a technology innovator and global leader?
- A competitive data storage company is seen as very tactical, and is viewed as a commodity service. How can they position themselves as the strategic leader they believe themselves to be?
- A data security company is seen as product centric, with multiple lines of business and no unifying story. How do they become recognized as the industry leader in secure data sharing?

Each of these firms, through the ValueArc strategy, became what they envisioned themselves to be, realizing their true value as far greater than the sum of the parts. In each case, the company was subsequently acquired for significant valuations.





Pillar 2: Unique, Proprietary Assets

Here, you'll want to identify those aspects of your company that clearly set you apart in the marketplace, i.e. those unique, differentiated, one-of-a-kind characteristics that other providers in your space simply cannot claim. Include as much detail here as possible on what defines these differences against the competitors. What can you do that no other provider can do?

Bear in mind, this isn't just about products, although your products are part of the equation. This is about the strategic, underlying unique value you bring to the market – those things that comprise your “secret sauce” that no one can duplicate. So the questions here include:

- **Is your technology unique or proprietary, including patents awarded or pending?**
- **Do you have proprietary knowledge and experience?**
- **Have you developed special practices and processes as part of your offering?**
- **Do these things allow you to provide functionality and benefits that others cannot?**
- **Can you prove or demonstrate specific return on investment?**
- **Are you on track or ahead of government requirements and regulations?**
- **Are your capabilities scalable, giving your clients the ability to grow with your firm?**
- **Is your solution easy to use? Does your solution allow your clients to do something or avoid something they otherwise could not?**

STEP TWO: VALUEARC PILLAR EXERCISE




Value Pillar 2: Unique and Proprietary Assets

What makes your products and services unique in the market? How do you fulfill your customers' needs more effectively, or less expensively, or in a different way? With this exercise, try to enumerate the things that comprise the unique aspects of your products and consider whether they are being effectively projected to your customers and prospects.

Some starting points:

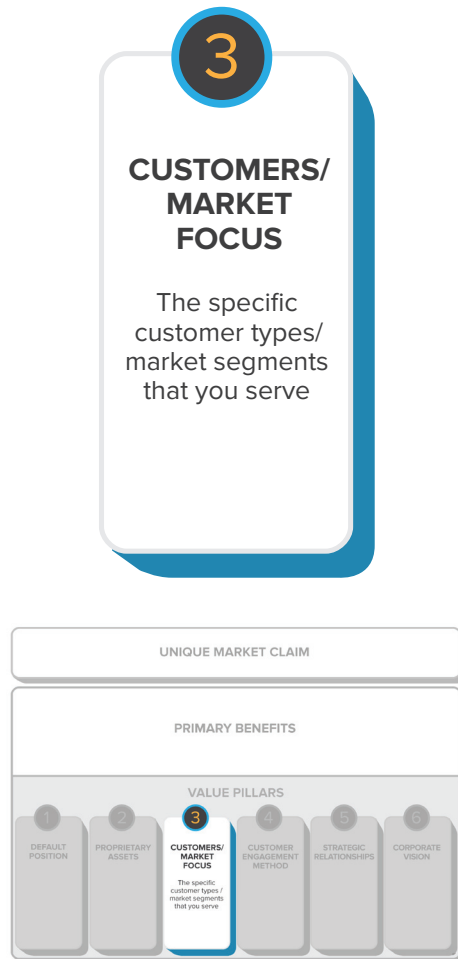
- **What do you have that is genuinely proprietary?**
 - Do you have trade secrets such as a secret formula or process?
 - Do you hold patents, or have patents pending?
 - Is there anything new or revolutionary about your product architecture?
 - Do you offer unique product features, functions or configurations?
 - Is there anything innovative in the way you conduct product research and development?
- **Are these assets clearly defined in a way that is meaningful to your market?** In other words, do you have a clear, well-structured narrative that explains the strategic role your unique assets play in addressing your customers' challenges?
- **Are these assets positioned and branded?** Are you applying specific terminology, product characteristics and brand names that enable you to express the value of these assets in a way that is uniquely yours?
- **Which of these proprietary assets are most familiar to your market? Which are least familiar?**
- **Taken as a whole, can the details about your proprietary assets change how you position your company?**



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Remember, these are the one-of-a-kind characteristics of your firm. You are sole provider of this unique capability. Be sure to acknowledge any patents or patents pending that your firm has secured. Include proprietary processes, knowledge, expertise or tools that your firm has developed and which allow your customers to deploy and use your solutions unlike anyone else. This may also involve delivery methods such as managed services, cloud services and on-demand solutions that are a part of your unique value position in the marketplace.

As you catalog these unique elements, you should also consider if they can be presented in a structured, “productized” form – and collectively branded as a key element of your strategic market value.



Pillar 3: Customers/Market Focus

This is where you detail your company’s distinguishing market focus, illuminating your drive and intention to be the “best-of-the-best” within your target markets. These are the proof points of why you know the market better than anyone; and why your customers would not consider anyone else because they view you as their partner and a key driver of their success.





Value Pillar 3: Market Focus

To what extent does your choice of target markets define you as a company? Does your experience and special knowledge of a particular industry or job function represent a significant part of your value to your customers? The object of this exercise is to identify the market-specific aspects of your company that enable you to serve your chosen customer better than competitors.

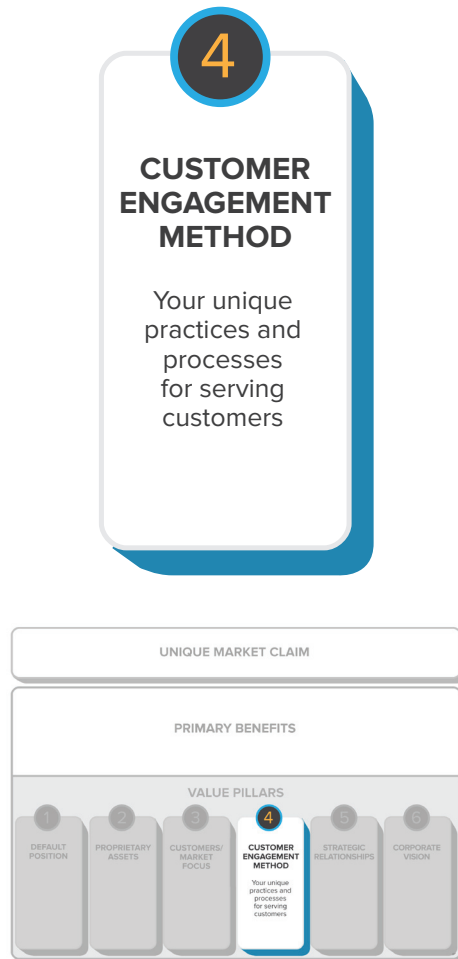
Some starting points:

- **What industry(ies) do you serve?** Identify in terms of broad categories, such as healthcare, retail, manufacturing, financial services, etc.
- **What specific segments of the industry(ies) do you tend to target?** For instance, within manufacturing, it could be manufacturers of building components.
- **What is your geographic focus?** Define the boundaries of your market. Is your focus local?... regional?... national?... multinational?
- **What titles or job functions do you target?** Who is your ultimate customer? CFO? Owner/General Manager? HR Manager? VP of Sales? Director of Maintenance?
- **What are your special credentials for serving your market(s)?**
 - Years of experience?
 - Documented record of industry-specific innovation/leadership?
 - Membership/participation in industry associations or standards committees?
 - Industry awards or certifications?


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Focus, focus, focus: This is where you prove that you understand your market better than anyone; that you “live” this business 24/7/365.

- **Detail specific vertical markets you serve.**
- **List market-specific designations, certifications and other “pedigrees” that demonstrate your target-market expertise.**
- **List any market-specific features and functions that are unique.**
- **Are there specific areas or segments within your market in which you excel?**
- **Is there intrinsic value regarding the availability of your product or the geographies within which you operate?**
- **Does your firm hold a unique history within the marketplace that shows commitment and quality over time?**
- **Do you support specific functional areas such as HR, sales, product development, etc.?**



Pillar 4: Customer Engagement Method

The manner in which you manage your customer relationships is a critical part of your market value, and can often provide a significant opportunity for differentiation. You should productize and perhaps even brand your customer relationship model – especially if it addresses some of your markets' key hot buttons.




Value Pillar 4: Customer Engagement Method

Currently, when your customers buy from you, they may think they're merely purchasing your product; but, ultimately, you want them to believe they're investing in an important and enduring relationship. The purpose of this pillar exercise is to define your "relationship product." What are the unique things that comprise your method of serving and supporting your customers?

Some starting points:

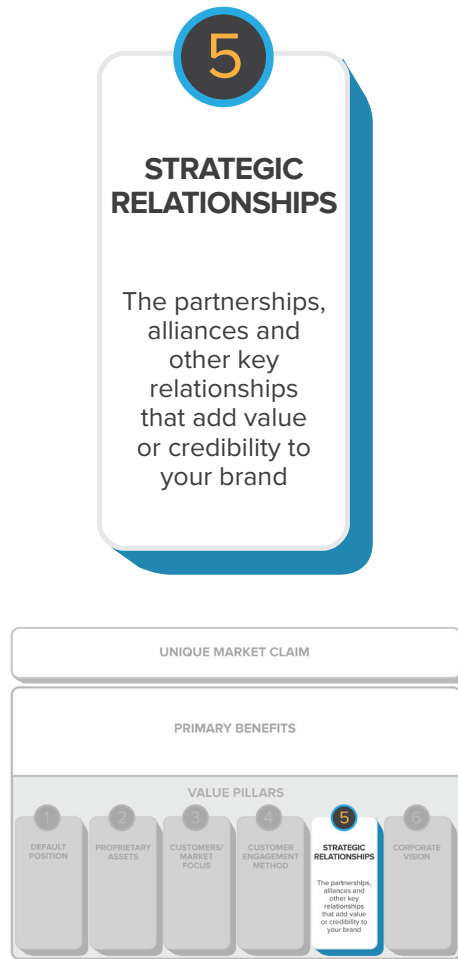
- **What special assurances, warranties or guarantees do you offer customers?** Do they have features that are unique in your industry? For instance, do you provide specific service-level agreements, or money-back guarantees?
- **What methods of problem resolution do you offer customers?** Are customer inquiries and complaints handled in a way that is different and superior in the market?
- **How is your account management / customer service process structured?** Is there anything in your process that is new or innovative?
- **Do your account managers and/or customer service personnel receive special training or certifications?**
- **Do you provide customers with guidance, training and education?**



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To give substance and shape to this critical offering, determine such specifics as:

- **Do you offer guarantees or service level agreements?**
- **Do you offer internal and/or third-party expertise to your customers?**
- **Do you have an effective problem resolution process?**
- **Do you have comprehensive communications tools and systems in place to support client interaction?**
- **Do you offer education and training?**
- **How are product upgrades delivered and documented?**
- **How are you measuring the efficacy of your services in meeting customer requirements? How are you ensuring their success?**
- **Do your processes lend themselves to smooth business engagement? In other words, do you make it easy to do business with your firm?**



Pillar 5: Strategic Relationships

Value Pillar 5 is all about how you make your relationships with other companies, partners and third-party experts a key part of your business. This is important because it allows you to proclaim to your customers, and put your competitors on notice: **“that we are more than a single product, service or solution. Rather, because of our deep relationships in the marketplace, we are your one-source provider. If we don’t have what’s needed within our organization, it’s as close as a phone call away... we can get it.”** This is where you extend your customer value through the relationships that you have with other organizations.

Be sure to list and account for all relationships that amplify your company and its solutions, including expert resources that champion you as the leading provider in your market. Remember, you don’t grow or become the dominant provider in any market alone. These key relationships deliver validation and credibility to your firm, while at the same time helping you to expand your sales footprint.

- Do you have a formal technology partner program? If so, define.
- Have you established any joint product or business development relationships? Expand on these.
- What is the nature of your channel sales program? What incentives might clients and prospects have in working with your firm that are not available from competitors?
- Do you have a referral program for enhancing sales?



Value Pillar 5: Strategic Relationships

The most successful companies usually achieve their success with help from other organizations with whom they share strategic goals or values. This pillar exercise is about identifying specific types of partners who can be instrumental in helping you expand your sales coverage, add value to your product, or enhance your market credibility.

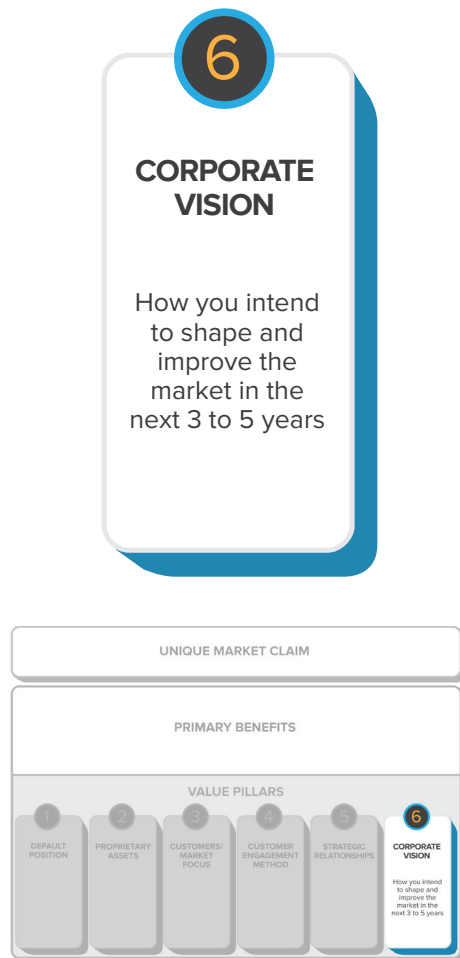
Some starting points:

- **Who are your reseller channel partners?** These are revenue partners—organizations who make money by selling your products, including:
 - Value-added resellers (VARs)
 - System integrators
 - Distributors
 - Retailers
 - Managed service providers (MSPs)
 - And others
- **Who are your technology partners?** Do you have partner companies who integrate your product or technology into their own products? This could be delivered to the market either as a joint solution or as private labeled product.
- **Do you have marketing or referral relationships?** Are there companies or organizations who recommend your product or service because it is somehow complementary or compatible with theirs of they believe you meet a particular set of criteria?
- **Who are your cheerleaders?** Who are the consultants, editors or analysts who speak favorably about your technology or your approach to the market?



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- Do you offer OEM opportunities for companies to “private label” your services and solutions?
- Can your technologies be incorporated into other companies’ solutions? Likewise, do you have a system for integrating third-party technologies into your solutions?
- Do you have joint marketing relationships?
- Do you participate in professional associations or standards committees for your industry?
- Do you have strategic advisory relationships with other, well-known brands?
- Do you have a system for outside product validation, or implementation oversight and project management?
- Do you have financial relationships that make it easy to do business with your firm?
- Finally, who are your third-party “cheerleaders” who champion your firm and its solutions – i.e. the consultants, editors and industry analysts, subject matter experts, etc.? How are you empowering them to advance your story?



Pillar 6: Corporate Vision

All industry leaders have a destination (or destinations) in mind for both their business and their clients, along with a set of actions and criteria for getting there. Leaders state emphatically, “This is where we need to be; and this is how we’re going to get there.” Your company’s vision should be aspirational (i.e. where you plan to be in 1, 3, 5 years and beyond) expressed in broad strokes to form a grand theme, informing clients and prospects alike on why they should expect to still be in business with your firm for the long haul.

Consider the following in evaluating your company’s vision:

- Do you have a development horizon plan and calendar?
- Can you clarify your strategies for sustaining and growing your business over time?
- How are you anticipating and accommodating the future needs of your customers?
- What major market trends are you dovetailing?
- What are your plans for growing your employee base and its subject matter expertise in your market?
- How are you differentiating your corporate culture in a way that incents the best and the brightest to work for you?



Value Pillar 6: Corporate Vision

Successful companies tend to be market leaders. Leadership isn't expressed merely in sales figures—it is expressed in a stated vision for the market. By projecting a vision, you can help shape the direction of your markets on your terms. By nature, your vision should be somewhat aspirational, but also reflect the values and the perspective you bring to the market today. You should use this worksheet to draft a vision statement that will help your market understand how your role—and your value—will evolve over the next three to five years.

Some starting points:

- **How will your products evolve in the coming years?** Is your product vision about making something faster?... more complete?... smaller?... more powerful?... easier to use?...
- **How will you make life better for your customers?** How will your approach to the market continue to make them more productive?... more flexible?... more profitable?... more competitive?...
- **In what ways will you change your industry?** How will you redefine the standards of your industry in such areas as innovation, customer focus, partnerships, and global impact?

Our vision:

-

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The Vision Pillar is perhaps a little trickier than the others, as you have to mentally remove yourself from your “current state” reality and project the status of your firm years into the future, boldly stating your company’s leadership position and value in the marketplace.

As much as possible, try to complete these sentiments regarding your firm in its future state:

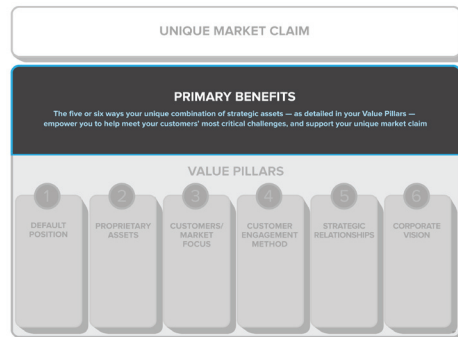
- **“We empower our clients to do...”**
- **“We lead innovation in the area of...”**
- **“We continually define industry best practices surrounding...”**
- **“Our mission is to advance and improve the field of...”**
- **“We’re the company that makes... possible.”**

Finally, as you consider the future vision for your company, try to put yourself in the mindset of some of the companies whose leaders not only created a successful brand, but also created or transformed markets in the process. Companies such as:

- **FedEx**
- **Cirque du Soleil**
- **Apple**
- **Amazon**
- **Netflix**
- **Twitter**

PRIMARY BENEFITS

The five or six ways your unique combination of strategic assets — as detailed in your Value Pillars — empower you to help meet your customers' most critical challenges, and support your unique market claim



PRIMARY BENEFITS

This is where you will “net out” the inventory of your company’s marketable assets, defined in the pillaring session, into a short list (5 or 6, typically) of strategic benefits that distinguish your company from any other provider in the marketplace. You should answer the questions: how the combination of assets identified in the pillaring exercise make it possible for your firm to deliver capabilities and advantages to your clients better than anyone else; how your brand empowers your clients to improve their business. You should be able to cite each primary benefit with a clearly defined, declaration of its impact on your customers. Together, these benefit statements should summarize the business case for your company.

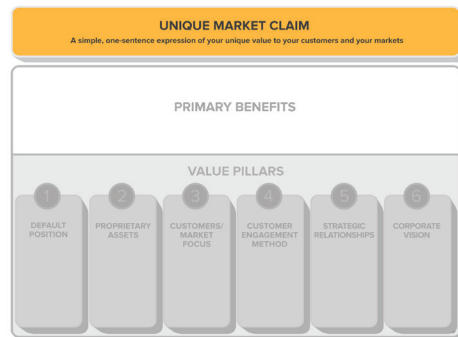
Mapping Market Needs to Strategic Benefits

Again, the strategic benefits should add up to a pretty complete, high-level business case for your company. In particular, the strategic benefits should map directly to the strategic needs or market hot buttons of your target market. This alignment allows you to expand the marketing narrative beyond a simple product discussion. Through ValueArc, you’ve now illuminated a combination of assets that are unique to the market, and how they result in the similarly unique advantages you bring to your customers.

This enables you to proclaim your market leadership. Be sure to identify how each benefit is relevant to your customers’ pressing business challenges — helping them work smarter, move quickly, be more efficient, save money and outpace their competitors. Your strategic benefit statements represent the summation of the narrative that you will develop in Step 3.

UNIQUE MARKET CLAIM

A simple, one-sentence expression of your unique value to your customers and your markets

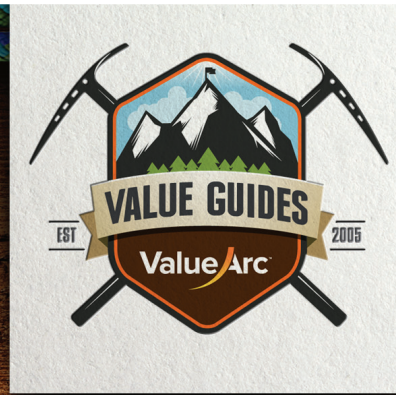


UNIQUE MARKET CLAIM

The final data point in the ValueArc Pillar exercise is your brand promise or market claim. When viewed holistically, taking into consideration all of your company's assets, skills, technologies, relationships, resources, etc., what is the unique, strategic value that your company's brand brings to the market?

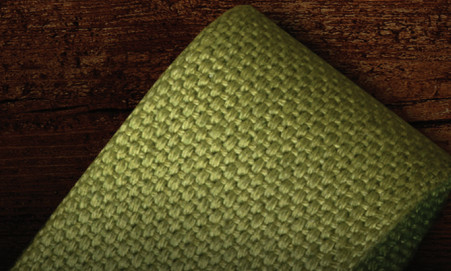
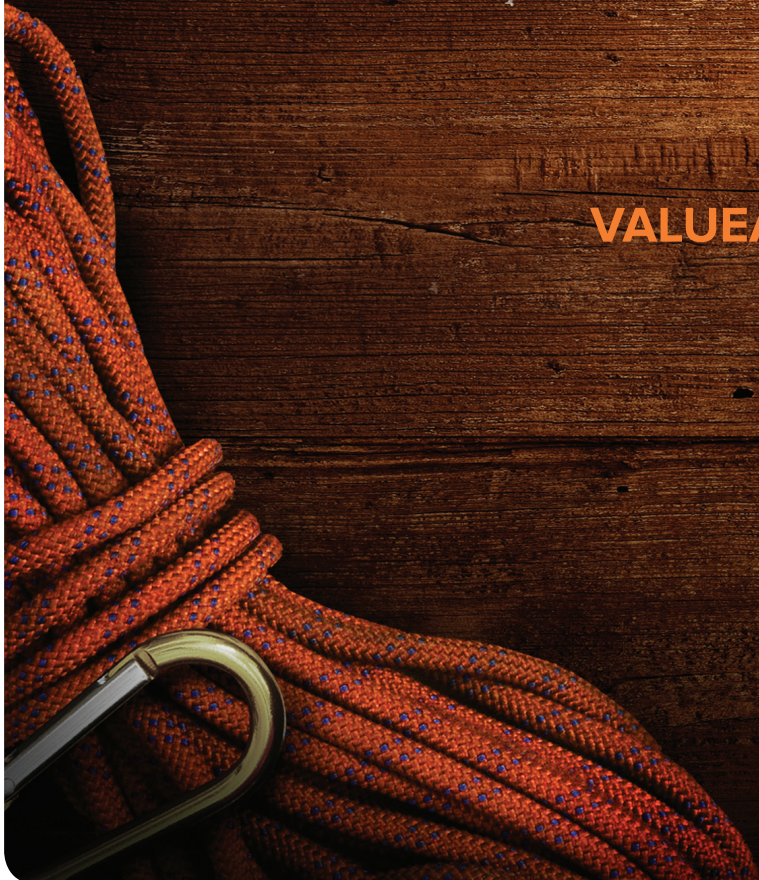
This should be stated in a single yet powerful declarative sentence. What do you do and what does that represent to your clients? What is the line in the sand that you own?

- For a network security company, that might be that you “keep our clients ahead of the threat.”
- For a data security company, that might be that you help to “share sensitive data across your business enterprise... worry free.”
- For an insurance risk mitigation provider, it might be you “make this complex and confusing task simple, complete and fully automated.”
- For a little known enterprise data storage company, it might be that you are “the ‘data availability company’, delivering precise real-time information when, where and how you need it.”



STEP THREE

VALUEARC MESSAGING PYRAMID



STEP THREE: VALUEARC MESSAGING PYRAMID



Messaging Pyramid Exercise

Now that you have completed your ValueArc Pillar exercise, you have achieved a consensus regarding the combination of assets that makes your company unique, as well as the strategic benefits it allows you to deliver to your market. It also means you now have the raw material to create a compelling, well-structured brand message.

This messaging architecture serves as a hierarchal framework for organizing the newly defined positioning from the ValueArc Pillar exercise into an approved “story line” that helps assure message continuity and discipline throughout the organization.

In this exercise, your first use of this structure is applied to your overall brand narrative. It should be viewed as your guiding template for compiling and organizing relevant messages used in portraying your company to the marketplace. That includes line-of-business messaging, product messaging, and customized messages for market segmentation.

Once this exercise is complete, it should be shared throughout the organization so that everyone is on the same page – singing from the same sheet of music, so to speak – when communicating with customers, sales channels, employees, vendors, partners, assorted analysts and industry watchers.

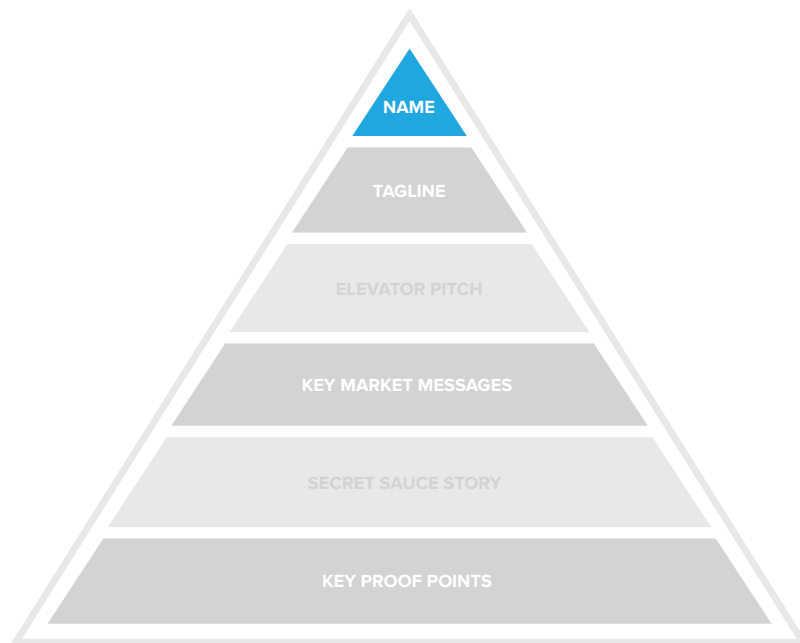


The Power of Message Discipline

It is particularly important that your marketing, communications, public relations and public affairs teams are both schooled and practiced in the messaging framework, as this will help to ensure consistent messaging across all organizations and to all relevant audiences. This should not be viewed as a “want to” but a “have to” for your company.

Consistent and focused message discipline, when executed across all internal and external communications channels and audiences, will deliver a “multiplier effect” for your company in the marketplace, significantly increasing both awareness and positive perceptions that drive market value.

It’s one of the simplest and most cost-effective investments your company will ever make.



YOUR COMPANY NAME: DOES IT HAVE A MEANING?

Your name is usually the first thing the market will associate with your company. But, unless your company name is descriptive and needs little explanation – “South Chicago Plumbing Supplies,” for instance – newcomers may not associate any particular meaning to it.

Perhaps it’s meant to express key brand values. For example, you’re probably familiar with the telecommunications giant, Verizon, but did you know that the name is a combination of the words “veritas” (Latin for “truth”) and “horizon?” Or, maybe a name reflects something important about a company’s heritage. For instance, “Motorola” was a name invented for a company’s early car radio business – by combining the words “Motor” and “Victrola.” And while best known today for its popular “Post-it Note” brand, the company “3M” started life as Minnesota Mining and Manufacturing. Even if it’s a founder’s name (Coors, Ford, Hilton, Dell, etc.) there’s a story to tell.

If someone asks about the story or meaning behind your name, does everyone in your organization know how to respond? Even if the complete story behind the name is long and complex, you should establish a very short and simple script that is consistent with your overall brand message and can be easily remembered.



YOUR TAGLINE: THE ESSENCE OF YOUR VALUE

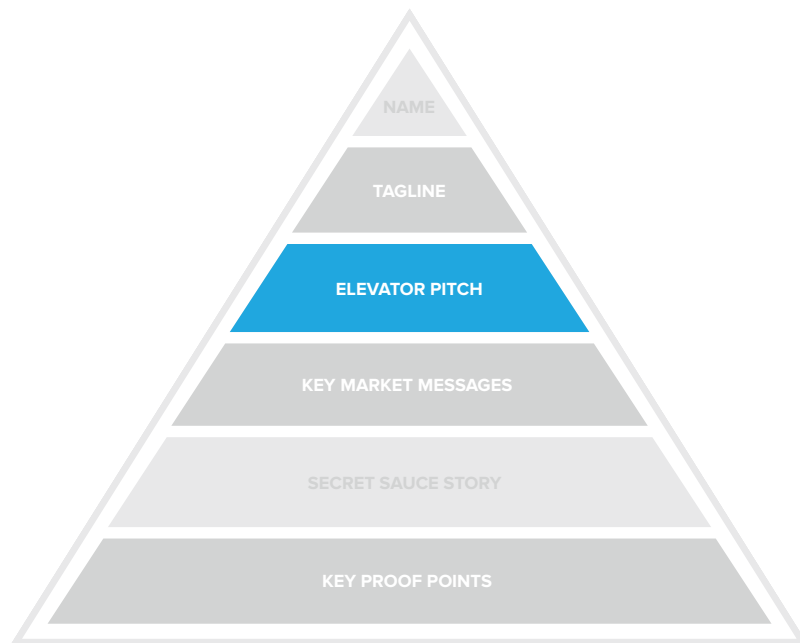
The terms “tagline” and “slogan” tend to be used interchangeably and they both refer to a very short, simple expression of your company’s brand promise, ideally making an emotional connection with your customer. Often, a tagline becomes an extension of a company’s logo. Familiar examples include:

- **“Just do it.” (Nike)**
- **“Solutions for a smart planet.” (IBM)**
- **“Save Money. Live Better.” (WalMart)**

A tagline is not essential to a marketing strategy, but, if well-crafted, it can be an effective bit of shorthand for your strategic narrative.

Taglines should:

- **express the essence of the company’s appeal to the customer**
- **elicit an emotional response**
- **be compatible with corporate messaging**
- **be short and memorable**
- **(ideally) be culturally neutral and maintain its meaning when translated into other languages**



YOUR ELEVATOR PITCH: EXPRESSING YOUR COMPANY'S VALUE IN 30 SECONDS OR LESS

Conceived by Geoffrey Moore in his landmark book “Crossing the Chasm,” the purpose of the Elevator Pitch is to refine the essence of your company’s products or unique value into a short but complete statement that can be communicated in a brief elevator ride. It forces management to focus on a clear, concise value definition and enforce its delivery consistently throughout the organization.

Construction:

For: List target customers. Group them and ultimately define the customer.

Who: Define the need or opportunity. That is, what critical issue does the customer face?

The: Name the product, service or concept.

Is a: Place the product, service, or concept into a generally understood category.

That: List the benefit(s) – not the features – that the product, service or concept provides to the customer. Group or prioritize the benefits to identify the single benefit that is the most compelling reason for the customer to buy the product, service or concept. To the maximum extent possible, the benefit should be quantified.

Unlike: List the competitors and competitive alternatives – i.e. the state of the art.

Our: Develop a statement of the primary differentiation of the product, service or concept. The differentiation is the single most important thing that sets your product, service or concept apart from the competition or state of the art.

The flow of an elevator pitch can seem a little stiff, but its value as a template is that it forces you to think about how to communicate your market value in a way that is very concise yet complete. For anyone responsible for explaining your company to customers, prospects, investors, editors, vendors and other important audiences, it provides a strong starting point, and can help condition them to make a case for your brand quickly and clearly.

STEP THREE: VALUEARC MESSAGING PYRAMID



Example 1:

***For** financial services companies, government agencies, retailers, healthcare companies and other organizations **who** are vulnerable to Internet security threats, **the** ISS Internet Security Platform **is an** advanced technology approach **that** guarantees protection from attacks from both known and unknown threats. **Unlike** conventional zero-day solutions, **our** solutions are capable of detecting vulnerabilities before they can be exploited, thus enabling protection against threats – before impact – to make enterprise security more reliable, manageable and cost effective.*

Example 2:

***For** healthcare organizations **who** need to increase the quality of records conversion and management while lowering costs, **the** Overlook Management Solution **is a** complete patient records workflow solution **that** integrates with other hospital systems, and allows real-time workflow visibility for improved compliance and decision support. **Unlike** conventional imaging solutions, it is purpose-designed for the HIM environment and offers measurable improvements in accuracy, cost efficiency and speed.*



YOUR KEY MARKET MESSAGES: WHY DO CUSTOMERS NEED YOU?

These are the fleshed-out and prettied-up versions of the “strategic market claim” and “primary benefits” you developed in your ValueArc Pillar exercise. This is the story you want to project to your market, in which you equate your unique assets and capabilities as the answer to your customer’s most pressing challenges.

These market-facing messages represent the bottom-line, “net-net” benefits that you deliver to your customers. They should convey the ways you can enable their success, such as:

- **Selling more effectively**
- **Increasing productivity**
- **Reducing costs**
- **Accelerating time to market**
- **Enhancing financial or operational flexibility**
- **Improving competitive posture**
- **Improving customer service**
- **Enhancing employee engagement and success**
- **Delivering functionality or other key benefits not available from competitors**

STEP THREE: VALUEARC MESSAGING PYRAMID



Again, most of the relevant claims should already be baked into the benefit statements you developed in your Value Pillar diagram. This new exercise is all about expanding and polishing those statements into effective, customer-facing messages that comprise a cohesive narrative.

A few general guidelines:

- **Key market messages should be expressed in terms that resonate with customers and address their needs.**
- **All messages should be concise and easily integrated as a complete narrative; yet, each should be expandable into deeper market-facing content for sales presentations, Web content, corporate literature, etc.**
- **For this exercise, key market messages should be expressed in a logical order of importance that reflects the priorities of a majority of your potential customers. However, the modularity of your messages should allow you to rearrange and tune your narrative to accommodate different customer concerns. For instance, some customers find cost reduction a more urgent need than productivity or customer service issues.**

Key market messages should be clearly defined and documented, and should be explained and made available to as many of your employees as possible. They are the specific domain of your communications, marketing and sales organizations. But, every employee educated in the benefits that your firm brings to its clients represents another resource for elevating your company's valuation in the eyes of customers, prospects, investors and other key audiences that might influence the value of your firm.



YOUR SECRET SAUCE STORY: WHAT MAKES YOU UNIQUE – AND BETTER

Your key market messages tell your customers that you can help them overcome their challenges; your secret sauce story explains how you are uniquely qualified to make such a promise.

Think of your “secret sauce” as the legendary recipes for Coca-Cola and KFC, or the saving 15% in 15 minutes with Geico, or Subway’s \$5 foot-long sandwich. It’s unique and it’s yours, and it’s the “gamechanger” factor that helps lift you out of that “default” category and separates you from your competition.

Your “secret sauce” is some combination of assets from pillars 2 through 6 of your ValueArc positioning architecture. It’s also expressed in abbreviated form in your elevator pitch.

The most important element could be a patented technology, a novel customer service approach, or an industry-changing partnership model. Regardless, your goal here is to infuse this unique capability with brand attributes – to give it structure and terminology in order to tell an easy-to-understand story of how you can deliver on your bold promises.



Your secret sauce story should make the case for how your company can do amazing things, such as:

- **Redefine the standards for customer service**
- **Introduce new capabilities and functions**
- **Accelerate return on investment**
- **Boost performance or productivity**
- **Create competitive advantages**
- **Enhance other technologies or processes**
- **Create, deliver and maximize efficiencies**

The secret sauce story illuminates how your capabilities can easily scale to effectively address customer requirements today and well into the future – demonstrating your leadership against the competition in combining and integrating a multitude of resources, technologies and relationships that deliver the most compelling results for your clients. It demonstrates your flexibility to adapt to changing needs and to remain constant, active, vigilant, available and process-oriented in bringing the industry's best practices to bear in support of your clients' ongoing requirements. These are not customer benefit statements. Rather, the secret sauce story represents the supporting narrative for your company's leadership in the industry.

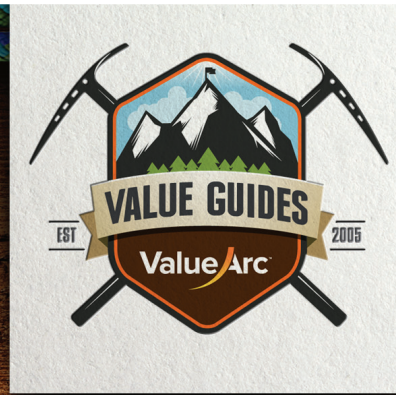


KEY PROOF POINTS: THE FACTS THAT BACK UP YOUR CLAIM

Effective marketing communications requires the combination of “promise and proof.” Your key proof points give credibility to the promises you make to your customers. They are facts, metrics, and third-party validations that back up your claims.

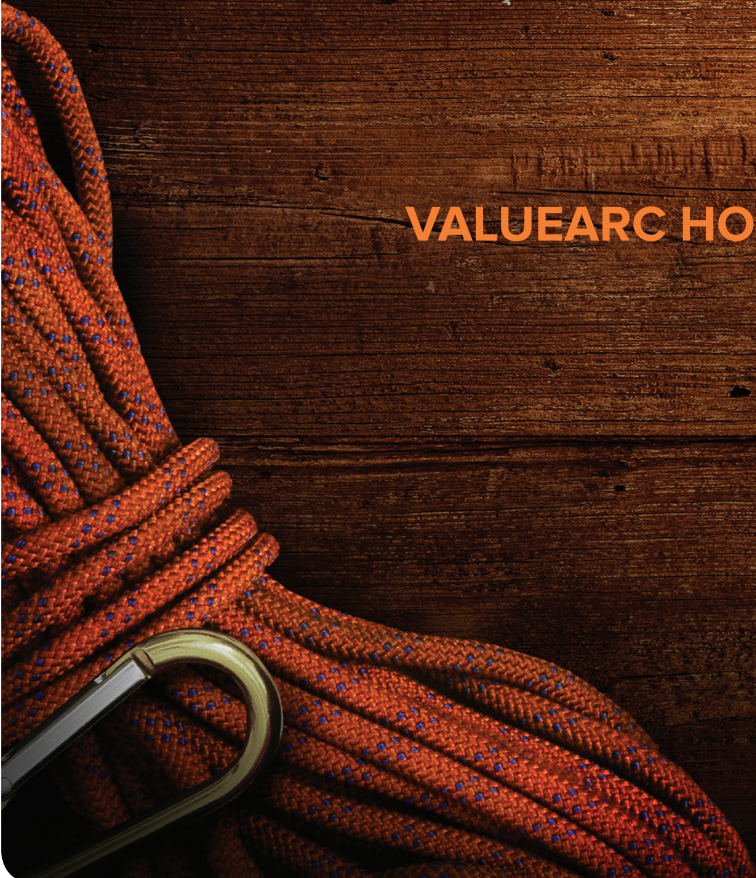
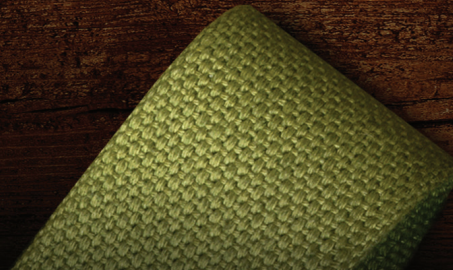
In isolation, some of these facts may not appear particularly significant, but do not be deceived, as it is often small things that ultimately make the difference for a winning formula in the marketplace. It is the combination of these details that make up the total story of your company. Many of these points should be captured in your Value Pillars, and can include:

- **Historical facts and details**
- **Geographic locations and related information such as division headquarters**
- **Patents and other proprietary assets**
- **Documented expertise and certifications**
- **Accolades, including awards, recognitions, industry rankings, etc.**
- **Other relevant accomplishments and/or industry firsts**
- **Partnerships, relationships and other strategic affiliations**
- **Relevant facts regarding number of employees, locations, revenue, customers, industries/markets supported**
- **Market focus, expertise, customer base, penetration**
- **Technologies, services or processes supported**
- **Products and services metrics**

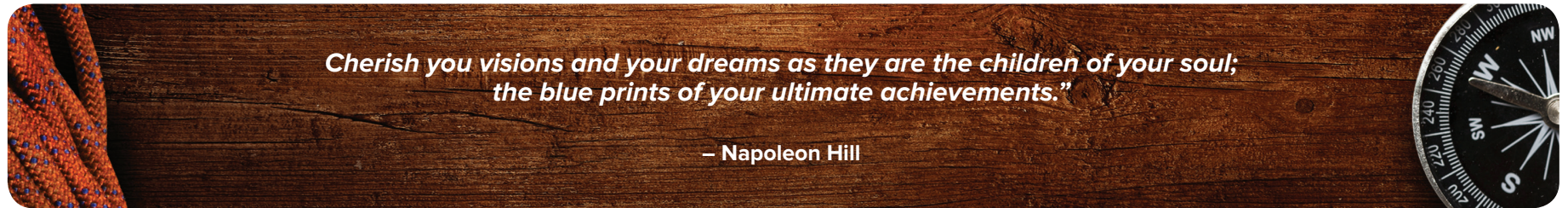


TUTORIAL

VALUEARC HORIZON CAMPAIGN ARCHITECTURE



TUTORIAL: VALUEARC HORIZON CAMPAIGN ARCHITECTURE



Armed with insights gained through your ValueArc Discovery process, the assets and benefits defined in your ValueArc Pillar exercise, and a tight, compelling narrative derived from your ValueArc Messaging effort, you are now prepared to effectively project your company's greatest value to the world and, most importantly, to your future customers. You are ready to deploy an integrated marketing strategy based on market intelligence, supporting metrics and a sharpened understanding of your unique place in the market.

This is the fun part. It's when you get to develop and execute marketing programs that drive your business, and that allow you to accomplish all the strategic goals you have established for your company, such as:

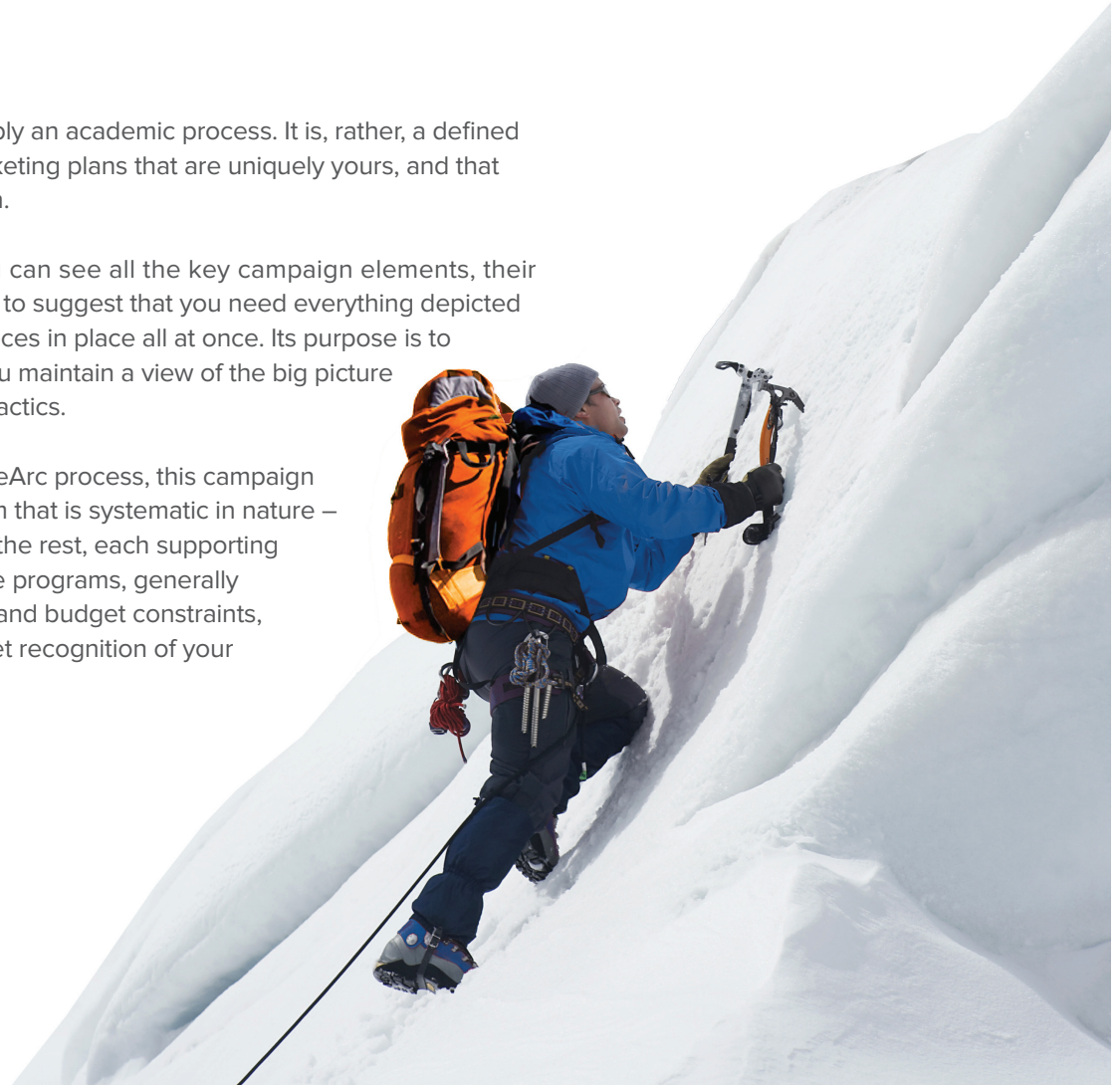
- **increased revenue, profitability and market share**
- **more efficient business development and customer acquisition**
- **entry into new markets**
- **industry leadership and reputation**
- **and, perhaps, opportunities outside the pure business arena in support of the communities in which you work, serve and live**

So, what is the ValueArc Horizon Campaign Architecture?

Like the other elements of the ValueArc blueprint, it is not simply an academic process. It is, rather, a defined roadmap that will guide you in developing and managing marketing plans that are uniquely yours, and that effectively deliver the results needed to reach your destination.

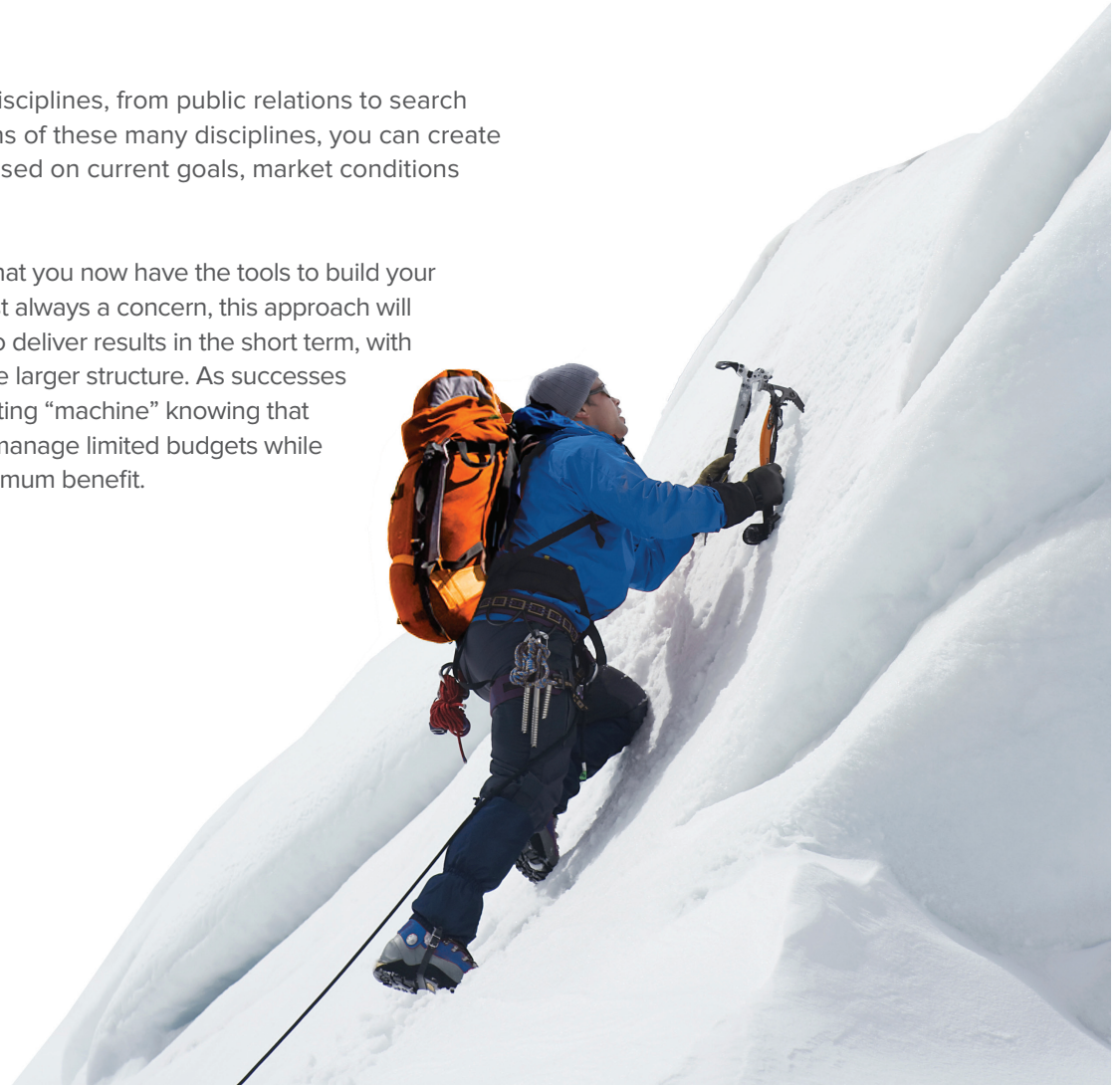
It gives you an aerial view of a complete campaign – so you can see all the key campaign elements, their respective roles, and how they relate to each other. This is not to suggest that you need everything depicted in this framework or that you need to put all the prescribed pieces in place all at once. Its purpose is to give you a frame of reference, a larger strategic context, so you maintain a view of the big picture even as you find yourself neck-deep in day-to-day marketing tactics.

Combined with the insights you have gained through the ValueArc process, this campaign architecture helps you create an integrated marketing program that is systematic in nature – one in which a single effort or set of efforts work in relation to the rest, each supporting the other and all working together to support the whole. These programs, generally developed independently over extended periods due to time and budget constraints, ultimately produce the cumulative impact that you seek: market recognition of your maximum value.



Marketing campaigns can incorporate a variety of strategic disciplines, from public relations to search engine marketing and sales support. With different combinations of these many disciplines, you can create individualized campaigns that address specific objectives, based on current goals, market conditions and budgets.

The beauty of the ValueArc Horizon Campaign Architecture is that you now have the tools to build your marketing machine. And, because budget challenges are almost always a concern, this approach will allow you to implement program elements that are most likely to deliver results in the short term, with the knowledge of where each piece of the campaign fits into the larger structure. As successes and budgets grow, you can execute other pieces of your marketing “machine” knowing that they will all fit and function together. This is an effective way to manage limited budgets while at the same time leveraging your marketing dollars to their maximum benefit.



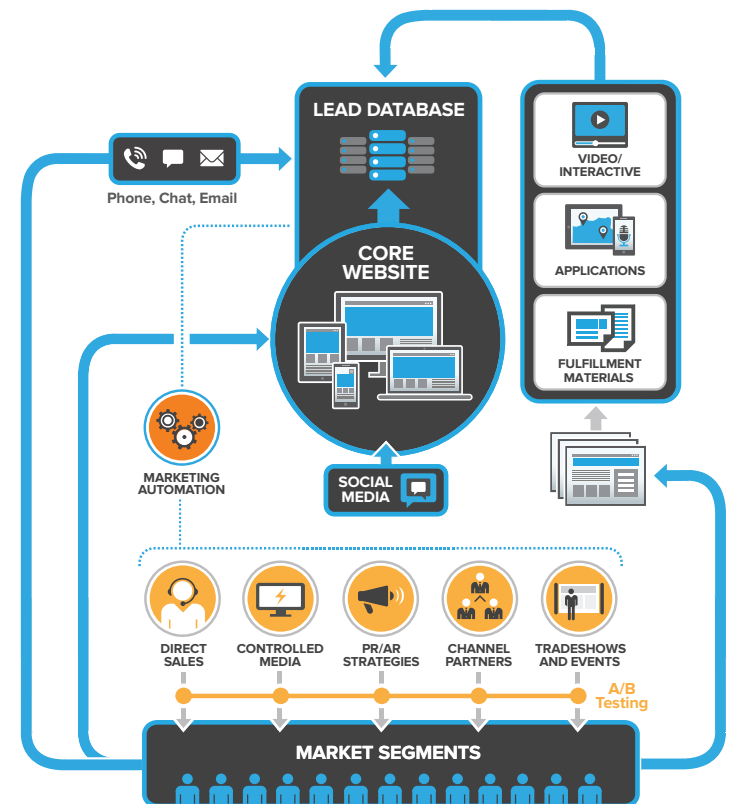
A Diagrammatic Tutorial of the ValueArc Horizon Campaign Architecture

The following slides contain a “visual roadmap” of the ValueArc Horizon Campaign Architecture. It is by no means a recommended approach; rather, it is a tutorial, illustrating the ecosystem that will enable the delivery of your message to the right audience – through the right channels.

These schematics are designed with one purpose: to raise your awareness to the many facets of campaign development, and empower you to build your own strategy. Because so many variables will affect your unique campaign – from budget to industry to target audience – this architecture will help you visualize the overall landscape, and equip you with greater insight for securing the best partners and expertise (direct marketing specialists, PR agencies, media management firms, etc.) to execute your plan.

This framework is modular and flexible, and can be delivered across time based on available dollars and other resources, and across the complete marketing ecosystem.

Now, let's look at the ValueArc Horizon Campaign Architecture...





DIRECT SALES

**Inside/outside
sales force selling
direct to customers**

MULTIPLE COMMUNICATION AND SALES CHANNELS

Once your message is developed, the next task is projecting it to your potential customers. Because this is what devours the bulk of most marketing budgets, you must think in terms of economic efficiency. Your challenge is to achieve the maximum number of exposures, responses, opportunities and sales from a finite number of dollars.

For most B2B and technology companies, this requires a program that incorporates a number of broad communication avenues, each offering advantages and limitations.

Direct Sales

This is the most basic – and common – form of marketing communication, and can range from a single telemarketing person making cold calls, to a large field sales force organized by territory, vertical market or customer size. The advantage is the direct personal connection that enhances the opportunity for closing the sale. However, a direct sales model has limitations: It is expensive to scale and is not efficient for generating broad market interest.

Fortunately, the direct selling process is becoming much more efficient with the emergence of Sales Automation platforms such as Salesforce.com, Silverpop, Marketo and ConstantContact, which has streamlined some of the most tedious – yet most essential – chores of salesmanship. Affordable for organizations of virtually any size, these rich, robust solutions make it easy to develop and update customer profiles, pre-schedule routine contact through email “drip” campaigns, and provide automated alerts to sales personnel when prospects respond. Sales Automation is just one aspect of Marketing Automation, which integrates a growing range of communications activities and enables more productive collaboration between sales and marketing departments.



CONTROLLED MEDIA

Advertising, search, direct, one-to-one, AdWords, PPC, etc.



PR/AR STRATEGIES

Influencing editors, analysts and investors with diverse strategies

Controlled Media

This Controlled media translates to “paid media” – you control the timing and content of the message because you pay for the exposure. Traditional paid media include TV, radio, newspapers, magazines, outdoor (billboards), and direct mail, in which you basically rent an audience that matches your customer profile; and most are purchased on a CPM (cost per thousand) basis. The controlled media realm has evolved in the Internet age to include more automated and intelligent tools, from pay-per-click (PPC) to retargeting. This digital revolution dramatically improves cost-efficiency by generally reducing production expenses, and making scheduling more flexible. Most important, response and measurement platforms now available to controlled media have forever changed the relationship with audiences by shifting it from a traditional one-way communication platform to a two-way interactive conversation – and enabling a more automated transition between customer education and direct sales.

Public Relations and Analyst Relations

PR/AR can be one of the most important and effective components of marketing strategy – especially if you harbor aspirations of market leadership. However, it’s often overlooked or dismissed by small and medium-size organizations, because it requires investments in time and money that generally require months to yield results. The value of PR/AR is the perceived credibility that independent industry analysts, reporters and editors bring to your audience. To have an analyst or journalist say something positive about you is far more valuable than tooting your own horn. Effective PR/AR requires an organized plan, consistent execution of the plan and a long-term commitment to building relationships with press and analyst organizations.



CHANNEL PARTNERS

**Resellers, VARs,
integrators and sales
alliances**

Channel Partnerships

One of the most economical ways to dramatically expand a sales footprint is through relationships with other organizations that are in the business of selling products like yours. These partners come in a multitude of flavors, including distributors, value-added resellers (VARs), retailers, integrators and aggregators. In addition to simply adding sales bodies at a relatively low cost, companies also pursue channel relationships for a variety of strategic purposes.

Some channel partners add special expertise and services that make your product more attractive to certain market segments. Some provide stocking, distribution and credit-management roles, so you can serve a broader customer base without significantly expanding infrastructure. Others may give you entry into new geographic markets. But as a marketing strategy, channel building only starts with the formation of the relationship.

You still must enable and support these sales organizations in much the same fashion you support your own sales force. This includes sales training, solid product content, sales incentives and lead generation.



TRADESHOWS AND EVENTS

Industry tradeshows,
promo events, conferences,
user groups, panels, etc.

Tradeshows and Events

A trade show, conference or other industry event can serve as a valuable microcosm of your market. Not only does it bring normally dispersed potential customers to one place for your sales convenience, it's also a gathering place that gives you access to other critical players, including industry editors and analysts, potential technology allies and channel partners. As an added bonus, it usually provides you a close-up view of your competitors, too. If you understand the potential of all this, then you know there's much more to a trade show strategy than just showing up.

To fully leverage the value of a trade show or conference, you should take these your various constituencies into account. Are you prepared to make the most of your proximity to customers, partners, editors and analysts?

Does your presence at the event have a strategic purpose – such as unveiling a new brand position, introducing new products, and co-marketing with a technology partner or channel partner, introducing a new white paper or participating on a discussion panel?

Once you've established a clear set of objectives for the event, you should develop a campaign framework and timeline for your event appearance. Most industry tradeshows and conferences span three or four days. But your show plan may involve a schedule of several months, including pre-show, at-the-show and post-show activities. Campaign elements could include pre-show direct marketing to show attendees, as well as press releases (perhaps in coordination with channel or technology partners). Activities at the show range from product demonstrations, to promotional exposure through show dailies and site signage, to event sponsorships and panel or committee participation. Afterwards, your post-show priorities should include next-step communications and activities specifically designed to advance the opportunities you created during the show.

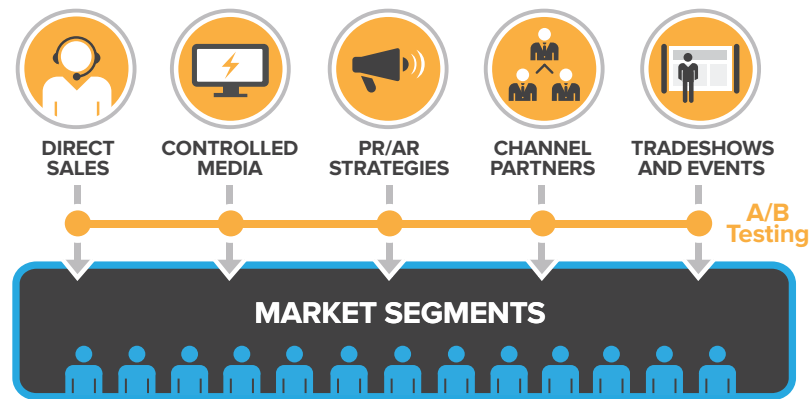
Most important, you should view trade shows and events within the larger campaign context, to 1) insure that it projects your strategic brand message and 2) aligns with and reinforces your other campaign activities.



MARKET SEGMENTATION

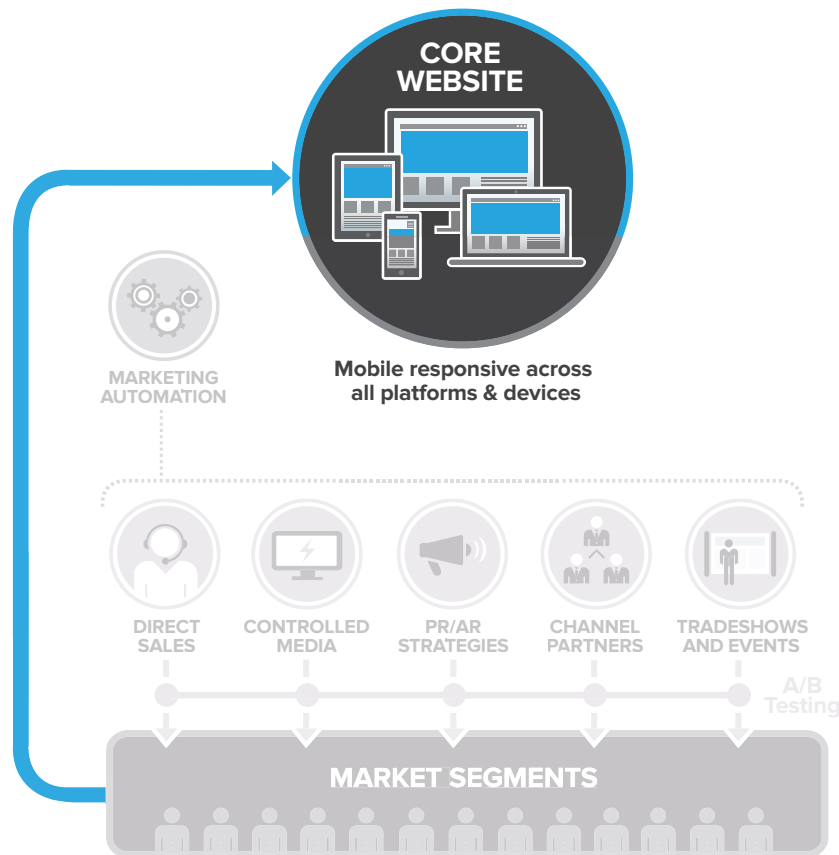
The success of your sales and marketing strategy relies on a deep, ever-evolving profile of your audience – defined into key market segments. These categories can reflect a wide range of profiles and data points, such as demographics (age, gender, etc.), geography (local, regional, national, international, etc.), industry (healthcare, manufacturing, financial services, etc.), title or function (HR, sales, production, corporate management, etc.).

Devising a clear, concise picture of your audience and segmenting their position within the marketplace can maximize your sales channels – and help you find the most effective vehicle for reaching each target. For example: a PR strategy can reach a specific market segment through vertically focused publications.



A/B TESTING

Within the controlled media and marketing automation channels, A/B testing paradigms have emerged as a trusted method for gauging the effectiveness of your marketing. From permission-based email samples to Google AdWords, the ability to test multiple messages can help identify the strongest, most resonant approach – so you can focus your media, amplify awareness, nurture more qualified interest and yield a higher number of conversions.



CORE WEBSITE

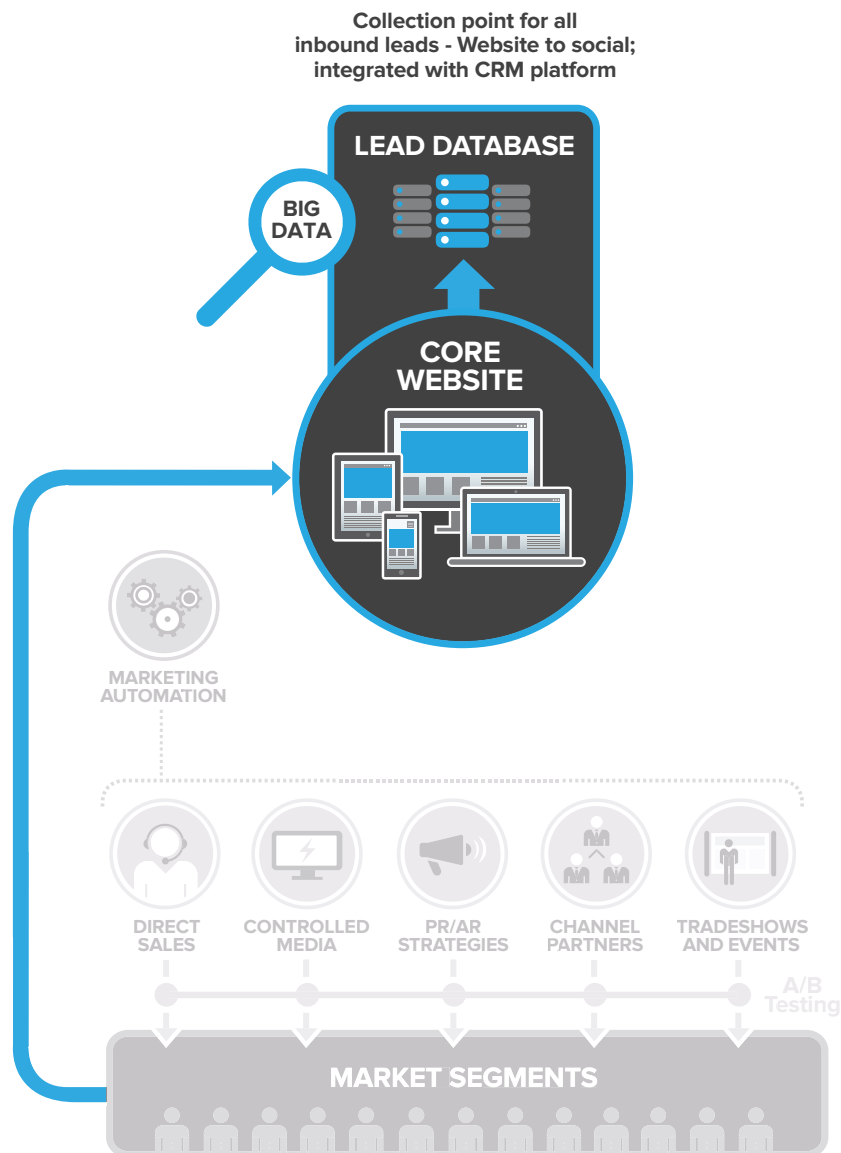
Once the center of the digital marketing universe, a company's core website continues to be a keystone of any outreach campaign. However, as additional marketing and advertising platforms have emerged – both within industry-specific areas, applications and in the social media frontier – the core website has, for some businesses, become less of a central component in the marketing ecosystem.

Consider Instagram: because their entire business is focused on an application, they primarily rely on their website (www.instagram.com) as a touch point for downloading their app. In addition, they have turned to other promotional platforms to broadcast their message – which relies heavily on social media influence and “word of mouth.” Their website is simple, elegant, and contains very little content – which has changed the definition of what a website once represented as the single most important sales engine for many companies.

The value of a core website continues to be paramount to any campaign; it still remains the primary destination for your potential customers to gather information and make informed decisions. Thus, every website strategy should have one central objective: to convert interest into a lead, and capture it. Some sites will measure this success in eCommerce purchases, while others will measure by the volume of leads and detail of prospect information captured. Regardless of the desired outcome, the website should present the visitor with a compelling offer and call-to-action – one that associates “value” in exchange for their information. This might include promotional offers, thought leadership content or product demonstrations.

With the growth and proliferation of Internet-connected mobile devices (smartphones, tablets, “phablets”), a consumer’s interaction with your website has evolved from the desktop and laptop realms to the “mobiletop.” Because of this, it is imperative that your website be “mobile responsive”: built to detect and adapt its visual elements to whatever device the user is on, and deliver an experience that leverages the efficiencies while living within the limitations of the screen. For phones, it means taking the desktop experience and realigning it for a smaller footprint – reformatting navigation, increasing the size of the content (eliminating the “pinch and zoom”), and creating a site that is conducive to a handheld device. The goal is to deliver a seamless experience whenever – and wherever – your audience might be, so they are more apt to convert as a lead or a sale.

Having a best-of-breed Content Management Solution (CMS) is also a critical consideration. Websites are essentially portals for delivering fresh, searchable content – and given the time and cost of programming, having an easy-to-use CMS will make your website more powerful and manageable. These solutions range from open source (Wordpress, Drupal) to enterprise-class solutions with marketing automation capabilities (Sitecore). Whether your platform is .NET or PHP, the bottom line business objective is to find the right platform to optimize your website management and focus on content development.



LEAD DATABASE

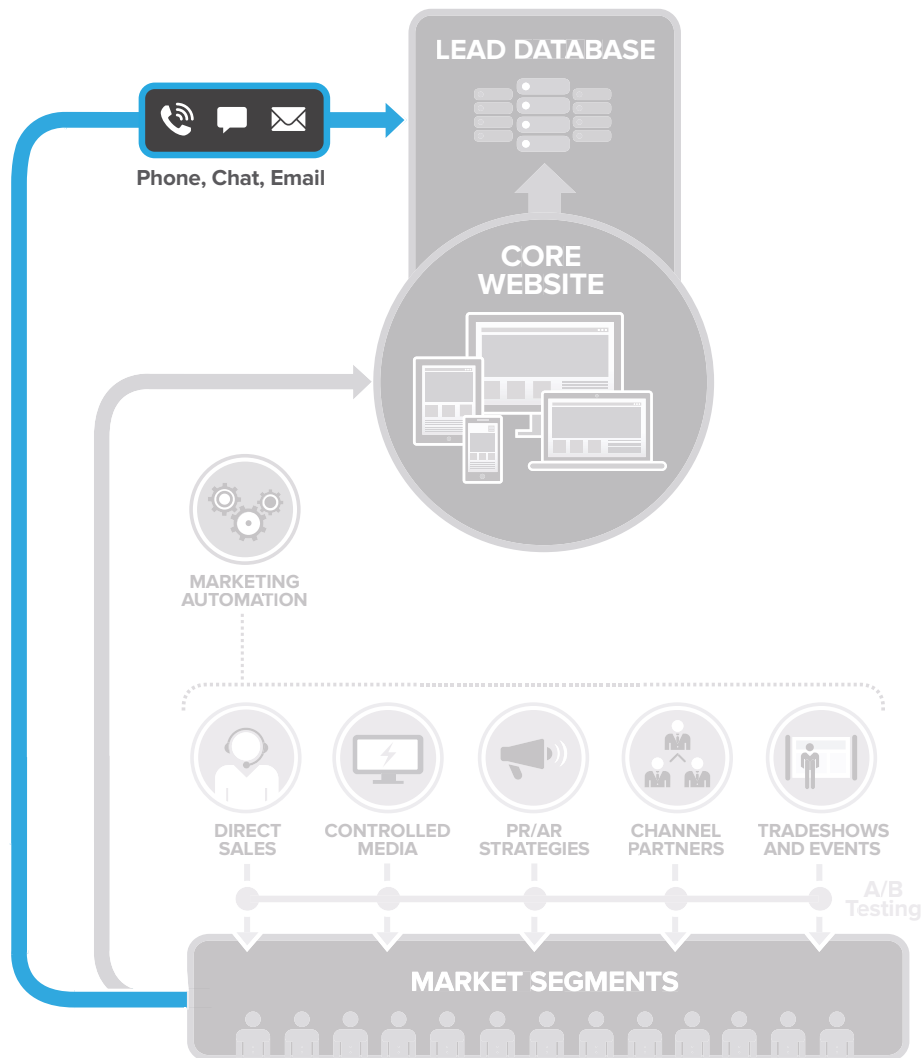
Leads are the gold that every campaign is built to mine. Never before have websites been more tightly integrated with lead database platforms and Customer Relationship Management (CRM) solutions. While the core website is not the only repository for leads, it does continue to be a key conversion point – which is now enabled with business-class CRM software to capture and automate the entire lead management lifecycle. From Salesforce.com and Oracle to smaller niche applications, having a lead database solution that facilitates the capture, connection and development of lead data.

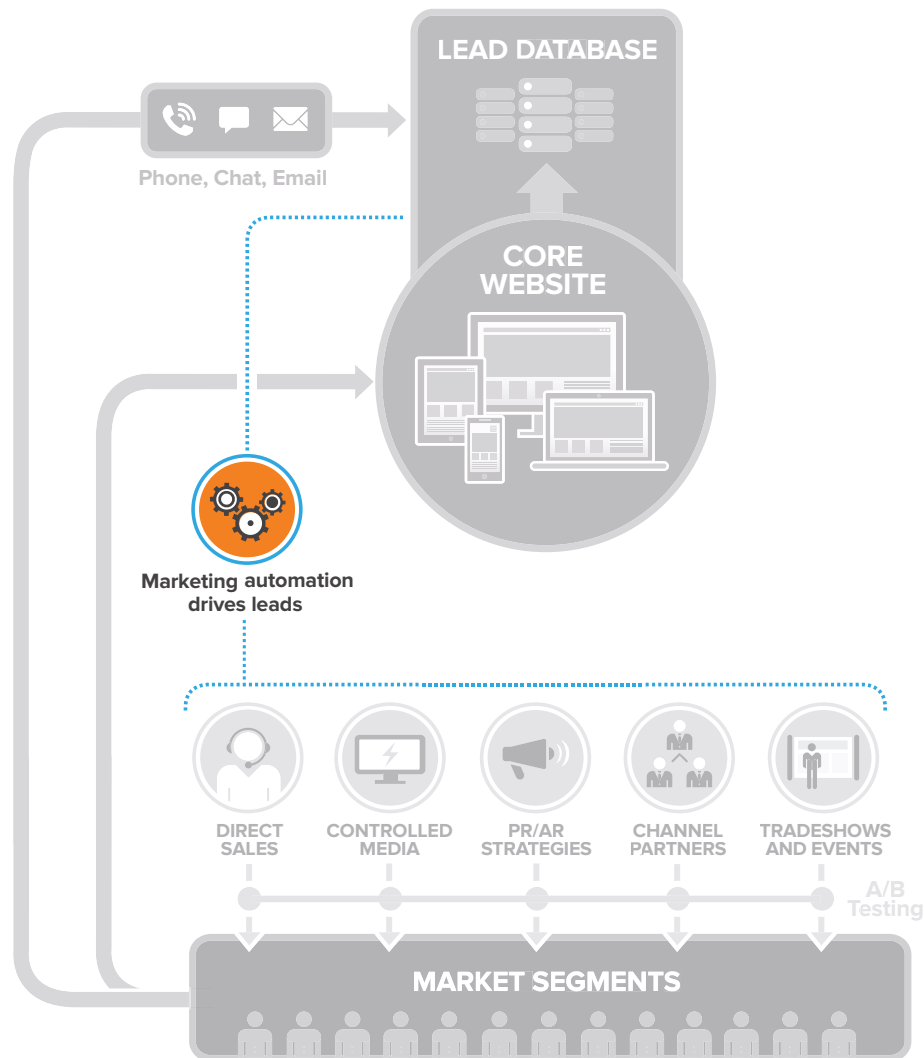
BIG DATA

One of the emerging goals for many companies is to develop a “Big Data” strategy around their massive (and ever growing) information assets. With terabytes and petabytes of user data now available across a wide spectrum of channels, Big Data strategies and software solutions are helping businesses “mine” the patterns, trends, and critical associations that exist within the “zeros and ones.” With respect to marketing, Big Data can help analyze and reveal key behaviors and interactions from a target audience, enabling greater market awareness and more effective, resonant messaging.

TRADITIONAL CUSTOMER RESPONSE COMMUNICATION

While the focus has shifted to more automated digital tools for driving leads, it is still important to maintain high-touch communication avenues with your audience. Phone and email provide the foundation, but chat services (such as Olark) deliver instant, two-way communication via your website. The market is well-conditioned to using chat in tech support applications, so it has matured from a more exotic experience to a fundamental communication asset.



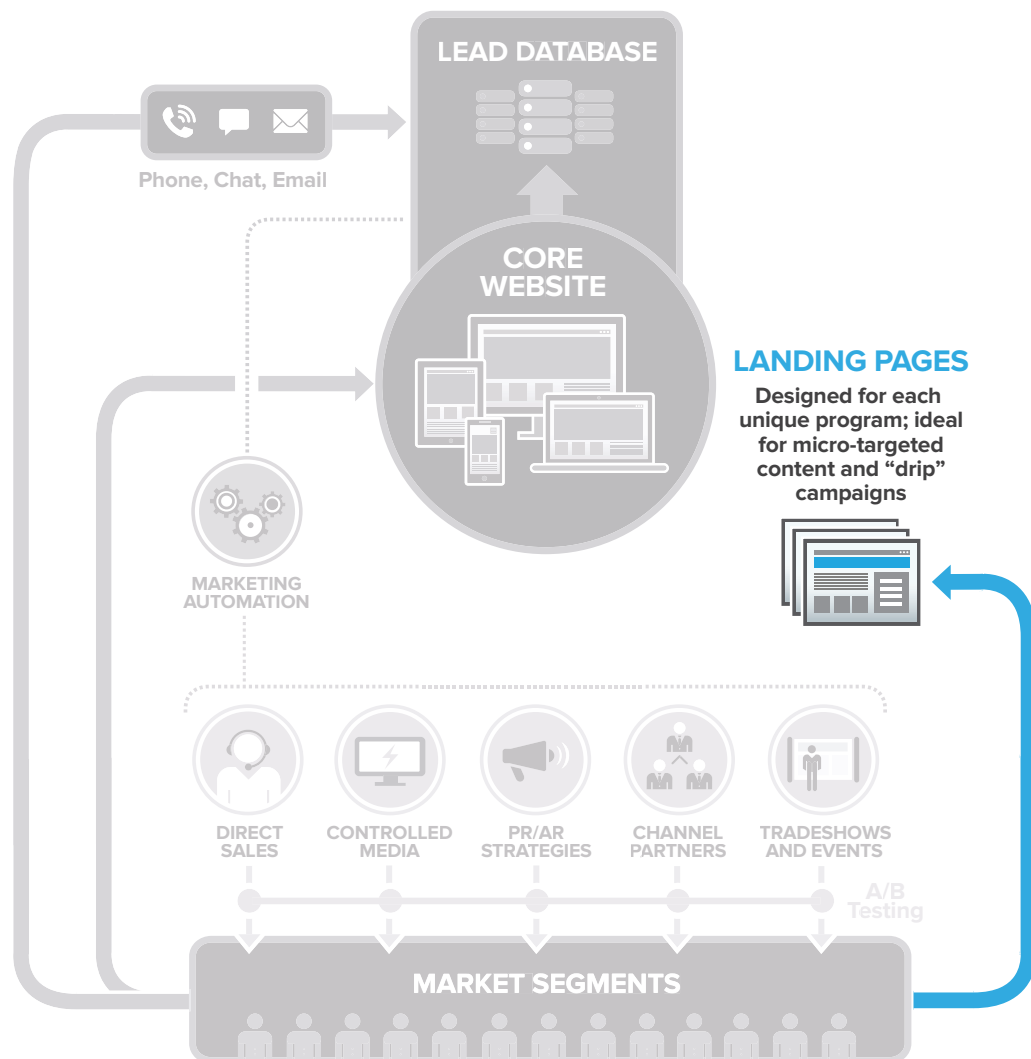


MARKETING AUTOMATION

Marketing Automation is a fast-evolving and ever-broadening set of technologies and practices – all designed to integrate, automate and correlate your communications with customers and prospects. It may start with a proven sales automation platform such as Salesforce.com, but it can expand to incorporate other applications and processes – many of which may be cloud-based, or offered as managed services by specialty marketing firms.

Some of these technologies have the ability to collect lead data almost instantly at the point of a campaign's deployment. For example, with email campaigns, data points such as open rates and click-through rates are immediately available for analysis, and can help provide key intelligence for tuning future campaigns. Marketing Automation solutions are getting increasingly sophisticated, making it easier to condition raw leads into highly detailed customer profiles and integrating with social media, nurturing campaigns and other activities that are downstream in your marketing flow.

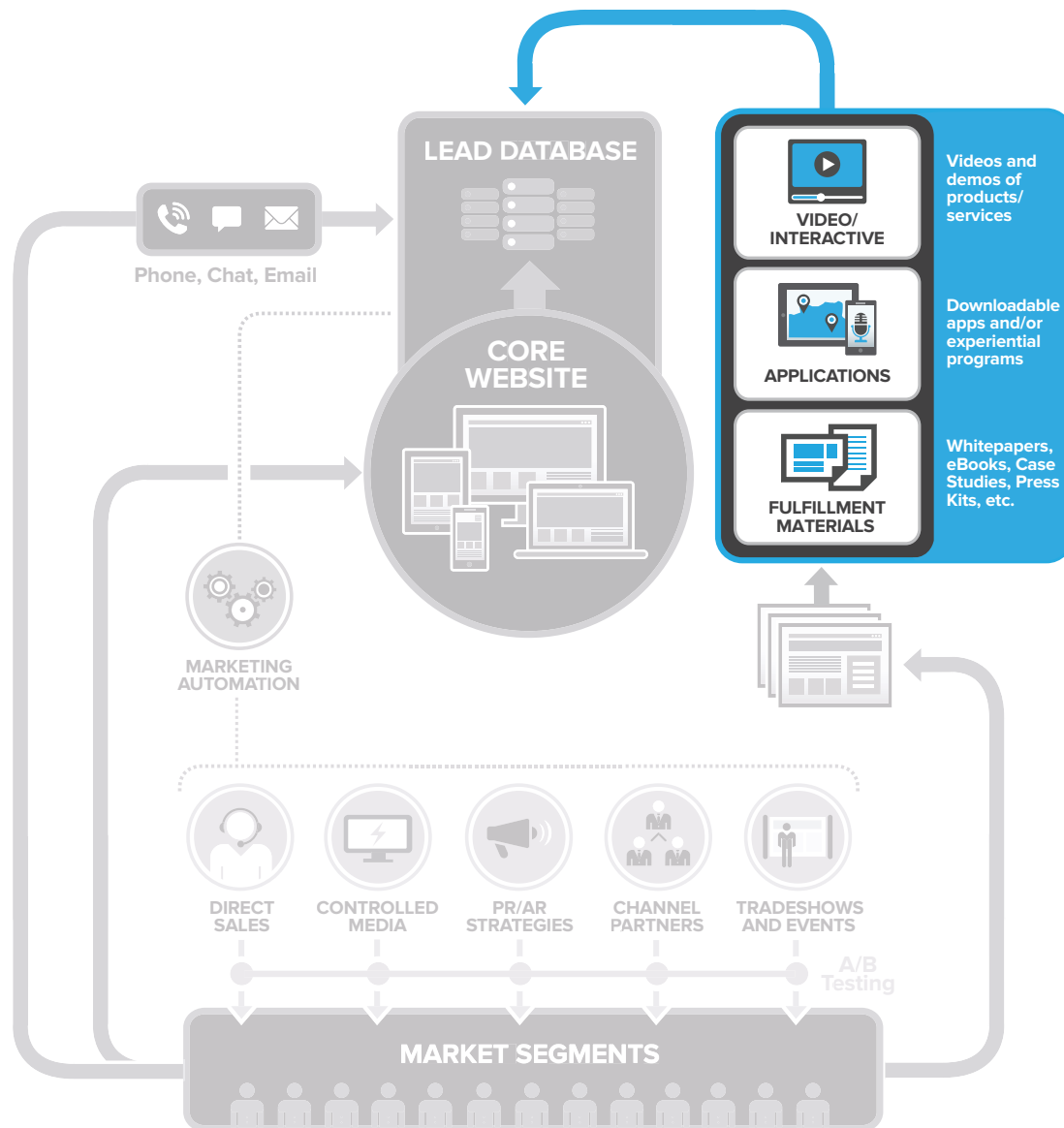
Ultimately, Marketing Automation is about making communications with your market more effective, more cost-efficient, more personalized, more interactive and more measurable.



LANDING PAGES

Landing pages are “microsite” experiences designed to convert leads around a focused message or promotion. Unlike a full website, these isolated pages are built as a next step from an outbound promotion (typically from controlled media like GoogleAds or banners), driving a prospect to access merchandise or valuable content. Utilizing best practices around landing page design, a form should be present as high up on the page as possible, along with a strong call-to-action – and content made clear and easy to read, so as not to distract from the offer and the form.

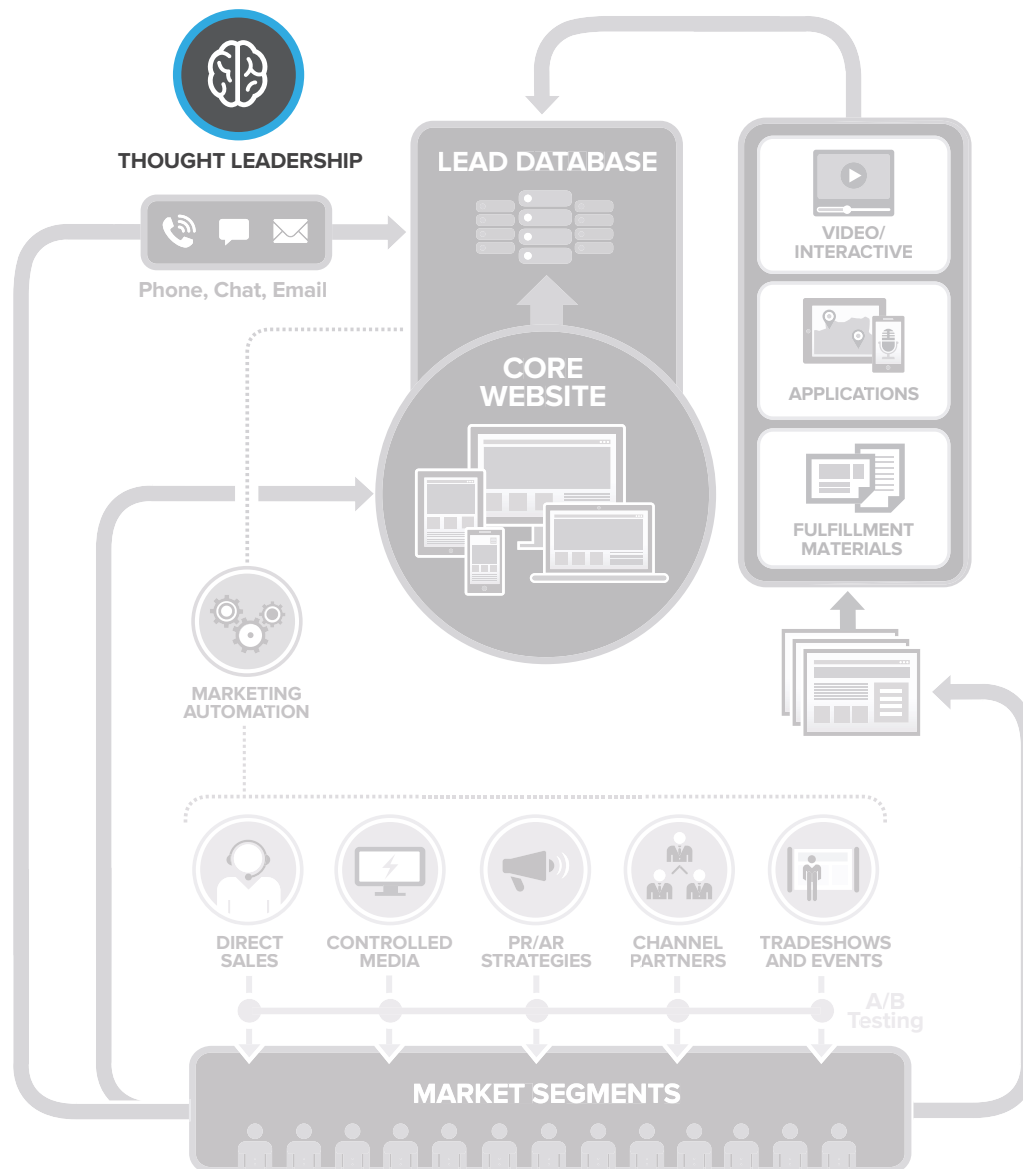
Landing pages are also ideal tools for measuring the performance of extended campaigns. As prospects are nurtured through “drip” marketing – where a series of pre-set messages are transmitted across multiple emails – landing pages can capture and convert interest at critical points in a program’s lifecycle. It is also possible to perform A/B testing with different landing pages, helping to augment the continued performance of the campaign.



PROMOTIONAL OFFERS AND CALLS-TO-ACTION

The call-to-action or promotional offer on a landing page can vary, but should provide some tangible value to the audience. While merchandise or “schwag” can enhance a conversion, these materials also attract more unqualified leads. Some examples of the best performing vehicles include product demos or videos, applications (“apps”), or thought leadership materials (including whitepapers, eBooks, case studies, press kits, etc.).

Applications represent a more “experiential” realm of content marketing, creating a more interactive, two-way paradigm. Not only can they provide your audience with a more valuable asset (such as geolocation services), but they can also enrich your database in real time with key information around behaviors and usage.

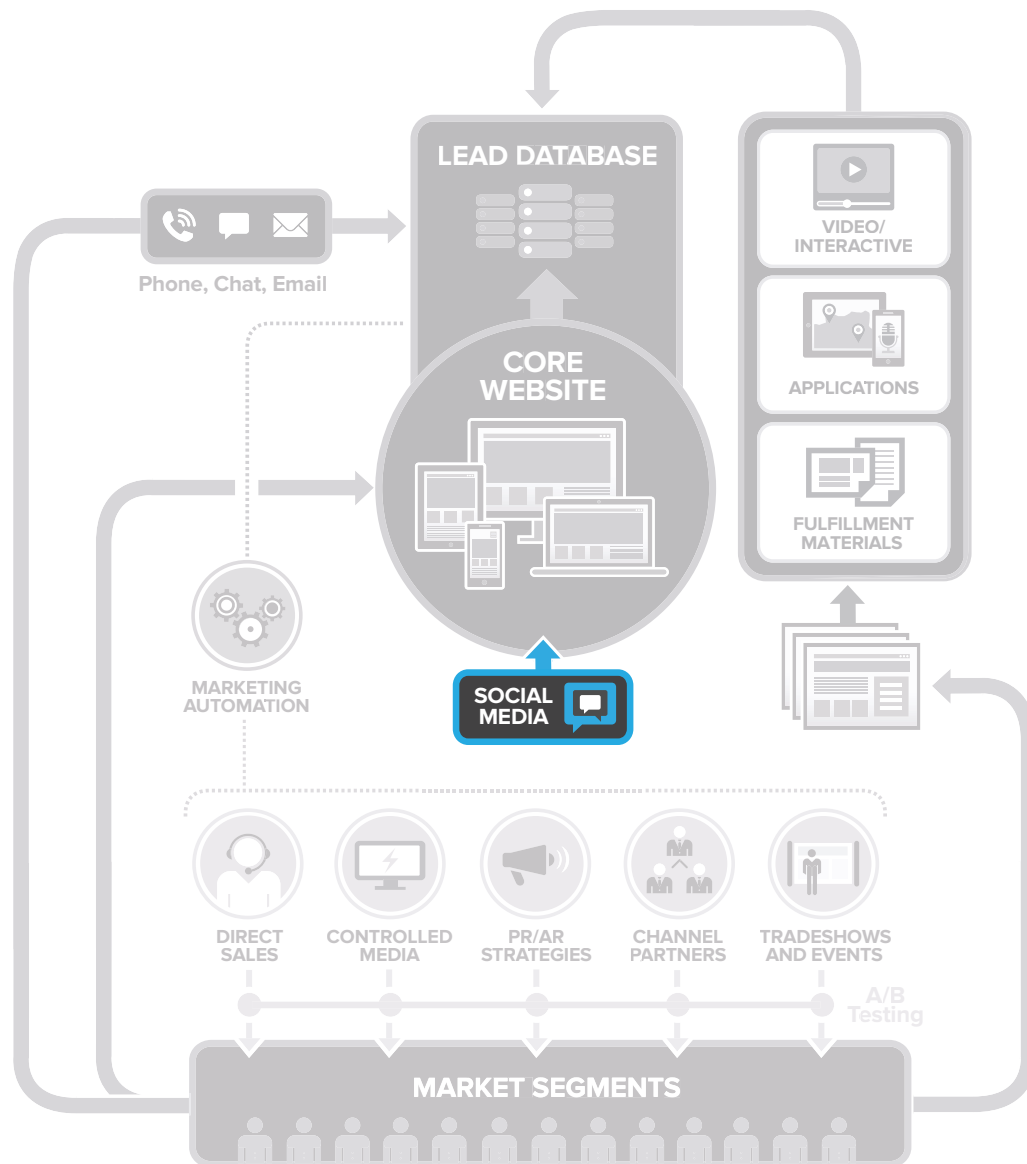


THOUGHT LEADERSHIP CONTENT

You can build the most sophisticated marketing machine in the world, but it will only perform at its peak with the right fuel. That fuel is high-value content – projecting your company as a market leader that understands and effectively addresses the pressing needs and concerns of its customers. For most technology and B2B companies, this is not something that can be accomplished with a single “touch.” Sustained revenue growth, expanded market share and eventual brand preference and loyalty requires market education and the gradual building of trust.

This is where your unique position and messaging as developed through the ValueArc process is given life and put to work. It's essential that you adapt your narrative to the many communication forms within your campaign architecture – to allow customers to choose their preferred method of engagement. Some prospects may prefer highly technical content that is organized in white papers and application profiles. Others may be more interested in your product's impact on business operations, which they can learn from watching a case study video. Still others may value your analysis of market trends – explained in flash animation or infographics.

Ultimately, all the vital things you would hope to express to a customer in person must live within your campaign architecture – organized and packaged in all the forms that are accepted and embraced by your market.

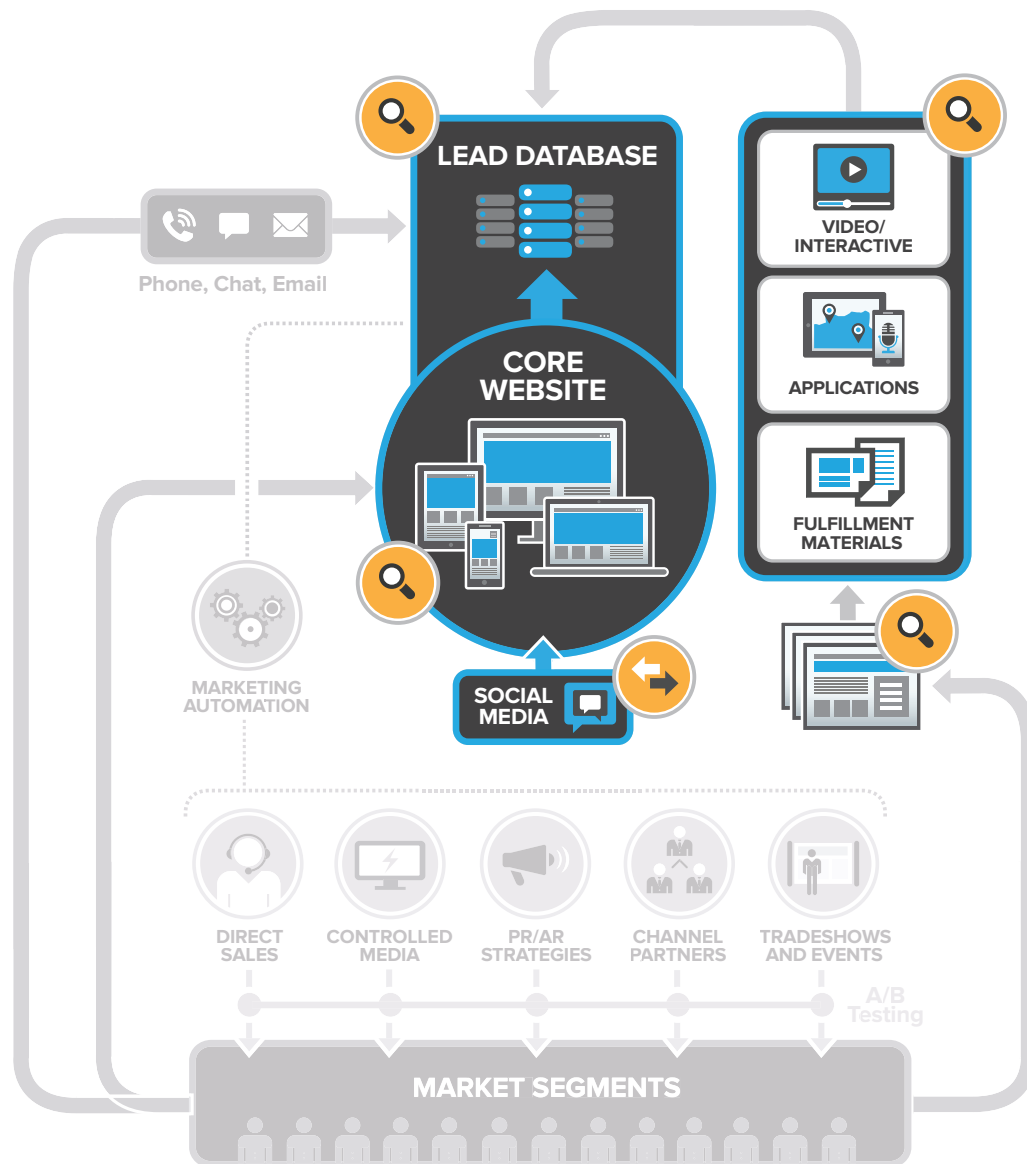


SOCIAL MEDIA

Social Media is a proven yet still evolving frontier of marketing. From Facebook to Twitter to LinkedIn, each platform represents a wide spectrum of audience segments – and a wealth of data for micro-targeting prospects.

Social media sites have become powerful advertising platforms, enabling you to reach one or one million based on the objectives of your campaign. But social media is also about influence; understanding how to communicate and engage with the right “voice” within each environment is key. While automated platforms like Hootsuite enable more efficient control over multiple channels, it is important to strike the right chord with each unique social media audience.

Rather than simply posting the same press release across every platform, “tune” your messages to leverage the behavioral posture of a user as they engage with each site (for example, Facebook users are typically more social in their interactions, while LinkedIn users are networking in a more professional manner).



REPORTING AND ANALYTICS

No campaign would be complete without analytics. At multiple points within the ecosystem, analytics can be instrumental for improving the overall performance of the campaign. At the core website level, foundational applications such as GoogleAnalytics can provide insight around visitor behavior such as form conversions, page bounce rates and heat maps for page views – revealing the effectiveness of your messaging and content. Within the database, Big Data analytics can uncover trends and patterns in user behavior. And real-time response at key points can enable a campaign to rapidly respond or pivot in its direction.



ANALYTICS

Reporting, analytics, big data, statistical trends, and A/B testing results to improve campaign



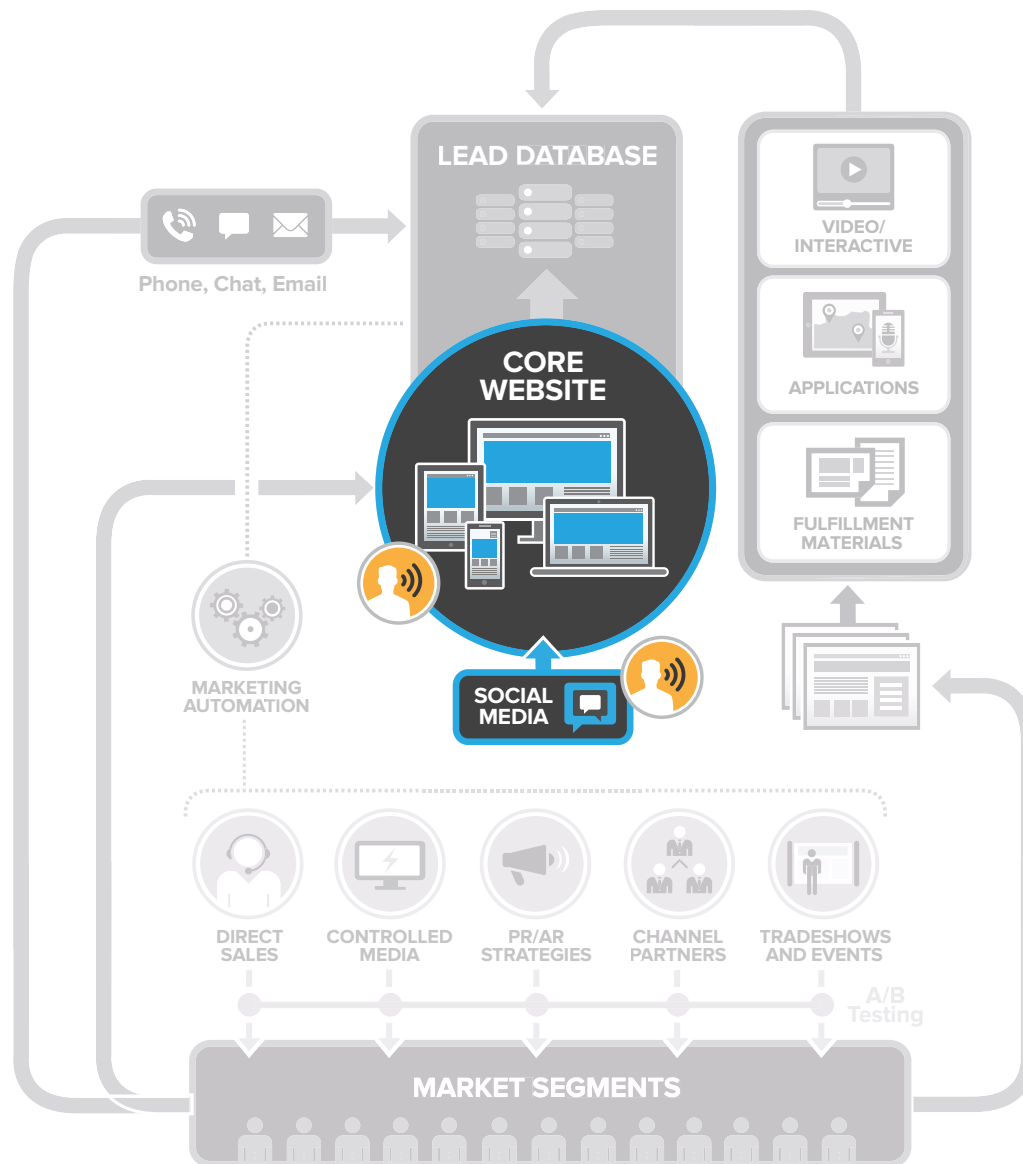
Website reporting, bounce rates, analytics, heat maps, etc.

Real-time behavioral data and analytics

Big data, reporting and analytics



Real-time response and interaction



VOC/LISTENING STRATEGIES

Understanding the “Voice of the Customer” (VOC) is fundamental to every layer of the campaign infrastructure. Now more than ever, technology can provide deep insight into the unique behaviors of your audience – from automated text analytics that scan millions of Facebook posts, to Web-based surveys that provide a real-time “snapshot” of audience sentiment. These “listening” tools have become indispensable assets for gauging the mood of the marketplace across a wide set of data points, from attitude, buying drivers, trust, loyalty and more.



VOC/LISTENING STRATEGIES

Leveraging text analytics, surveys and listening strategies to gauge the “voice of the customer”

CONCLUSION

Actually, there is no conclusion...

But don't lose your grip – it's simply because business never stops moving. That's what keeps it exciting, engaging, challenging and rewarding. There are always risks on the way up (especially the fear of falling down), but the best thing you can do to equip yourself for the journey is to learn.

Marketing communications is truly an enterprise without end, because the market is constantly changing. Fortunately, the ValueArc process gives you greater command of your destiny in the face of this change. Use it periodically to review your marketing posture, especially whenever your company reaches a new “crossroads” such as a merger, a new product introduction, or a shift in distribution model. ValueArc will offer structure and visibility, so you can more effectively adapt your positioning, messaging and campaign approach as these new challengers occur.

Good luck. And keep climbing.



NEXT STEPS

You've purchased the **ValueArc Basecamp Independent Workbook** – a self-guided exercise.

But if you're looking for a more complete, guided experience from an expert team, we offer the full **ValueArc Basecamp Discovery, Positioning & Messaging Program**, as described on the following page.

When you're ready to continue your expedition, we offer other products to fit your scaling needs:





ValueArc Basecamp Discovery, Positioning & Messaging is our flagship product. It covers everything: research, interviews, session facilitation, synthesis – and delivers a complete messaging and positioning framework for your business. The process is highly collaborative, with seasoned ValueArc leadership at every step to provide deep analysis and critical recommendations. Our team of seasoned experts have successfully conducted ValueArc sessions for dozens of companies, from startups to the Fortune 1000 – allowing you to focus on the journey while we do the rest. No other program on the market delivers this kind of powerful insight for your positioning and messaging.



Now that you're armed with powerful messaging and positioning from the ValueArc Basecamp process, how do you project it to the marketplace? With world-class branding that elevates your visual presence. ValueArc Ascent delivers a complete branding blueprint for your business. It analyzes your brand's strategic potential and maps a unique "brandscape" for standing out in an increasingly noisy and fragmented marketplace. ValueArc Ascent also integrates the core tenants of your Basecamp messaging across a spectrum of strategic brand tools – from identity solutions to collateral templates and more. Also available as an independent product, ValueArc Ascent delivers sophisticated brand solutions – all designed by an award-winning team that has served early-stage and well-established leaders across the globe.

ValueArc Ascent Brand Architecture includes:

- **Brand Overview:** assessment and research about your brand and its position within the marketplace
- **Brand Audit:** Web-based surveys and analysis to help determine your perceived strengths and weaknesses
- **Brand Story:** developing the narrative, rationale and validating attributes that support your new brand
- **Brandscape:** a competitive analysis of your visual marketplace, and recommended strategies for standing out (color, graphics, typography choices, etc.)
- **Logo/Identity Solutions:** creating the personality, design and visual recommendations for your new logo and brand template
- **Brand Showcase:** the ecosystem of brand applications, including website homepage template, data sheet/ case study template, correspondence package (business card, letterhead) and PowerPoint template
- **Brand Guide:** a short, practical manual to help properly manage and govern the use of your new brand



You've reached the summit, and there it is: a horizon of communication channels and go-to-market opportunities, stretching out before you. How do you make sense of it all? Developing the right campaign to launch your new messaging and positioning is key – and having the right plan can make all the difference. ValueArc Horizon delivers a comprehensive campaign architecture recommendation unique to your needs, and builds from there. Looking for research services, a la carte merchandising or a partner to negotiate your rates? What about a channel recruitment program or a sales acceleration strategy targeted at CIOs? With so many possibilities, you need the guidance and expertise of a seasoned team to build a plan that meets your goals and your budget. ValueArc Horizon delivers it all – with maximum impact.

To learn more or purchase one of our products,
contact us at info@valuearc.com



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The ValueArc product is a set of tools and resources designed to help businesses improve their messaging, positioning, marketing and branding – as well as their overall business performance. However, a wide variety of variables may affect the general outcome. By purchasing this program and its contents, the buyer agrees that DaynerHall does not guarantee any explicit results by using this product or utilizing any guidance provided by representatives from DaynerHall.

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