

ValueArc™



ValueArc Pillar

EXECUTIVE SESSION



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INTRODUCTION



**Welcome to the ValueArc Pillar Executive Session:
one of the most critical and interactive stages in your journey.**

At this point in the Basecamp Independent Program, you should have completed the first step of ValueArc Discovery – and given yourself and your team some time to analyze your findings. Refer back to the Workbook if you have any additional questions.

This presentation deck is designed to help you facilitate your live session. It contains graphics and instructions that will visually support your discussion, shape your conversation and manage your progress through the meeting. Remember: this is a suggested template to help you streamline your efforts; you can adapt these graphics and the overall structure of your session to meet your specific needs.

Throughout the deck, you'll also see tips and recommendations (such as **"REMOVE THIS SLIDE"** in the lower right corner).

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INTRODUCTION



In preparation for your session, make sure you prepare with the following:

- A brief summary and review of your ValueArc Discovery Process
- A draft of your market's "hot button" issues – roughly 5-10 key items you have identified from your Discovery process
- A strawman copy of your company's "default position" as you currently see it from your Discovery analysis
- A list of the team and stakeholders involved in the program – including the executive team in the session with you
- The complete set of ValueArc session worksheets for each participant

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INTRODUCTION



As facilitator of your Executive Session, be sure to:

- Keep discussions moving forward at all times. As with your earlier meetings and discussions, 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.
- 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.

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INTRODUCTION



- As much as possible, discourage emailing, texting and phone usage to maintain focus and limit potential distractions
- 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.
- Remind everyone that you and/or your assignee will function as both facilitator and participant
- Remember to leverage the worksheets where noted throughout the session (reminders are in the deck on relevant slides)

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**START YOUR PRESENTATION
ON THE NEXT SLIDE**

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WELCOME

(YOUR LOGO HERE)

(Your Company Name) ValueArc Pillar Executive Session

(Date Here)



AGENDA

(YOUR LOGO HERE)

DAY 1 - Thursday, 6/11

MORNING SESSION (9 AM – noon)

- Consensus exercise
- Summary of our ValueArc Discovery Process
- Current state of our industry and markets

(15 minute break)

- Review of our top “hot button” issues and concerns
- Snapshot of our competitive landscape
- **Value Pillar 1:** Default Position

(Working lunch)



AGENDA

(YOUR LOGO HERE)

DAY 1 - Thursday, 6/11

AFTERNOON SESSION (noon – 4:30 PM)

- **Value Pillar 2:** Proprietary Assets
- **Value Pillar 3:** Customer/Market Focus

(15 minute break)

- **Value Pillar 4:** Customer Engagement Methods
- **Value Pillar 5:** Strategic Relationships
- **Value Pillar 6:** Corporate Vision



AGENDA

(YOUR LOGO HERE)

DAY 2 - Friday, 6/12

MORNING SESSION (9 AM – noon)

(Continental breakfast)

- Open review of Day 1 and discussion
- Review of final Value Pillars
- “Future View” exercise
- Identify our validating attributes/benefits (5-6)

(15 minute break)

- Define unique market claim
- Complete final draft of Value Pillar system
- Review and test for consensus
- Define next steps
- Close session

(Offsite lunch – optionally list the name and location)



CONSENSUS EXERCISE

To get the discussion started, begin the session with a participant exercise that makes your team express how they view the company's current position in the market.

For example, have your participants:

- write on a sheet of paper a description of the company they believe your firm most closely resembles and why.
- answer the question: “***We are most like...***” and fill in the blank.
- answer the question: “***Our best kept secret is...***” and fill in the blank.
- describe in 20 words or less your firm's key role in the marketplace.

REVIEW OF OUR DISCOVERY

(YOUR LOGO HERE)

To begin, list the various methods you employed to conduct your research:

- **Method 1: Internal Interviews**

List or discuss who you interviewed and your findings

- **Method 2: External Interviews**

List or discuss who you interviewed and your findings

- **Method 3: “Fresh Eyes” Research**

List and cite any analyst reports, publications, websites, social media sources, surveys, etc. that you used in your research

- **Summarize your findings**

CURRENT STATE OF OUR INDUSTRY/MARKETS

(YOUR LOGO HERE)

Review the current trends, challenges and issues you've uncovered as it relates the macro view of your industry and markets.

- **What are the primary challenges?**
- **Where are the opportunities?**
- **What are the analysts/editors/market watchers saying?**

OUR “HOT BUTTON” ISSUES

(YOUR LOGO HERE)

List the top-level, most relevant concerns that your business faces.

Broad examples might include:

- **Increasingly competitive field**
- **Slowing sales or demand**
- **Changing market dynamics**
- **New distribution model or channel strategy**

COMPETITIVE SNAPSHOT

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Based on your Discovery research, provide a “snapshot” of your competitive landscape. Ask your participants if they agree with your assessment and discuss these key findings:

- **Who are our primary competitors**
- **Consensus around an established industry/market leader**
- **Common themes or selling points**
- **Which competitor are we most alike (size, focus, products, etc.)**
- **Where analysts position us against the competition**

OUR DEFAULT POSITION

List your working market default position:

“Our company...”

NOTE

On the following two slides, remind your participants where your “Default Position” exists within the ValueArc Pillar construct.

Use the image of the complete diagram to refresh them on what the entire goal is (remember that they have seen this in your overview presentation).

This will begin the process of building the subsequent pillars.

UNIQUE MARKET CLAIM

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

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

VALUE PILLARS

1

DEFAULT POSITION

How the market in general perceives you now — your generic position

2

PROPRIETARY ASSETS

Your unique or patented technologies, processes, services and expertise

3

CUSTOMERS/ MARKET FOCUS

The specific customer types/ market segments that you serve

4

CUSTOMER ENGAGEMENT METHOD

Your unique practices and processes for serving customers

5

STRATEGIC RELATIONSHIPS

The partnerships, alliances and other key relationships that add value or credibility to your brand

6

CORPORATE VISION

How you intend to shape and improve the market in the next 3 to 5 years

MAXIMIZED MARKET RELEVANCE / IMPACT

MAXIMIZED / STRATEGIC VALUE

UNIQUE MARKET CLAIM

PRIMARY BENEFITS

VALUE PILLARS

1

DEFAULT POSITION

How the market in general perceives you now – your generic position

2

PROPRIETARY ASSETS

3

CUSTOMERS/
MARKET FOCUS

4

CUSTOMER
ENGAGEMENT METHOD

5

STRATEGIC
RELATIONSHIPS

6

CORPORATE
VISION

PILLAR 1: DEFAULT POSITION

PILLAR 1: DEFAULT POSITION

(YOUR LOGO HERE)



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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Use the Value Pillar 1:
Default Position Worksheet to
aid your discussion

PILLAR 1: DEFAULT POSITION

(YOUR LOGO HERE)



Use these examples to illustrate the default position as a starting point:

- 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?

PILLAR 1: DEFAULT POSITION

(YOUR LOGO HERE)



Restate your working default position, and remind your participants that it is the starting point for your journey.

Discuss it; is there consensus from the participants?
Focus your attention on key questions such as:

- **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?**

WORKING LUNCH

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PILLAR 2: PROPRIETARY ASSETS

PILLAR 2: PROPRIETARY ASSETS

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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?**

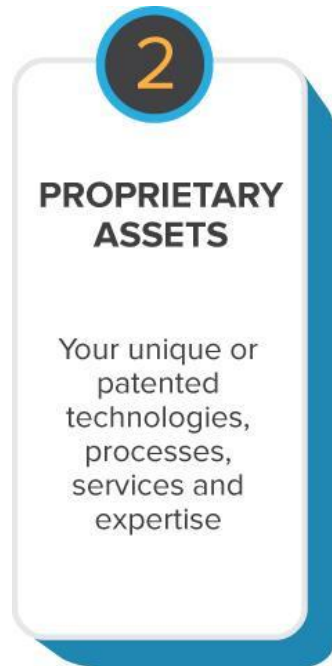


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Use the Value Pillar 2:
Proprietary Assets Worksheet
to aid your discussion

PILLAR 2: PROPRIETARY ASSETS

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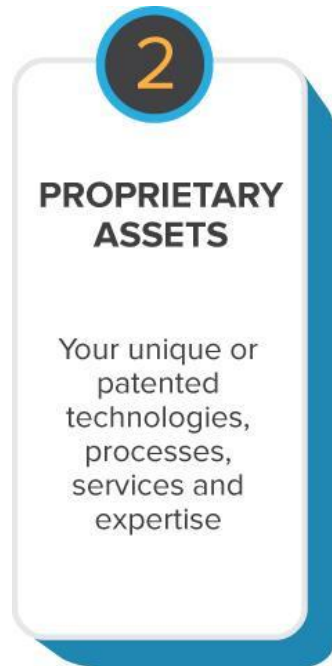


Guide your participants to inventory the aspects of your business that clearly set you apart in the marketplace, i.e. those unique, differentiated, one-of-a-kind characteristics that other providers in your space simply cannot claim. Include as much detail here as possible on what defines these differences against the competitors.

Begin a lively, interactive discussion around your proprietary assets. What can you do that no other provider can do?

PILLAR 2: PROPRIETARY ASSETS

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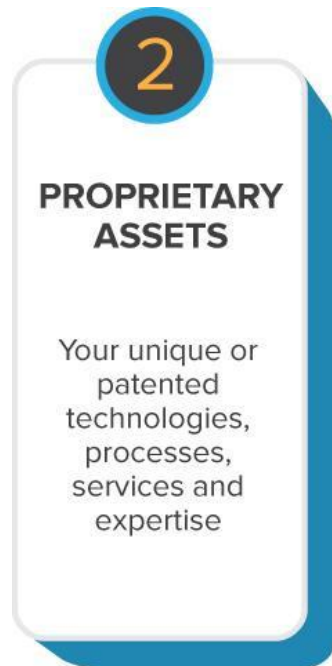


Sample questions might include:

- 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?

PILLAR 2: PROPRIETARY ASSETS

(YOUR LOGO HERE)

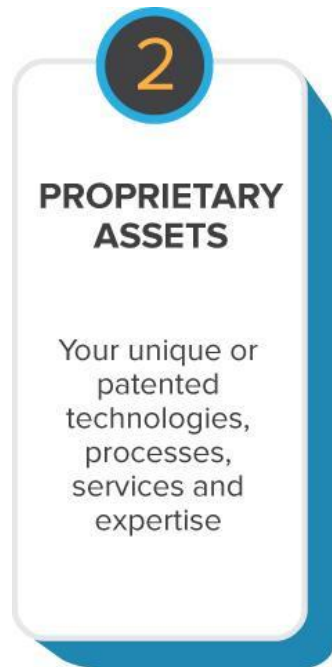


Sample questions might include:

- 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? 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?

PILLAR 2: PROPRIETARY ASSETS

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Sample questions might include:

- Are you on track or ahead of government requirements and regulations?
- Can you prove or demonstrate specific return on investment?
- 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?

PILLAR 3:

CUSTOMERS/MARKET FOCUS

PILLAR 3: CUSTOMERS/ MARKET FOCUS

(YOUR LOGO HERE)



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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Use the Value Pillar 3:
Customers/Market Focus
Worksheet to aid your discussion

PILLAR 3: CUSTOMERS/ MARKET FOCUS

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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.

Work with your participants to develop a set of proof points, detailing 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.

PILLAR 3: CUSTOMERS/ MARKET FOCUS

(YOUR LOGO HERE)



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?

PILLAR 3: CUSTOMERS/ MARKET FOCUS

(YOUR LOGO HERE)



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

- 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

PILLAR 4: CUSTOMER ENGAGEMENT METHOD

(YOUR LOGO HERE)



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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**Use the Value Pillar 4:
Customer Engagement Method
Worksheet to aid your discussion**

PILLAR 4: CUSTOMER ENGAGEMENT METHOD

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Explain to your participants that your Customer Engagement Method is the manner in which you manage your customer relationships. **These are your unique practices and processes for serving and delivering to your customers.**

Frame how this 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.

PILLAR 4: CUSTOMER ENGAGEMENT METHOD

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To give substance and shape to your critical offerings, 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?

PILLAR 4: CUSTOMER ENGAGEMENT METHOD

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To give substance and shape to your critical offerings, determine such specifics as:

- 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

PILLAR 5: STRATEGIC RELATIONSHIPS

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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
 - Resellers
 - 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 if 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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**Use the Value Pillar 5:
Strategic Relationships Worksheet
to aid your discussion**

PILLAR 5: STRATEGIC RELATIONSHIPS

(YOUR LOGO HERE)



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. Tell your participants that this is important because it allows your business to proclaim to your customers, and put your competitors on notice with this message:

“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.”

PILLAR 5: STRATEGIC RELATIONSHIPS

(YOUR LOGO HERE)



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.

PILLAR 5: STRATEGIC RELATIONSHIPS

(YOUR LOGO HERE)



Ask these questions and discuss:

- 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?

PILLAR 5: STRATEGIC RELATIONSHIPS

(YOUR LOGO HERE)



Ask these questions and discuss:

- 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?

PILLAR 5: STRATEGIC RELATIONSHIPS

(YOUR LOGO HERE)



Ask these questions and discuss:

- 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

PILLAR 6: VISION

(YOUR LOGO HERE)



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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**Use the Value Pillar 6:
Corporate Vision Worksheet
to aid your discussion**

PILLAR 6: VISION

(YOUR LOGO HERE)



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.

PILLAR 6: VISION

(YOUR LOGO HERE)



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?

PILLAR 6: VISION

(YOUR LOGO HERE)



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.”**

PILLAR 6: VISION

(YOUR LOGO HERE)



Finally, as you consider the future vision for your company, try to put your participants 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. Discuss companies such as:

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

DAY 2

WELCOME BACK TO BASECAMP



AGENDA

(YOUR LOGO HERE)

DAY 2 - Wednesday, 6/12

MORNING SESSION (9 AM – noon)

(Continental breakfast)

- Open review of Day 1 and discussion
- Review of final Value Pillars
- “Future View” exercise
- Identify our validating attributes/benefits (5-6)

(15 minute break)

- Define unique market claim
- Complete final draft of Value Pillar system
- Review and test for consensus
- Define next steps
- Close session

(Offsite lunch – optionally list the name and location)



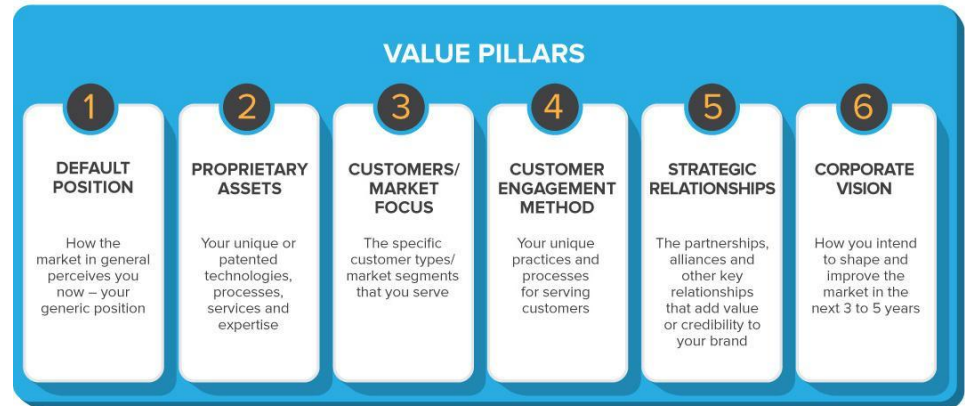
REVIEWING OUR PROGRESS

(YOUR LOGO HERE)

Conduct a “sleep check” review of your ValueArc Pillar exercise. Briefly touch on each pillar and its inventory of content.

Has anything changed?

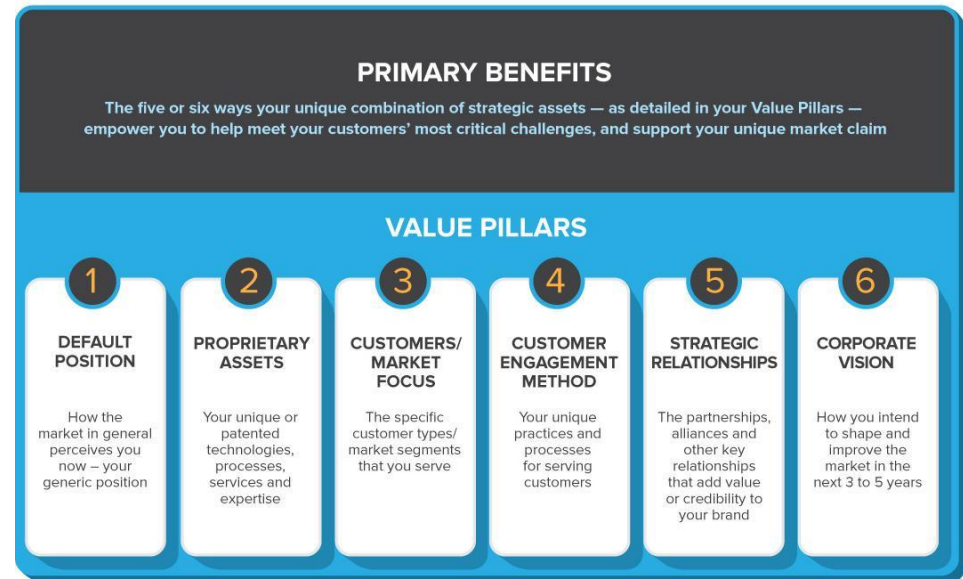
Has anyone in the group had an “epiphany” or stumbled onto something that was overlooked?



REVIEWING OUR PROGRESS

(YOUR LOGO HERE)

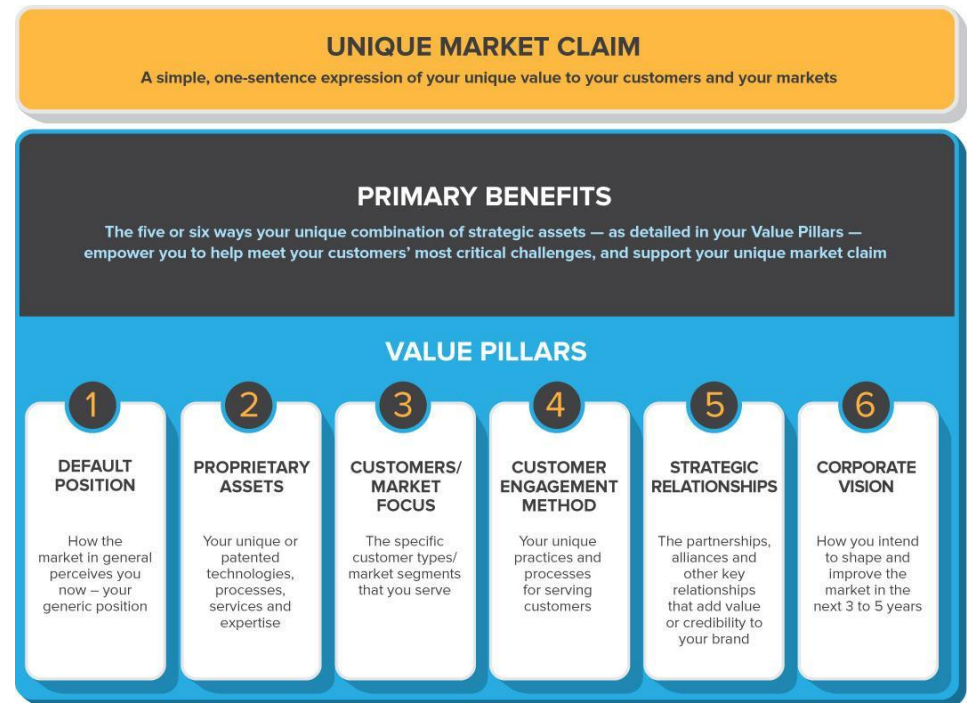
Outline the goals for the day and the next steps in the ValueArc Pillar process, starting with the “Primary Benefits” exercise...



REVIEWING OUR PROGRESS

(YOUR LOGO HERE)

... and the ultimate objective for establishing your unique market claim as a simple, one sentence expression of your company's greatest value.



“FUTURE VIEW” EXERCISE

WHERE ARE WE GOING?

FUTURE VIEW

(YOUR LOGO HERE)

Guide your participants through a visualization exercise. Keep the exercise light, fun and interactive. You may choose to have each member of your team take five minutes to write down their view of the future and share their thoughts individually with the group. The goal is to create a positive and light-hearted mood for the final stretch of the session – and nurture imaginative thinking.

Some questions to stoke the conversation can include:

- *Where is our company in five years?*
- *Are we experiencing explosive growth?*
- *Have we acquired other companies?*
- *Have we sold the company to a competitor or market leader?*
- *Are we in a new kind of business? Or new markets?*
- *Do we have new products, services or solutions?*



PRIMARY BENEFITS

YOUR “VALIDATING ATTRIBUTES”

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

VALUE PILLARS

1

DEFAULT POSITION

How the market in general perceives you now — your generic position

2

PROPRIETARY ASSETS

Your unique or patented technologies, processes, services and expertise

3

CUSTOMERS/ MARKET FOCUS

The specific customer types/ market segments that you serve

4

CUSTOMER ENGAGEMENT METHOD

Your unique practices and processes for serving customers

5

STRATEGIC RELATIONSHIPS

The partnerships, alliances and other key relationships that add value or credibility to your brand

6

CORPORATE VISION

How you intend to shape and improve the market in the next 3 to 5 years

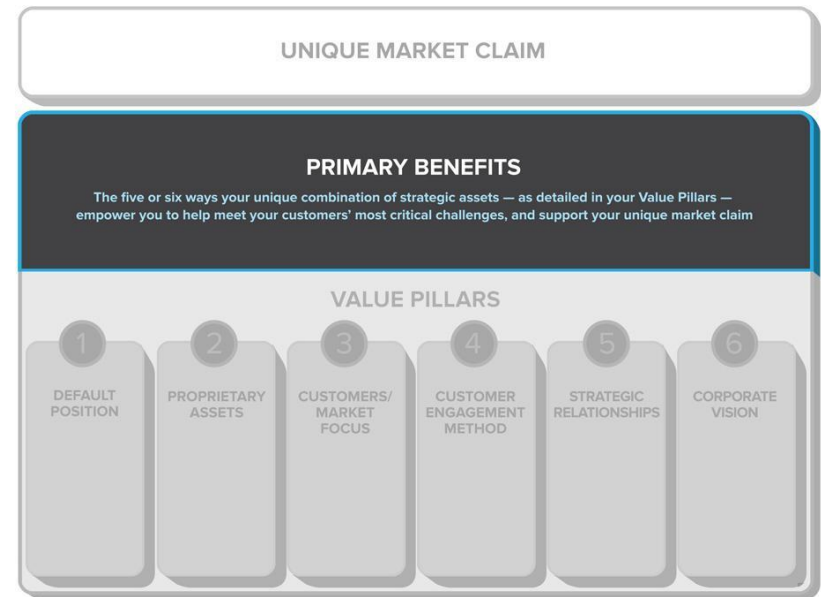
PRIMARY BENEFITS

(YOUR LOGO HERE)

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 be able to:

- **Crystallize how the combination of assets in the pillaring exercise make it possible for your firm to deliver capabilities and advantages to your clients better than anyone else**
- **Define how your brand empowers your clients to improve their business**
- **Be able to cite each primary benefit with a clearly defined, declaration of its impact on your customers**

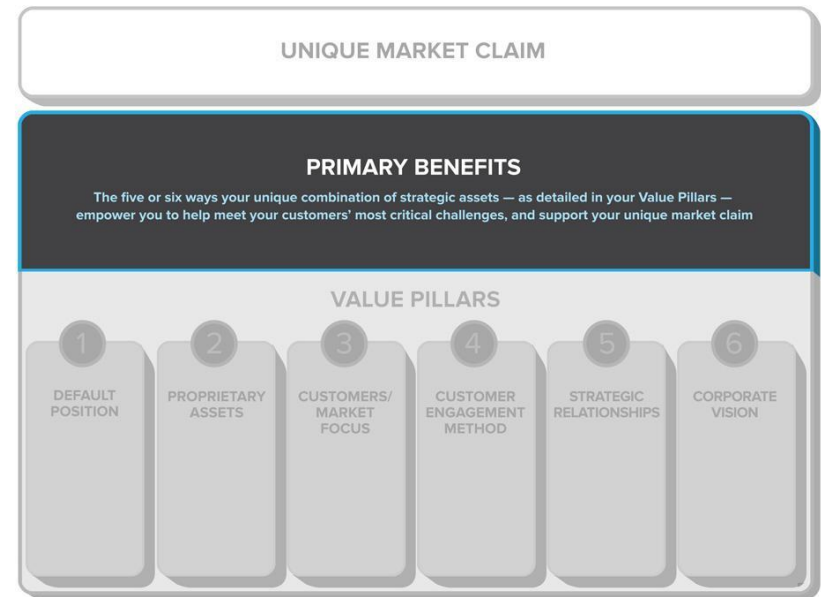


PRIMARY BENEFITS

(YOUR LOGO HERE)

Mapping Market Needs to Strategic Benefits

- The strategic benefits should add up to a fairly 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 the ValueArc process, 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.

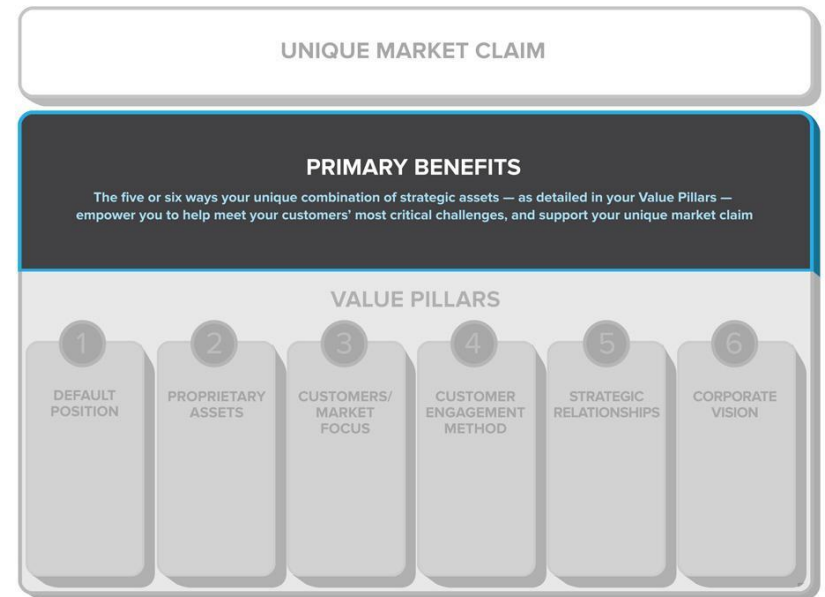


PRIMARY BENEFITS

(YOUR LOGO HERE)

Mapping Market Needs to Strategic Benefits

- 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 the final “Unique Market Claim” step of the ValueArc process



UNIQUE MARKET CLAIM

A SIMPLE, ONE-SENTENCE EXPRESSION
OF YOUR UNIQUE VALUE

UNIQUE MARKET CLAIM

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

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

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CORPORATE VISION

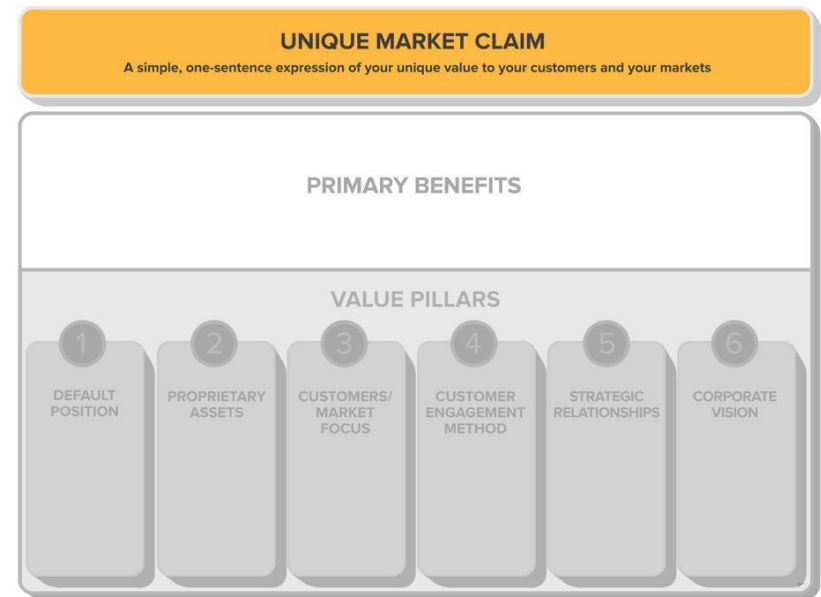
How you intend to shape and improve the market in the next 3 to 5 years

UNIQUE MARKET CLAIM

(YOUR LOGO HERE)

The final data point in the ValueArc Pillar exercise is your brand promise or market claim. This should be stated in a single yet powerful declarative sentence:

- **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?**
- **What do you do and what does that represent to your clients?**
- **What is the line in the sand that you own?**

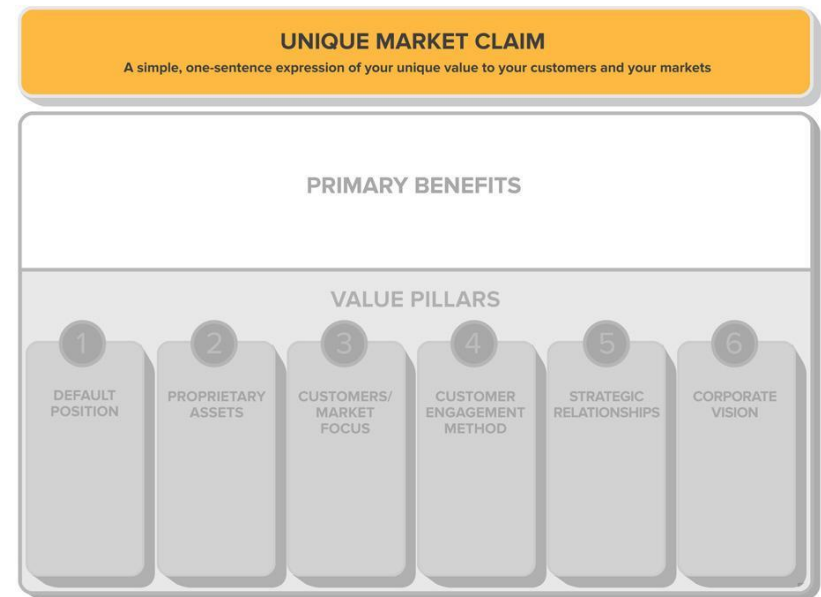


UNIQUE MARKET CLAIM

(YOUR LOGO HERE)

Some examples to consider:

- 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.”***



FINAL REVIEW

- Test for consensus
- Define next steps
- Close session

NEXT STEPS

(YOUR LOGO HERE)

- **ValueArc Messaging Pyramid Exercise**

- *Dave Smith, Tom Roberts*
- *Tentative session date: 6/18*

- **ValueArc Final Blueprint and Review**

- *Dave Smith, Tom Roberts, Jane Norris*
- *Tentative presentation date: 7/1*

- **ValueArc Ascent Brand Architecture Overview**

- *Dave Smith*
- *Tentative discussion date: 7/15*



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THANK YOU

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