

Channel Dynamics

The channel infrastructure of many organisations is something that has grown organically over time. In many cases these have today developed into something of an anachronism, where no one can clearly define the purpose or value each channel offers either to the customer, or to their own organisation.

Given the aggressively competitive state of the marketplace today, this situation is clearly adding risk and overhead to most companies, and not necessarily performing the task that was intended, that of delivering enhanced value to customers and to their own organisation.

ICDL's Business Acceleration process has recently added the concept of Channel Acceleration to its portfolio. This new approach takes a fresh look at channels, from the end user's perspective, and asks the fundamental question: *"what extra value is delivered to my customers using this channel as opposed to any other route to market?"*

The answers are then mapped into a series of models which are today proving to be highly successful in Channel Strategy, that of Customer Mapping and eco partnering.

Key outcomes

- Offers clarity about the value that each channel adds to your business
- Creates ideas about what to do if the structure needs to be adapted/optimised
- Provides an understanding of how you can achieve market leadership through your routes to market.

The workshop comprises four sections:

1. What do your customers really want?

In this section you will be looking at the concept of customer value from the perspective of ICDL's Customer Mapping model, which forms the basis for the thinking in this workshop. The outcome of this section will be a 9 box matrix that collates together the various requirements of your customers and prospects into a manageable structured map.



2. What channel strategy will make end users want your offerings rather than your competitors, and why?

Having now identified the customer needs, in this section you analyse each of these needs and identify what capabilities would be required to fulfil each of them.

3. How closely do these answers map to your existing routes?

Here you will be determining where you have gaps in your current routes to market that stop you creating optimal Value for your customer and Competitive Advantage for yourself.

4. What do you need to change to make this better?

In this section you will be developing ideas for improving your current channel structure and creating new ECO system models to fill the gaps.

Take Intel as an example. Not that many years ago, end users bought personal computers firstly based on their perception of the quality (Brand) of the PC manufacturer first, followed by a decision on what software they needed to get their jobs done. The choice of chip manufacturer didn't figure in the end user buying decision at all. Back then there were a number of chip manufacturers vying for market share.

Intel identified the ECO system as a way to create net new demand at the end user level for their products and started a campaign to put the now well known Intel Inside concept to the forefront of people's minds. They achieved this by paying all PC manufacturers to put the Intel Inside statement and accompanying sound into all of their TV/Radio Adverts, and got their logo and the words Intel Inside in every paper/non audio medium.

The result? The PC manufacturers accepted a poison chalice. Why? Because it is now more common for end users to specify an Intel PC with Microsoft than it is to worry about any particular manufacturer. Intel stood the established thinking on its head and established market dominance.

This workshop will show you how you can achieve this market leadership through your routes to market. Be prepared for some changes along the way though, because as we measure up your value from the end user perspective, there could be any number of areas where your current way of doing business may need to be adapted.



ICDL

Duration

This workshop can be run as a one day overview of the process, or a two day workshop where participants are guided through an initial series of analysis exercises. Whichever version is selected, prior attendance on ICDL's Advanced Value Positioning or Value Positioning MasterClass would be highly advantageous but not essential.

"Applying ICDL's value-based selling techniques enabled Inmarsat to quickly identify - and fill - some significant gaps in its sales channel. The result has been the rapid penetration of new geographical and vertical markets, and a corresponding uplift in revenue."

HARRY TAYLER, DIRECTOR - LAND MOBILE, INMARSAT GLOBAL

For more information on how ICDL can help you, call us today on +44 (0)118 979 8433 or e-mail enquiries@thebusinessaccelerators.com

Intellectual Capital Development Limited
Longstaff House, 47a Denmark Street
Wokingham, Berkshire RG40 2AY
T: 0870 203 1010
T: +44 (0)118 979 8433
F: +44 (0)118 979 9998
enquiries@thebusinessaccelerators.com
www.thebusinessaccelerators.com