

GAP²⁰¹¹

Growth

Accelerator

Program

*Boosting Organic Growth
through
Cross-functional Solution Sales*

Participating firms

ABB

Fazer

F-Secure

kemira

MIRKA

Outotec


UPM

VAISALA


WÄRTSILÄ

Program Director Professor Kaj Storbacka



Areas of Expertise

Dr. Storbacka is one of the forerunners in the field of developing customer oriented business models.

He has over twenty-five years of experience as a strategy consultant to major European and global companies – in finance, media, travel, retail, utility, manufacturing and telecommunications.

Dr. Storbacka is a frequent speaker at internal seminars for major global corporations, at several Executive MBA programs and leading management development institutions.

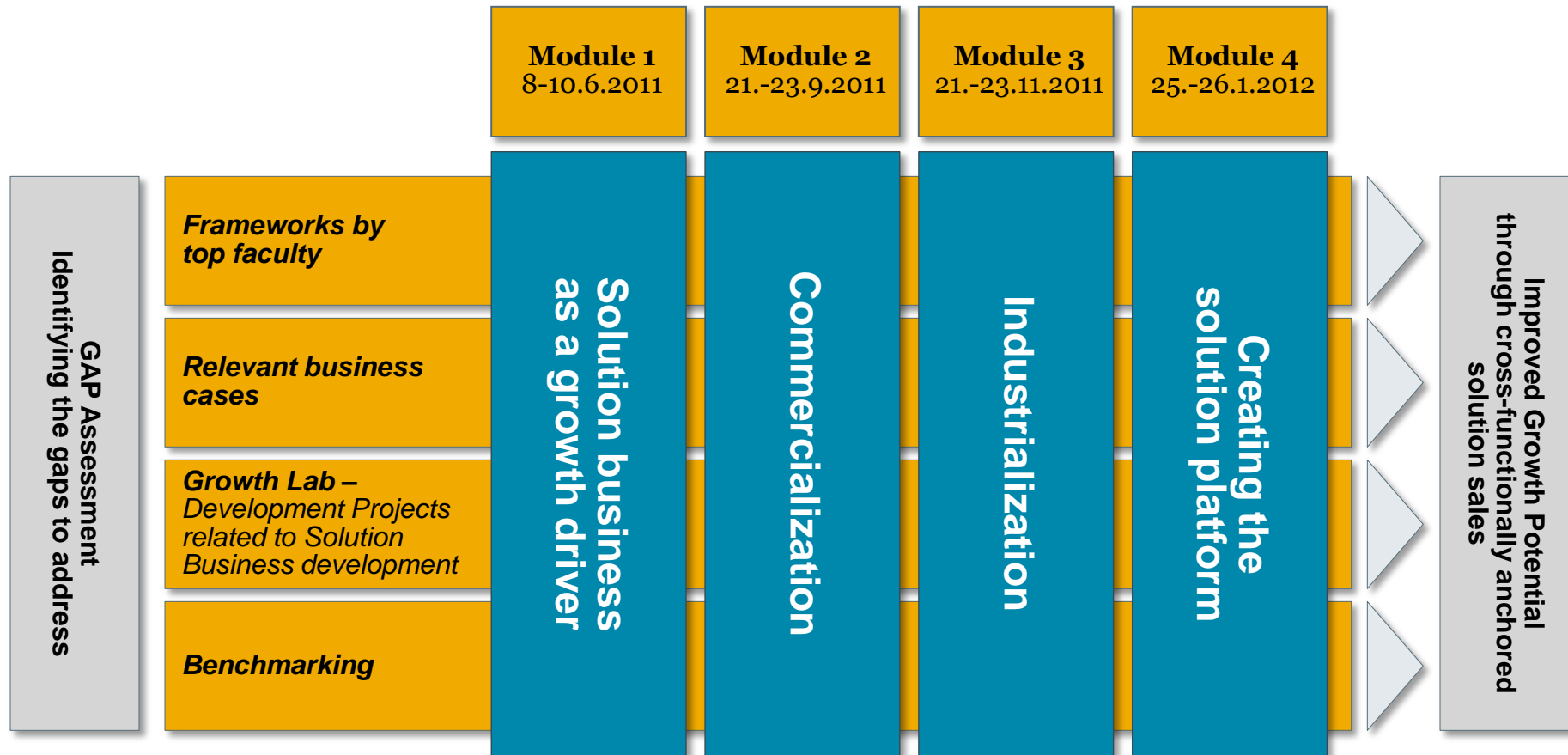
Positions

- Vectia Ltd.
Founder and chairman.
Vectia Ltd is a management consultancy with offices in Amsterdam and Helsinki.
- Nyenrode Business Universiteit, the Netherlands
Professor, Sales and Account Management
- Hanken School of Economics, Finland
Professor, Marketing Strategy
- University of Auckland, New Zealand
Honorary visiting professor
- Strategic Account Management Association (SAMA), Chicago, USA
Member of the Board of Directors

Publications

- Dr. Storbacka has published extensively on issues related to customer relationship management, customer orientation, sales and account management.
- The Finnish version of Customer Relationship Management – Creating Competitive Advantage Through Win-Win Relationship Strategies (together with Dr. Lehtinen) won the Pro Oeconomia award for best business book in 1998 and the Swedish version has received an honorary award from the Swedish Marketing Federation in the Federation's annual "Best Marketing Book" competition in 2001.
- Selling Value – Maximize growth by helping customers succeed (2003)
- Driving Growth with Customer Asset Management (2006)
- Markkinamuotoilu (~ Market Driving Strategies) (2010) won the Pro Oeconomia award for best business book in Finland 2010

Program logic



Proposed program content

Solution business as a growth driver	Commercialization	Industrialization	Creating the Solution Platform
<ul style="list-style-type: none"> ▪ The solution business model. ▪ GAP Assessment: analysis and conclusions. ▪ Growth logics – the roles of solutions business. ▪ Market readiness for solution sales – pushing market boundaries. ▪ The new selling reality: defining solution sales. ▪ <i>Growth Lab selection</i> 	<ul style="list-style-type: none"> ▪ Generating customer insight. ▪ Customer specific value propositions. ▪ Quantifying value and business impact to the customer. ▪ Moving from cost plus to value based pricing. ▪ Communication with the XCO level. ▪ Securing value capture: customer profitability. ▪ <i>Growth Lab Clinic</i> 	<ul style="list-style-type: none"> ▪ The new buying reality: demand chain management. ▪ The operations challenge. ▪ Modularity: creating repeatability and scalability. ▪ Offering configuration, contract & data management. ▪ Designing sales strategy and sales models. ▪ <i>Growth Lab Clinic</i> 	<ul style="list-style-type: none"> ▪ Managing internal alignment: impact without authority. ▪ The role of strategic account management. ▪ Organizing for solution business. ▪ Management system requirements. ▪ The transforming process. ▪ <i>Growth Lab reporting</i>

GAP Module I: June 8-10, 2011, Sigtuna

Solution business as a growth driver

	8.6 Setting the scene	9.6 Market driving	10.6 Sales as a growth driver
8.30–12.00	<p>Welcome coffee 9.30 Start at 10.00 a.m.</p> <p>GAP Intro</p> <ul style="list-style-type: none"> - Goals, working ethos , program - Introduction and calibration of expectations <p><i>Storbacka</i></p>	<p>The growth imperative:</p> <ul style="list-style-type: none"> - Growing market share - Growing customer share - Growing profit pool share <p><i>Storbacka</i></p> <p>Group work:</p> <ul style="list-style-type: none"> - Key issues in growth - Benchmarking of growth logics 	<p>Market shaping – the role of sales</p> <ul style="list-style-type: none"> - Case Wärtsilä: Active Market Development <p><i>Ullbro</i></p> <p>Working on the Growth Lab projects</p>
12.00–13.30	<i>L u n c h</i>		
13.30 –	<p>GAP Assessment</p> <ul style="list-style-type: none"> - Description of process and results - Identification of company-specific gaps - Benchmarking - Input for Growth Lab-projects 	<p>Market management – redefining markets</p> <ul style="list-style-type: none"> - Market readiness for solution sales - Case Kone <p><i>Storbacka</i></p> <p>Systemic innovation</p> <p><i>Shalit</i></p>	<p>The new selling reality: Sales models</p> <p><i>Storbacka</i></p> <p>Module closing at 4 p.m.</p>
17.00-	<i>S n a c k</i>	<i>S n a c k</i>	
17.30 – 19.30	<i>T e a m b u i l d i n g e x e r c i s e</i>	<p>Systemic innovation (continues)</p> <p><i>Shalit</i></p> <p><i>S p o r t s & s p a</i></p>	
~20.00 -	<i>D i n n e r</i>		

GAP Module II: September 21-23, 2011, Vierumäki

Commercialization

	Value creation	Value capture	Implications
	Start at 10.00 a.m.	Reflections	Reflections
8.30– 12.00	GAP Intro - Introduction to module - Key issues in value creation <i>Storbacka</i> Customer value management - Introduction <i>Narus</i>	Company case workshop - Customer profitability Key issues in value capture: - Measuring value capture - Consequences for management <i>Storbacka</i>	Working on the Growth Lab projects
12.00–13.00	L u n c h		
13.00-17.30	Customer value management - Customer economic value assessment - Crafting pervasive value propositions <i>Narus</i>	Pricing logics - From cost plus to value based pricing <i>Hinterhuber</i>	Company case workshop - Vaisala: Value quantification – process and tools The takeaways: - balancing value creation & value capture - communication with the XCO level <i>Storbacka</i>
17.30- 20.00	S n a c k S p o r t s S a u n a	Growth Lab Clinic - Parallel tutored sessions - Including a snack break Growth Lab benchmarking - Fazer: Growth Lab Best practices based on GAP ²⁰¹⁰	Module closing at 4 p.m.
~20.00 -	D i n n e r		

GAP Module III: November 21-23, Långvik Industrialization

	The buying reality	The Operations challenge	Conclusions
	Start at 10.00 a.m.	Reflections	Reflections
8.30–12.00	GAP Intro <ul style="list-style-type: none"> - Introduction to module - Balancing commercialization and industrialization <i>Storbacka</i>	Industrialization of services <ul style="list-style-type: none"> - Integrated product –service systems - Modularity - Pricing logics: towards value based pricing - Experiences from Rolls Royce <i>Ng</i>	Growth Lab Clinic <ul style="list-style-type: none"> - Parallel tutored sessions Working on the Growth Lab projects
12–13	<i>L u n c h</i>		
13.00–17.30	The new purchasing reality <ul style="list-style-type: none"> - Sourcing repertoire - Which purchasing organizations are ready to buy solutions? - Our own sourcing organisation's role as enabler of solution business <i>Axelsson</i>	Company case workshop <ul style="list-style-type: none"> - Outotec: Industrialization of services <i>Petri Viinikka</i>	Company case workshop <ul style="list-style-type: none"> - ???
	Benchmarking session	Benchmarking session	The takeaways: <ul style="list-style-type: none"> - An operations management view on solution configuration and sales <i>Kaj Storbacka</i>
17.30–20.00	<i>S n a c k S p o r t s S a u n a</i>	18.30 Case: Nokia Siemens Network <ul style="list-style-type: none"> - Transformation towards solution business <i>Ilkka Pukkila</i>	Module closing at 4 p.m.
~20.00 -	<i>D i n n e r</i>		

GAP Module IV: January 25-26, Helsinki ***Creating the Solution Platform***

	Strategic account management	Transformation challenge
	<i>Start at 10.00 a.m.</i>	Reflections
8.30– 12.00	GAP Intro <ul style="list-style-type: none"> - Introduction to module The role of strategic account management <ul style="list-style-type: none"> - How to identify key accounts and to build a key account portfolio <i>Ryals</i>	Management systems <i>Kaj Storbacka</i> Case: IBM <ul style="list-style-type: none"> - The transformation from an equipment company to a service and solutions company <i>???????</i>
12–13	<i>L u n c h</i>	
13.00-16.00	The role of strategic account management <ul style="list-style-type: none"> - The role and types of strategic account manager - Encouraging successful selling behaviours - Organizational issues and how to implement strategic account management <i>Ryals</i>	Growth Lab projects: Reporting <i>Participants</i>
16.00-17.30	Company case workshop <ul style="list-style-type: none"> - ABB: Strategic Account Management <i>Mika Numminen</i>	16.30 Growth Lab panel: Dialogue and Closing
17.30- 18.00	<i>B r e a k</i>	<i>D i p l o m a C e r e m o n y</i>
18.00-	<i>S t r a t e g y J a z z W o r k s h o p D i n n e r</i>	<i>1 8 . 4 5 T r a n s p o r t a t i o n t o D i n n e r</i>

