

FENUX BOOSTING GC DENTAL'S SALES GROWTH

OUR CLIENT'S POINT OF DEPARTURE

GC Dental operates on healthcare sector. Sales challenges they face follow the formula many firms have witnessed on various sectors. Sales rep's have premium-product in their product portfolio but the price is, however, higher than general market prices. Brand is strong and order-to-delivery process is smooth and reliable, as is typical also for competitors. As customers constantly seek savings, strong pressure to cut prices hits all the suppliers. Consequently, sales organizations struggle on how to generate growth and market share in this challenging environment. To succeed, GC Dental decided to rely on Fenux Ltd's Value Hunt - training and consulting approach. Take a look at the case and its conclusions.

VALUE HUNT – CONCEPT: FACTS

Fenux Ltd organizes Value-based sales workshops with intensive, hands on approach. Our objective is that after the workshop, the customer is able to independently take the learnings into practice with the sales team. The customer can apply workshop contents and the tools to current offerings but also to products and services to be launched. Moreover, the concept gives new feeds to product development and service modeling.

TIME RESOURCE

Client and Fenux Ltd together

- Planning workshop (0,5 days)
- Three (3) training and coaching days

Fenux Ltd during the process

- Industry and market analysis (competitors, competitive logics, value drivers, etc.)
- Value Tool –tool design and modeling

Languages

- Finnish
- English

Important specialties

Fenux Ltd does not provide this training to organizations competing against each other because the objective is to create competitive advantage to the interested client.

Case: GC Dental Value Hunt

The training we offered to GC Dental included three intensive meetings. Scandinavia and Baltics area sales and country managers, as well as clinical professionals attended the training days.

1 day: From customer objectives to products

The first workshop (2 days) we played the customers. We mapped customers' performance pressures and identified the means by which customers seek **growth** and **profitability**. Next we explored the benefits of chosen GC dental (premium-) product and positioned the benefits in relation to competing products. In a nutshell we sought understanding about the following:

- What are customer objectives?
- How do customers seek to achieve the objectives?
- How does my product and competing products contribute to the achievement of customer objectives?

2 day: Value hunting

The first day laid ground for hunting value during the second day. We identified and described purchasing process of GC dental's customers in order to get ready for hunting value. This process ultimately consisted of 8 steps. These steps were then reflected on to customer's four expected benefits. We realized that there are actually 32 potential value points, which GC dental could deploy in differentiating from competitors both in terms of products and supporting services. We finalized the extensive exercise by analyzing the competitive forces in the industry. As we plotted competitors' value propositions and ways of delivering value on the customer's purchasing process, we made not only visible competitors sales tactics but importantly, the blind spots in the industry. During the day we learnt from the following:

- Why and how the customer buys?
- What are the benefits the customer expects?
- How does the industry address the customer expectations?

Getting ready: Something new

We collected huge number of value parameters from the first workshop. Between the first and second workshop (2 weeks), Fenux Ltd *designed, modeled and tested ValueTool* that is to be used by GC Dental management, Key account managers, and Sales reps. This tool addresses the benefits of GC Dental offering in relation to competitive products as numerical facts.

3 day: Numbers tell the story

We went into details and discussed how each product/service parameter affects customer's business. Finally the designed tool showed the total financial impact on customer's business. Adoption of GC Dental's premium product leads to significant financial benefits – savings of hundreds of thousands. While the financial benefit is evident, we further discussed and analyzed how to make the benefit meaningful for diverse set of people who ultimately make the purchasing decision. The key themes in the day were:

- How does a product feature / operating model translate to financial numbers?
- How do the product/service features help the customer to achieve objectives?
- How can one make the financial benefits meaningful for diversity of decision-makers?

”The one who controls the value, controls the sale.”

Fenux Sales Philosophy

CONCLUSIONS BY FENUX

1. COUPLE BUYING / PRODUCT TO BROADER OBJECTIVES

We have seen GC Dental's challenges in different industries. Often sales organization has a topnotch solution in hand, but the price significantly exceeds average market prices. On the other hand, sales reps in the industry have "educated" the buyer to buy price or discounts. Understandably, the customer is very price-conscious. If the customer organization has any concerns with profitability, the stronger is customer's focus on price. Given the challenging situation, and to succeed to break customer's price expectations, the sales rep needs to educate the customer of the big picture with the following idea: "*How does purchase / purchasing truly affect the growth and/or profitability of customer business?*" The best and less questioned way is to show the numbers to the customer.

2. REVEAL HIDDEN VALUE

Financial benefits for GC Dental's customers were evident and significant, as our value modeling proved. When the purchase was modeled by taking into account product use, inventory, logistics and material flow management, the results in the ValueTool pointed out the following conclusion: "Even if GC Dental's customer purchase significantly less expensive product from the competitor, they would lose money compared to the purchasing GC Dental's product at list price." Quite impressive finding which we summarized into Fenux philosophy: "The one who controls value, controls the sales!"

3. SEEK COMPETITIVE ADVANTAGE FROM BREAKING POINTS

Ready for use ValueTool and the insights provided by it were not the only outcome for GC Dental. Besides the tool, the recognized 32 value points provided the second significant insight. Fenux's concept clearly made it visible that more than half of these value points were blind spots in the industry. Customer expects value in these points, but because the competitive forces make firms to imitate each other, the firms tend to compete against each other in very same value points. Each recognized blind spot provides potential breakthrough for GC Dental – they simply can deliver much more than customer can ever expect.

Ready to hunt Your value?

Would you like to make transparent and meaningful the value of your offering? How about the blind spots? Would like to achieve strategic competitive advantage? If you said yes to any of the questions, **our Value Hunt concept is likely to address your needs.**

We are pleased to tell you more. Please contact

Ari Heiskanen
ari.heiskanen@fenux.fi
+35840 866 8348

VALUEHUNT

POWERED BY FENUX

"Once again I got practical tools from Fenux to push our sales next level. The recent case we worked through with Fenux Ltd. surprised me by the numerous value creation opportunities in the industry and how many of them are blind spots and completely ignored by the industry. Each identified blind spot provides us with a potential breakthrough point where we can deliver much more to customers than they expect."

Pekka Pahkamäki, Regional Sales Manager, GC Dental

