

GAP²⁰¹²

Growth

Accelerator

Program

*Boosting Organic Growth through
Cross-functional Solution Sales*

GAP Goals

Organizational and individual learning

Organizational learning

Help participating firms to accelerate their growth and development towards strategic solution sales

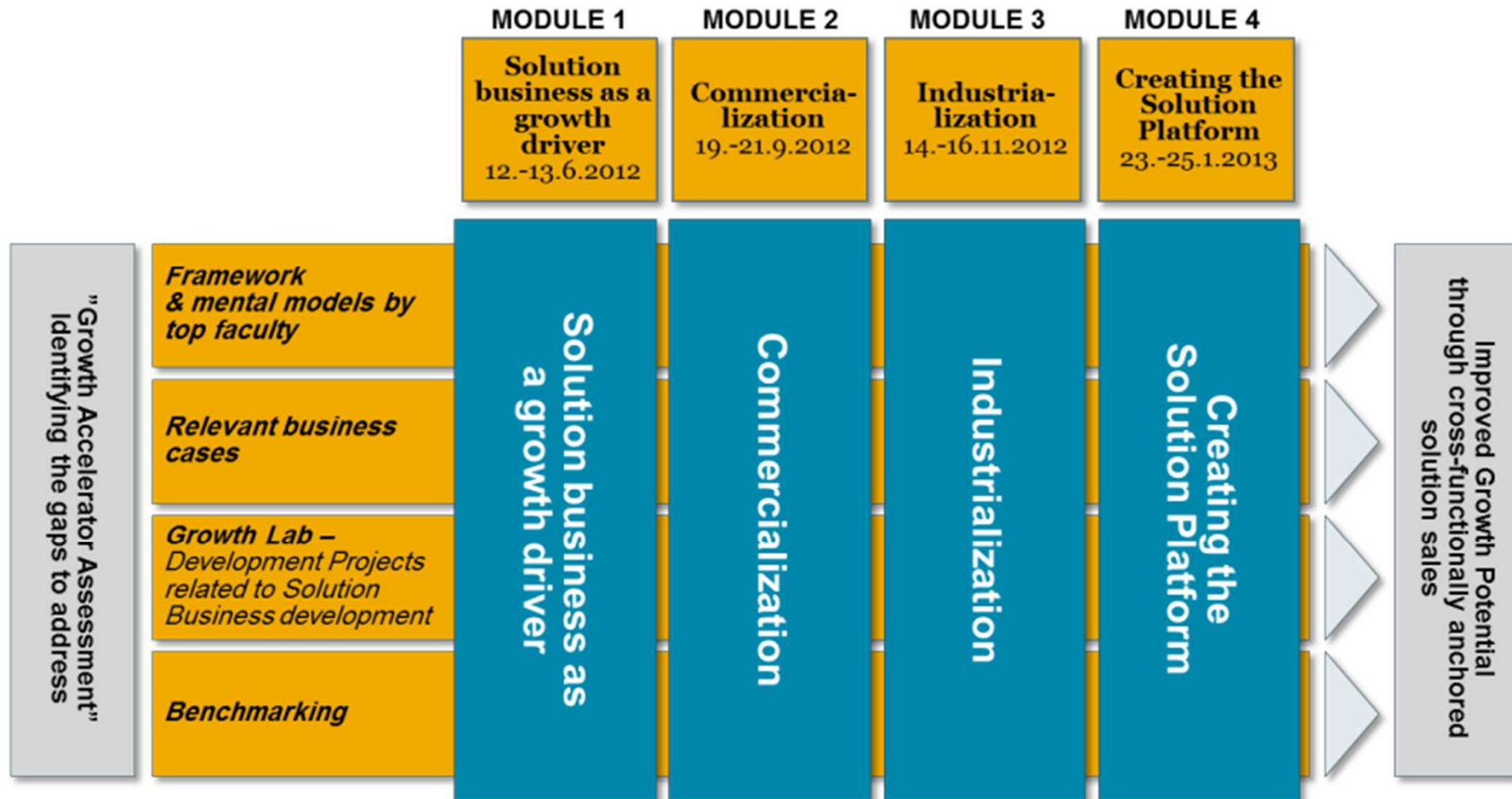
Individual learning

Give the individual participants a opportunity update their expertise together with participants from other leading companies

Accelerate development project

Work on a specific, supported development project, Growth Lab, which will be instrumental in achieving the desired changes

Program logic



Program faculty



Dr. Kaj Storbacka

Professor of Marketing, University of Auckland Business School
Founder and chairman of Vectia Ltd.



Dr. James A. Narus

Professor of Business Marketing, Pennsylvania State University



Dr. Andreas Hinterhuber

Partner of Hinterhuber & Partners, Professor at Bocconi and at Tsinghua University



Irene Ng

Professor of Marketing & Service systems, Warwick Manufacturing Group, University of Warwick



Dr. Lynette Ryals

Professor of Strategic Sales and Account Management
Director of the Demand Chain Management Community
Cranfield University

Growth Lab project process

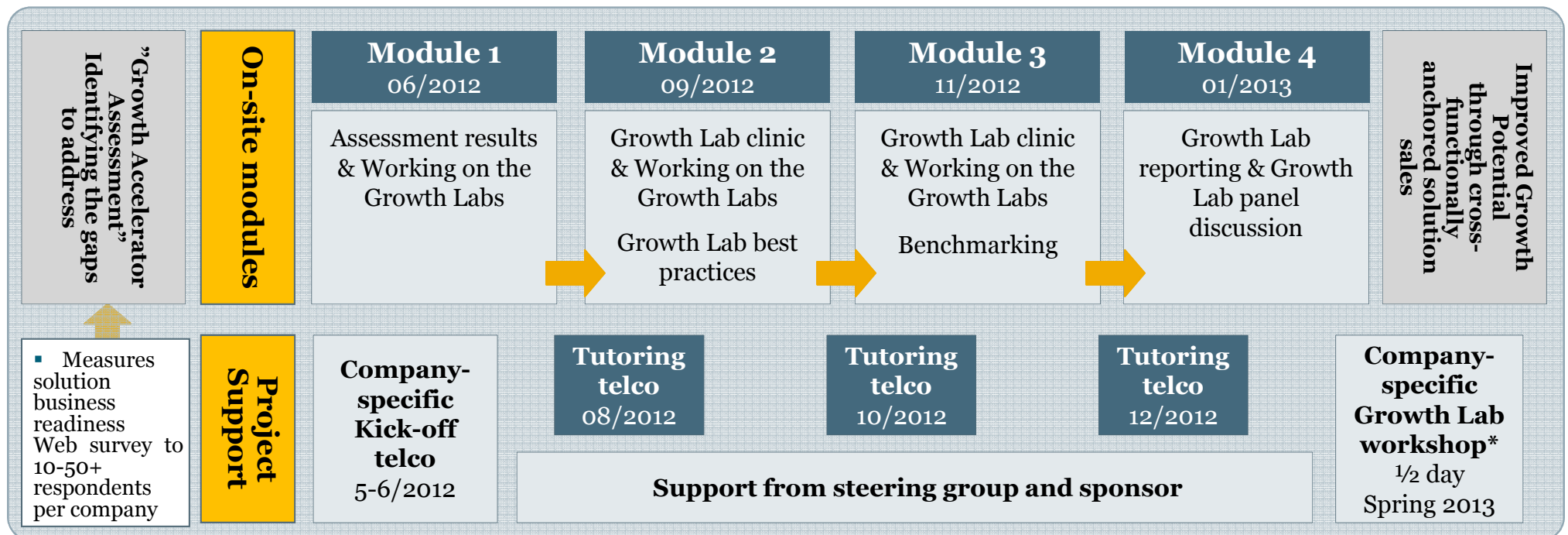
A project for solution business development

What is Growth Lab?







- A company-specific project to address identified development needs related to solution business
- The project will be worked on both at the on-site modules and between them – this requires active approach from the participants and support within the organization
- Each team will have a dedicated tutor, who supports the project throughout the program

Aims of Growth Lab

- To support organizational learning by providing an opportunity to cascade the learning's of the program in a concrete way
- To be an instrument in achieving desired changes on an organizational level and enable the measurement of progress in solution business readiness.



*for each company with a minimum of 3 participants in the program

Company	Growth Lab project topic	Project in a nutshell
	Solution business model for B2B customers	Goal is to develop the solution business model for B2B interface and influence the way of selling. Develop modular sales items that can be bundled.
	Security Industry Evolving from Supplying End Point Security Solutions to Converged, Customer Driven Offerings	Understand value creation of a new product concept (value research). Define product hierarchy, pricing logic and optimal go-to-market channel(s).
	Cross-business sales of Agreements	Develop an cross-businesses Agreement sales model and involve Service Agreements in product development. Find synergies in sales models.
	Small Scale LNG Supply Chain	Identify a technical and commercial medium scale LNG supply chain solution for the Central America and Caribbean regions to facilitate the growth of Wärtsilä's power plant and marine businesses.
	Solution to simplifying the customer's buying process*	The team is developing a solution to make the customer's buying process faster and easier.
	Value based pricing*	Value based pricing is one suggested project topic.

*) Teams have not submitted their project plan

GAP Module II: September 19-21, 2012, Vanajanlinna

Commercialization

Value creation

Start at 10 a.m.

- **GAP Intro**
 - Introduction to module
 - Key issues in value creation *Tom Lindholm*
- **Commercialization of solutions**
 - Introduction *James Narus*

Value capture

8.30 The day starts

- **Reflections on day I**
- **Pricing logics**
 - From cost plus to value based pricing *Andreas Hinterhuber*

Implications

8.30 The day starts

- **Reflections on day II**
- **Company case workshop**
 - Vaisala: Value quantification – process and tools
- **Growth Lab clinic**
 - Parallel tutored sessions

12-13 Lunch

- **Commercialization of solutions**
 - Customer economic value assessment
 - Crafting pervasive value propositions *James Narus*

16.00 -18.00 Snacks, sports & sauna

- **Company case workshop**
 - Case Fazer & Angry Birds *Mika Sarimo*

- **Group work**
 - Crafting value propositions for the Growth Lab projects / a selected solution
 - “Learning café” to improve value propositions

15.30 – 17.30 Sports, Spa, Recreation

- **GAP Benchmarking**

- **Contract management**
 - How to manage value based contracts?
 - How to ensure value verification and contract fulfilment?
- **Key issues in value capture**
 - Measuring value capture
 - Customer profitability
 - Consequences for management *Tom Lindholm*

16 Module closing

~20 Dinner

GAP Module II: September 19-21, 2012, Vanajanlinna

Commercialization, Day 2

Start -	End	Dur.	Topic and content	Who
8:30 -	9:00	0:30	Opening of the day - Recap of Day 1 themes results and reflections (25 min) - Reflection: Impact on my job? Key lessons learnt? - Day 2 goals and agenda (5 min)	Tom Lindholm
9:00 -	10:10	1:10	Pricing logics - From cost plus to value based pricing	Andreas Hinterhuber
10:10 -	10:30	0:20	Break	
10:30 -	10:50	0:20	Discussion: Experiences in applying value based pricing & opportunities	Tom Lindholm
10:50 -	12:00	1:10	Pricing logics (continues) - From cost plus to value based pricing	Andreas Hinterhuber
12:00 -	13:00	1:00	Lunch	
13:00 -	13:50	0:50	Group work - Crafting value propositions for the Growth Lab projects / a selected solution	Tom Lindholm & Andreas Hinterhuber
13:50 -	14:20	0:30	Pricing logics (continues) - Summary and key issues	Andreas Hinterhuber
14:20 -	14:40	0:20	Break	
14:40 -	16:00	1:20	Group work - "Learning café" to improve value propositions	Tom Lindholm
16:00 -	17:10	1:10	GAP Benchmarking - Benchmarking themes to be identified in M1	
17:10 -	17:30	0:20	Conclusions - Wrap up of the day and Day 2 agenda (10 min) - Pulse comments (10 min)	Tom Lindholm
17:30 -	20:00	2:30	Recreation / free time	
20:00 -	21:30	1:30	Dinner	Hanken & SSE

& Hanken
SSE



EXECUTIVE EDUCATION