

UNHERD[®]

Trains
people,
not
processes

Is he an expert?



Does *Janteloven* fit in Best Value?

- Du skal ikke tro at du er noe.
- Du skal ikke tro at du er like så meget som oss.
- Du skal ikke tro du er klokere enn oss.
- Du skal ikke innbille deg du er bedre enn oss.
- Du skal ikke tro du vet mere enn oss.
- Du skal ikke tro du er mere enn oss.
- Du skal ikke tro at du duger til noe.
- Du skal ikke le av oss.
- Du skal ikke tro at noen bryr seg om deg.
- Du skal ikke tro at du kan lære oss noe.



An expert stands out of the crowd



One pager – Niels Verlaan

- First A+ certified Sales Manager (since 2014)
- Author of a case article in the book 'Best Value Werkt'
- Co-founder of Best Value Experts Academy



#	Performance criteria	Results
1	# years as Sales Manager for business development	10
2	# Best Value Vendor projects	40
3	Total size in Euros (Avg project size)	€1.8 B (€44 M)
4	Average satisfaction (out of 23)	8 out 10
5	Coaching of vendors in selection phase (# projects)	38
6	% of bids ranked first	67%
7	Coaching of vendors in clarification / exec. phase (# projects)	20
8	% vendors awarded contract at end of clarification	100%
9	Coaching of vendors in execution phase (# projects)	10
10	# publications	11
11	# presentations (Avg satisfaction score 8 out of 10)	>80

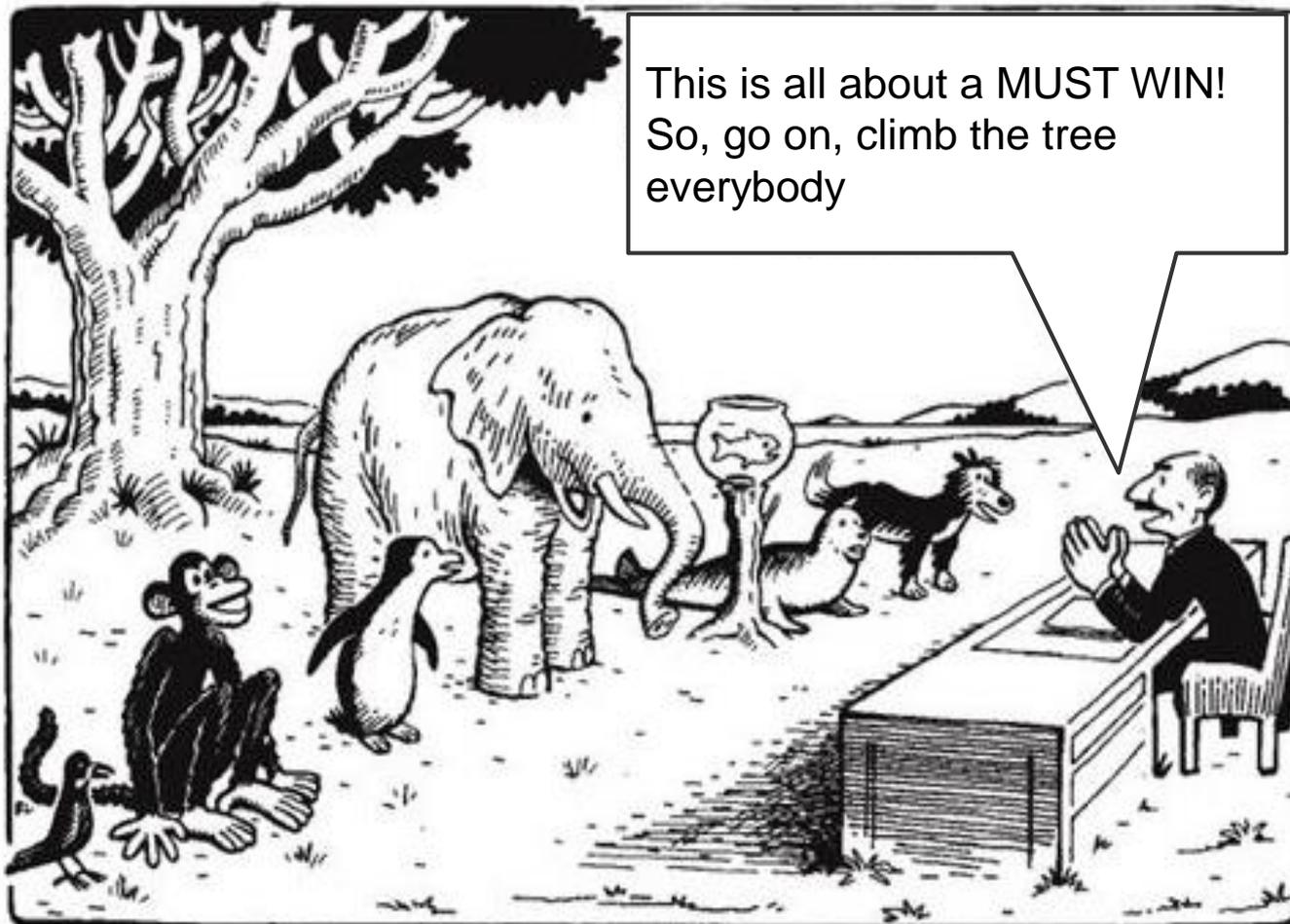
Additional expertise	Level
Sales / Business Development	Consultative Selling / Business Canvas Model/ Strategic Sales
Service Management	ITIL Foundation
Projectmanagement	IPMA D / Prince 2 practitioner
Leadership en Management	Business IT Alignment Master



Best Value Experts
Academy 

How successful Vendors work

We work hard



How it works in practice

Vendors are too late to be successful



Effect
More revenue is needed to fix the mistakes

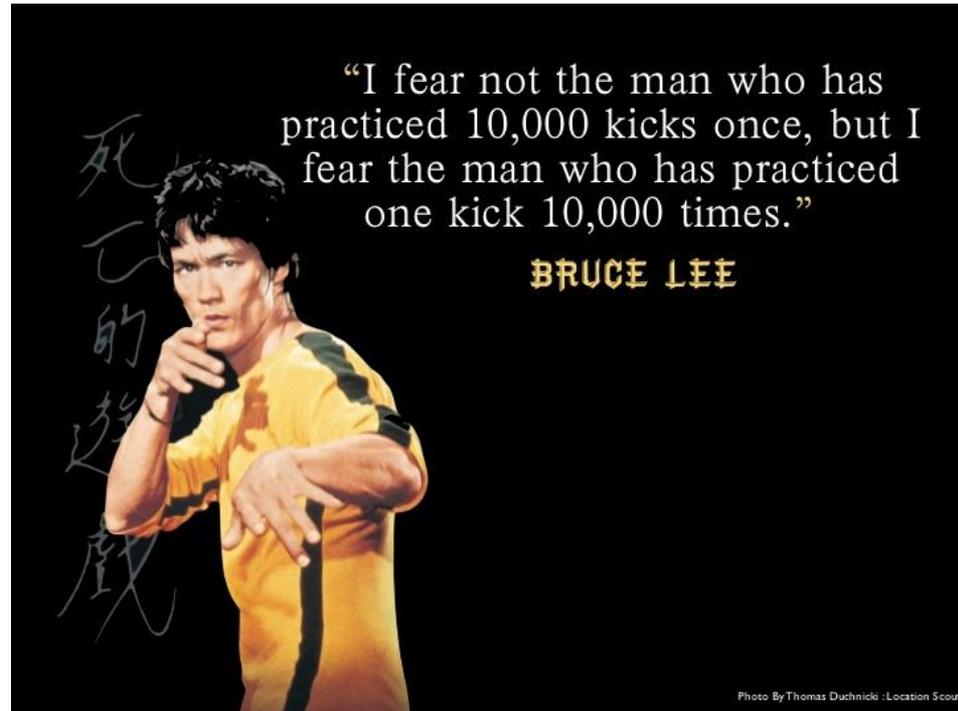
What we ultimately want is..

Increase	Minimize
Transparency	Bureaucracy
Accountability	Cost
Honesty	Communications
Professionalism and technical skill levels.	Decision making
Value	Flow of information and the amount of information used.
Efficiency	Management, directions and control
Effectiveness	Transactions
Profits	Surprises

Effect

Higher performance and lower failure costs in the supply chain

An expert Vendor



Expert Vendor has knowledge and ability to accurately predict the future outcome and
make it simple so that everyone understands it.

When expertise is optimized and utilized..

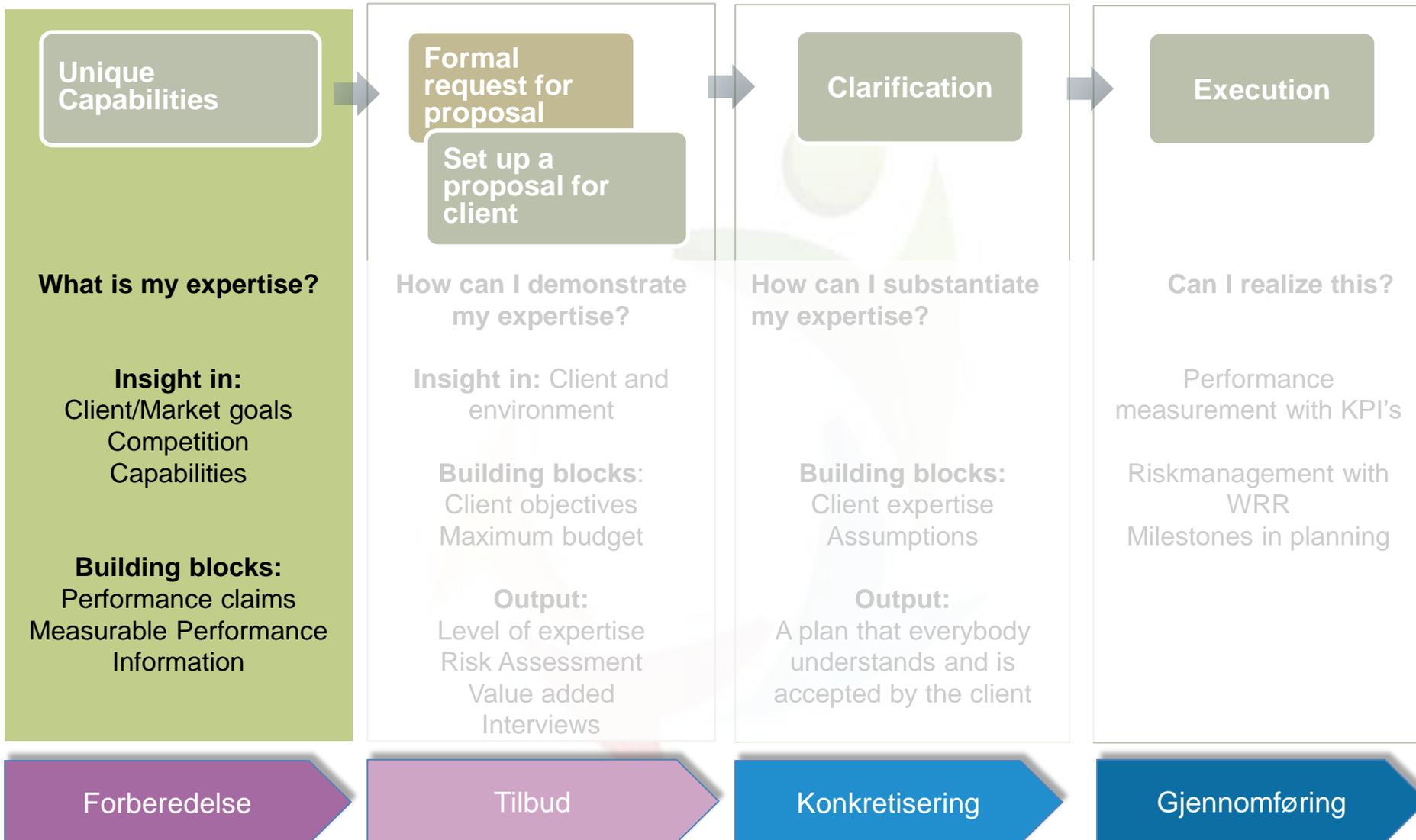


How successful vendors work

Successful vendors are pro-active and know their own strengths ('inside-out')



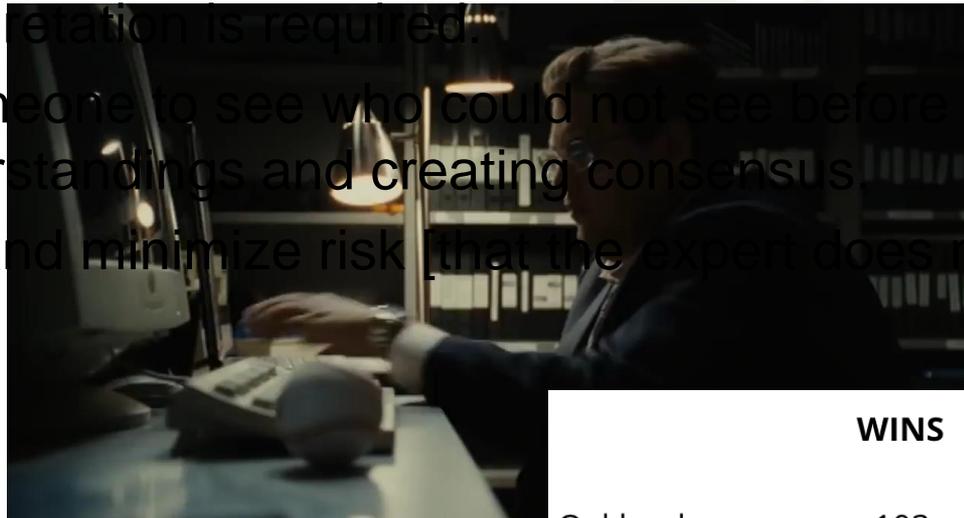
Phases Best Value Sales – Proposition (0)



Performance metrics will create transparency

The requirements of metrics are:

1. Immediate understanding by all stakeholders.
2. No interpretation is required.
3. Help someone to see who could not see before [minimizing misunderstandings and creating consensus].
4. Identify and minimize risk [that the expert does not control].

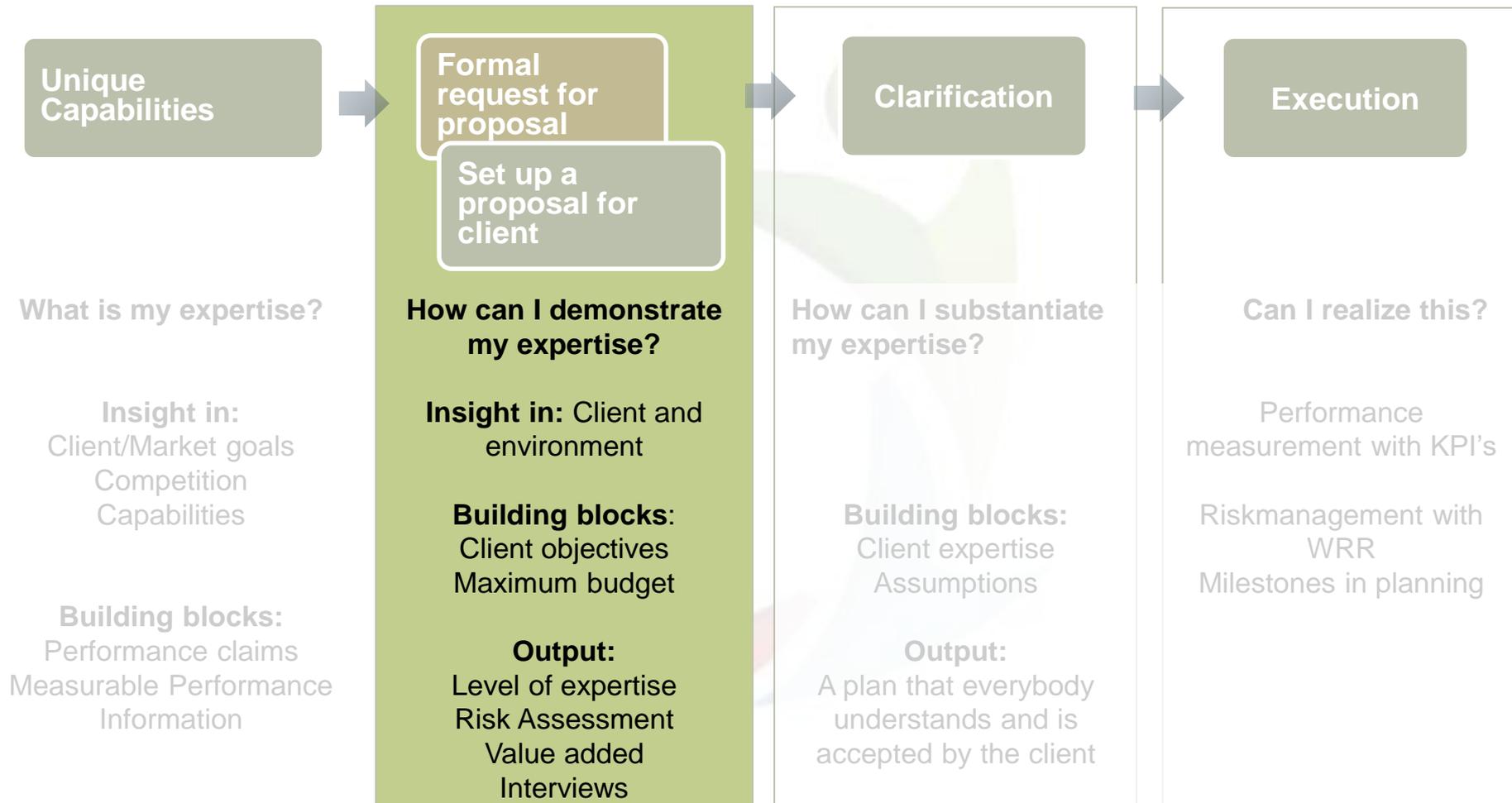


Performance levels:

- Company
- Team
- Individual

	WINS	LOSSES	PAYROLL
Oakland	103	59	\$ 41,942,665
Anaheim	99	63	\$ 62,757,041
Seattle	93	69	\$ 86,084,710
Texas	72	90	\$106,915,180

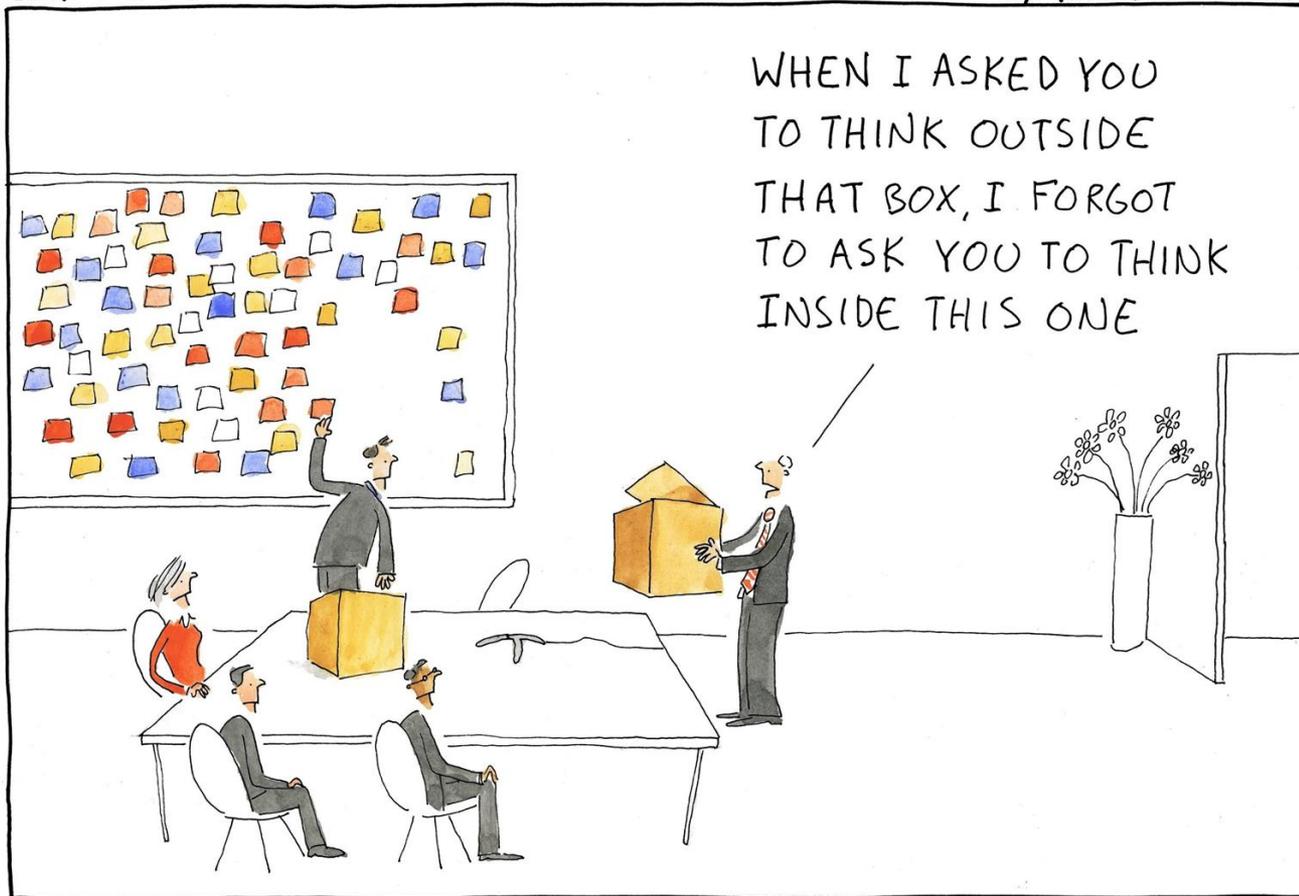
Phases Best Value Sales - Proposal (1)



Client's context

BRAND CAMP

by Tom Fishburne

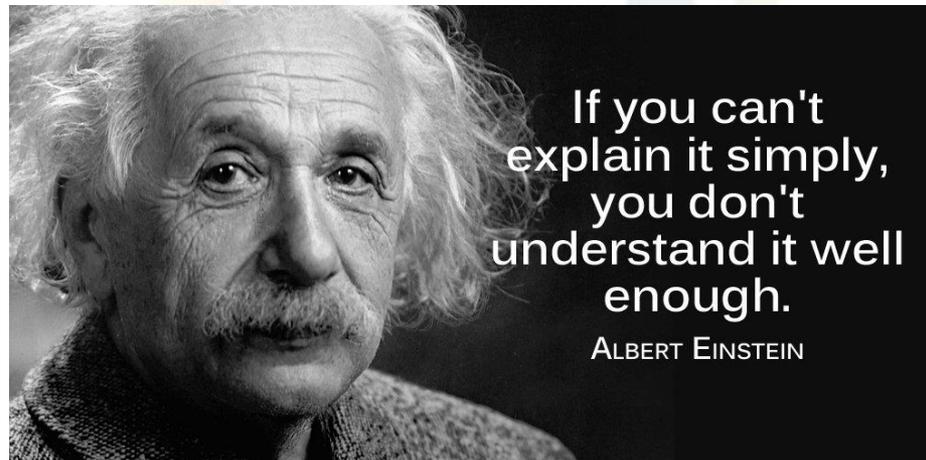


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SMART plan

- **S**pecific (for the client)
- **M**easureable (numbers)
- **A**chievable (based on logic, realistic)
- **R**esult-oriented (concrete contribution to goals)
- **T**ime bound (numbers)



Level of Expertise – example (1)

We guarantee that **customers** are **happy** with our **outstanding** service desk. We have more than **15 years of experience**, so our servicedesk agents are **friendly** and **know what to do**.

We have **50 happy clients** and have **>300 service desk agents** in our company. They **know how** to solve your problems based on a **efficient and effective** process.

Level of Expertise – example (2)

We guarantee that **your** customer rate the service desk with **7,5 out of 10**. This is **1 point more** than current performance and **0,5 points more** than the market average in the Healthcare sector.

The **3** service desk agents are **100% assigned** to you and work **>4 years** in our Healthcare resolving team. This team **resolved >10.000 incidents** for **9 Healthcare organizations** similar as yours.

The service desk is **24/7 available** and **>85% of your** calls are **solved <1 day**. These results we also achieved within **45 organizations**, of which **20 are** Healthcare organizations similar as yours.

Simplify the Interview

- Ensure the person is in the right position (should they be the ones interviewing for the company)
- BV Education on Interviews & exercise
- Create a 1-2 page cheat sheet



Do's & Don'ts for the interviewee

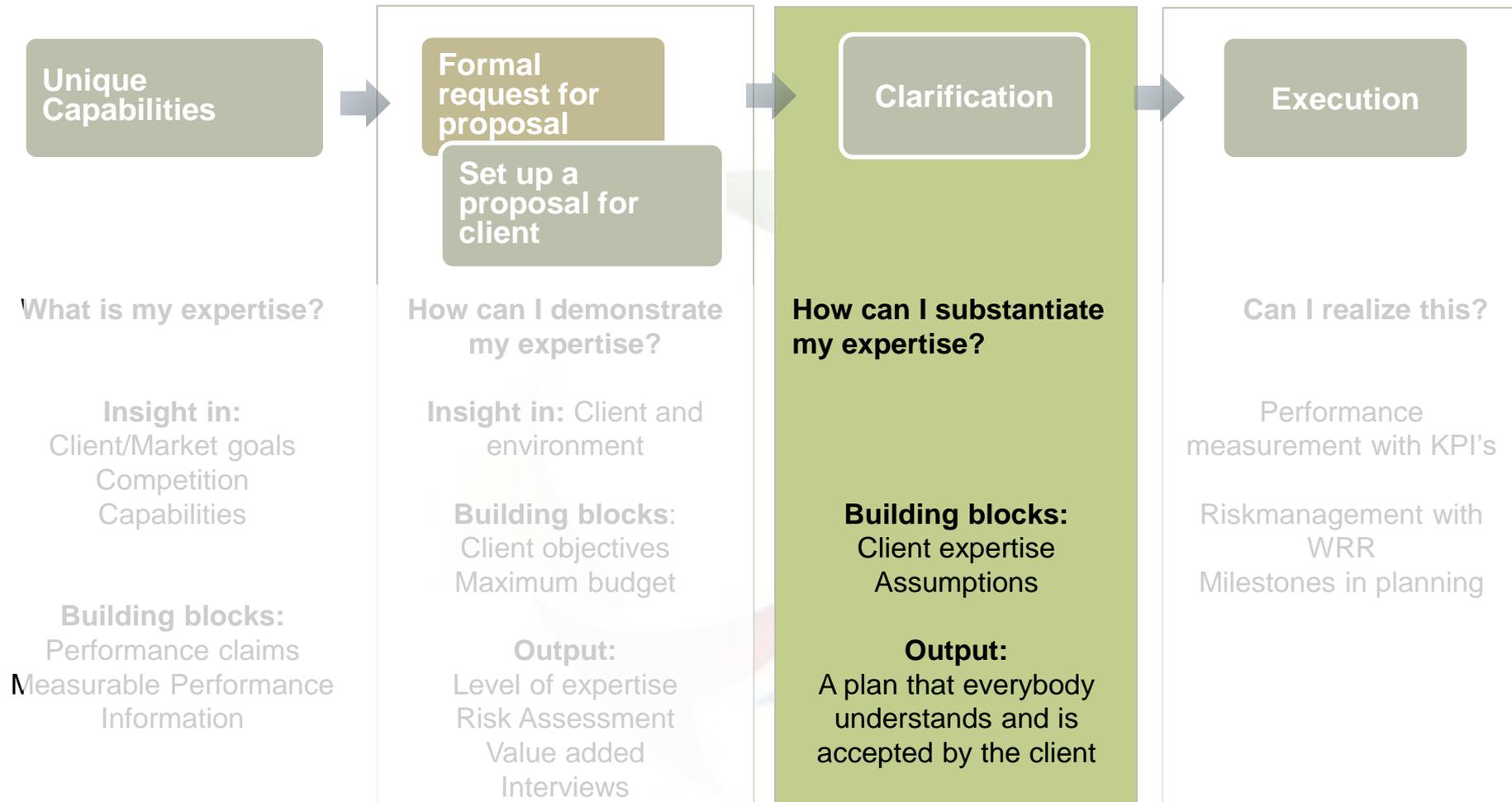
- 
- Using metrics to communicate
 - Talking simply and dominantly (SMART)
 - Being clear and concise (non-technical)
 - Seeing the project from beginning to end
 - Minimal thinking and decision making
 - Being accountable
 - Focussing on external risks
 - Feeling confident

Words like: absolutely, certainly, always

- 
- Talking in generalities
 - Using a lot of detail
 - Communicating in a technical way
 - Not having a plan nor project vision
 - Letting the client think and make decisions
 - Shifting accountability to the client
 - Focussing on internal risks
 - Being nervous

Words like: perhaps, possibly, I don't know

Phases Best Value Sales – Realisation (2 &3)



3 stages

1. Kick off
 2. Refinement
 3. Finalization
- Vendor is 'in the lead' -> pre-plan
 - The clarification phase is part of the tender procedure!
 - It is a planning phase, not to start the actual work

‘A solid agreement supported with a bad plan does not exist’

9 documents

1. Executive summary
2. Project assumptions
3. Overview of 'what's in' and 'what's out' of scope
4. Performance metrics
5. Detailed schedule of Clarification Phase
6. Roles and responsibilities of stakeholders
7. Milestone planning
8. Risk management plan
9. Weekly Risk Report

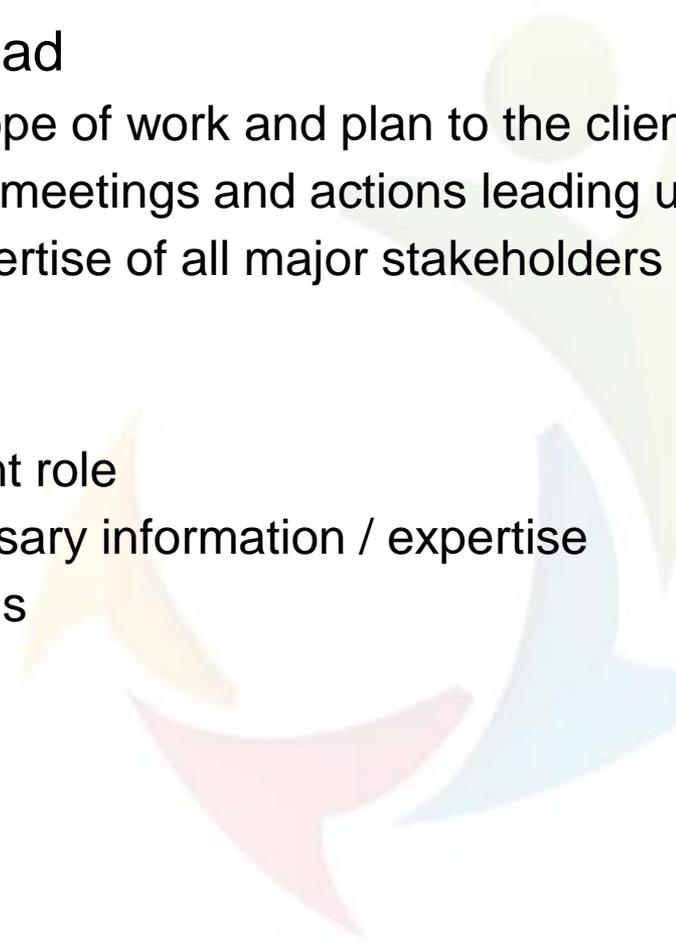
Roles of vendor and client

Vendor is in the lead

- Clarifies his scope of work and plan to the client
- Coordinates all meetings and actions leading up to final client approval
- Utilizes the expertise of all major stakeholders

Client

- Has assessment role
- Provides necessary information / expertise
- Shares concerns

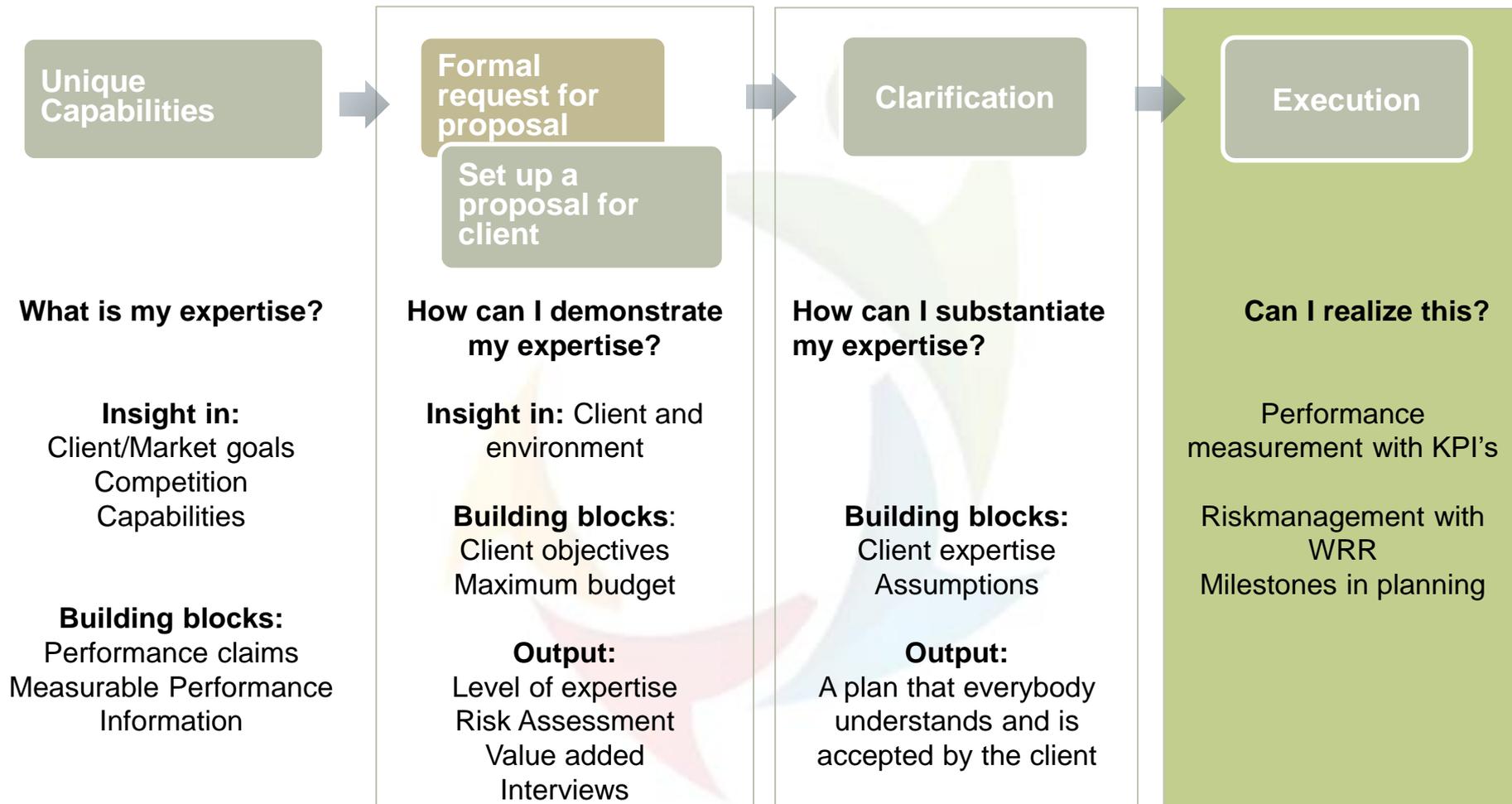


R	<ul style="list-style-type: none">• Responsible• Who is/will be doing this task?• Who is assigned to work on this task?
A	<ul style="list-style-type: none">• Accountable• Who's head will roll if this goes wrong?• Who has the authority to take decision?
C	<ul style="list-style-type: none">• Consulted• Anyone who can tell me more about this task?• Any stakeholders already identified?
I	<ul style="list-style-type: none">• Informed• Anyone whose work depends on this task?• Who has to be kept updated about the progress?

The kick-off set the heartbeat and pace



Phases Best Value Sales



Biggest misunderstanding

The expert knows everything and must solve everything



... while the client can relax at the Bahamas

Mer informasjon.....?



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UNHERD



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Unherd trains **people**, not processes.