



The Delve Group, Inc.

Brand as a Sales Accelerator

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What Do These Have in Common?

- Products / Services
- Clients / Customers
- Revenue
- Employees
- Brand

Answer: They are all basic necessities, not luxuries for the survival and growth of a company.

What is Brand?

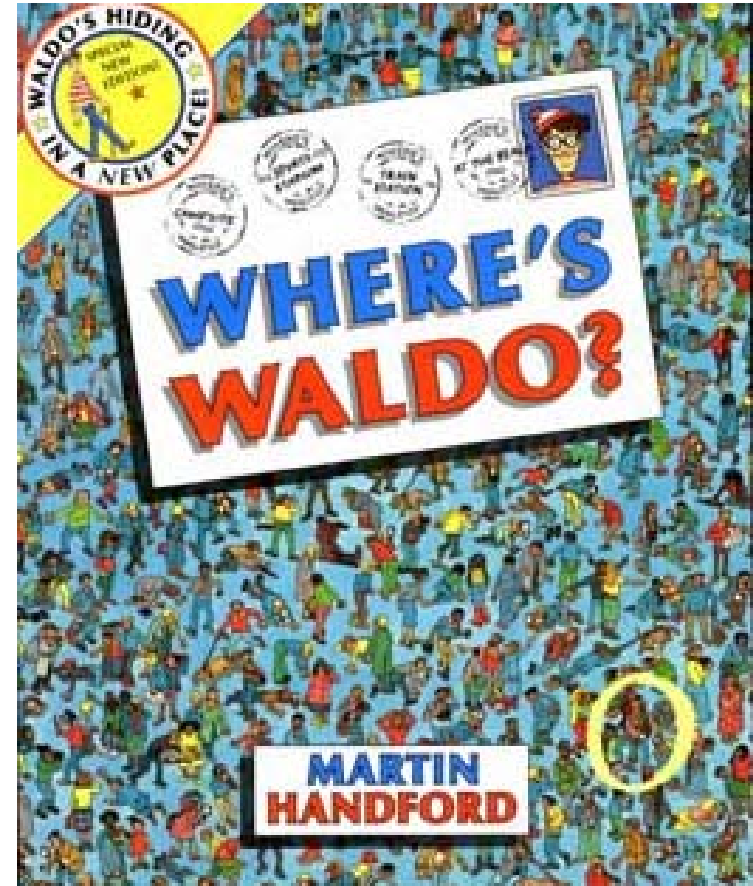
Brand is

- Your promise to the market
- Your point of differentiation
- An expression of your value proposition
- Your point of view
- The identity of your company
- The heart and soul of your organization
- Your most powerful sales tool
- All of the Above

The Right Brand Strategy is a
Sales Accelerator.

The World Through a Buyer's Lens

- **Hyper-competition** – The outsourcing marketplace is more crowded than ever before
- **Too many choices** – Buyers are overwhelmed and have trouble differentiating one player from another



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Buyers are Looking for Short Cuts to Select Providers

Global Capabilities?
Full Service Provider?
Standard Solution?
Process Specific Service Provider?
Large or Mid-Market Focused?
Customised Solution?
One Stop Shop?
Best-in-Class?

Accenture, Deloitte Touche Tohmatsu, Accenture BPO Services, AccountantAnywhere, EDS, IGATE Global Solutions, PeopleSoft, ADP, Convergys Corporation, Perot Systems, American Outsourcing Group, Karyn Global Services Limited, BearingPoint, KPMG International, Tata Consultancy Services, Caliber Point Business Solutions, KPMG International, Texoft, Capita Group Plc, Genpartn Financial Corporation, The BISYS Group, CGI Group Inc., Global Source, Computer Sciences Corporation, Wipro Technologies, (CSC), Hewlett-Packard International, Inc. (HP), Global Services, Convergys Corporation, HighRoads, Xchanging, Core3, IBM Global Services, Zensar Technologies Ltd.

Brand from a Buyer's Perspective

- Acts Like an Insurance Policy
 - Buyers may not know what they want or are buying
 - Insures buyers against needing to know everything before they buy
 - Insures them against risks after buying (“Nobody got fired for buying...”)
- Sets Expectations
 - Builds an idea of what it will be like to work with a provider
 - Clarifies provider's point of view
 - Differentiates individual providers from the pack
- Affects Perceptions
 - Influences impression of trustworthiness
 - Influences perception of value

Brand from a Buyer's Perspective

“I started my selection process by asking peers and colleagues their recommendations. I confirmed some of the top players from a list in a respected trade magazine.

Then I looked at websites and collateral, specifically searching for capabilities, references, client lists and at the management team. If these materials were impressive and talked to me in a way that resonated, I moved the provider up the list. If they did not pass this scrutiny, they were removed.”

– Buyer, Fortune 500 Consumer Product Company

The Provider's Perspective: The 3 Permissions

1. Access
2. Benefit of the Doubt
3. Standard Setting

The 3 Permissions: *Access*

1) Access: Develop New Relationships

- Build awareness and educate buyers
- Buyers become more likely to:
 - **Take your calls and respond to your inquiries**
 - **Attend your events and seek you out**
 - **Send you RFP/RFIs**
 - **Put you on the short list**
- Acts as a margin-protector - reduces impact of price on the buying decision

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The 3 Permissions: Benefit of the Doubt

2) Benefit of the Doubt: Shape Relationships

- Influence Program/Project Conditions
 - Buyers trust your input on setting SLAs and agendas
 - Trust in your methodology allows for interchangeability in team
- “Goodwill Bank Account”
 - Allowance for some level of non-conformity
 - Opportunity to recover and restore confidence after a mishap
- Ability to Scale
 - Buyers trust your competence beyond your stated capabilities
 - Believe in your “cross-over skills”
 - Give you the chance to try something new, extending your expertise

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The 3 Permissions: Standard Setting

3) Standard Setting: Become a Market Leader

- Grow market share
 - As trusted partner, clients offer new opportunities
 - Showcase collaborations to the marketplace
 - Clients endorse your capabilities and become a lead channel
- Media and influencers seek your opinion
- Your approach becomes best practices
- Set the bar in the industry. Your brand becomes an unfair competitive advantage.

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The 3 Permissions: Summary

How can your brand impact your sales process?

- Opens doors and wins respect
- Builds more favourable relationships
- Encourages receptivity to your solutions
- Shortens the sales process
- Increases likelihood of prospects seeking you out
- Makes prospects feel like they know you before you even walk in the door

Leveraging Your Brand as a Sales Accelerator

Differentiating Your Company in the Marketplace

Does This Sound Like You?

We are **global** leaders in deploying **flexible, scalable, integrated best practice** client-centric solutions that imbed **continuous process improvement** and deliver services **efficiently and effectively** to significantly **reduce costs and meet business objectives.**

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The World Through a Service Provider's Lens

- **Increasingly difficult to stand out** - What were once key differentiators such as technology, best practices, location and aggressive pricing are now “me-too” fodder
- **“Sales is king”** – Short term objectives and immediate results take precedent over long-term strategic efforts such as branding



Who is defining what your company stands for?

If you don't make the effort to define who you are in the marketplace, the ***market will do it for you...***

...And chances are, they won't get it right!

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Many Service Providers Fire Before They Aim

- Let the market define who they are
- Don't know how to effectively talk about what they do and offer
- Focus on the “how” not the “what”
- Describe themselves by invoking a competitor's name
- Lead pitch with price or labor arbitrage
- Underutilize their brand



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Leveraging Your Brand as a Sales Accelerator

5 Key Tasks to Build Your Brand

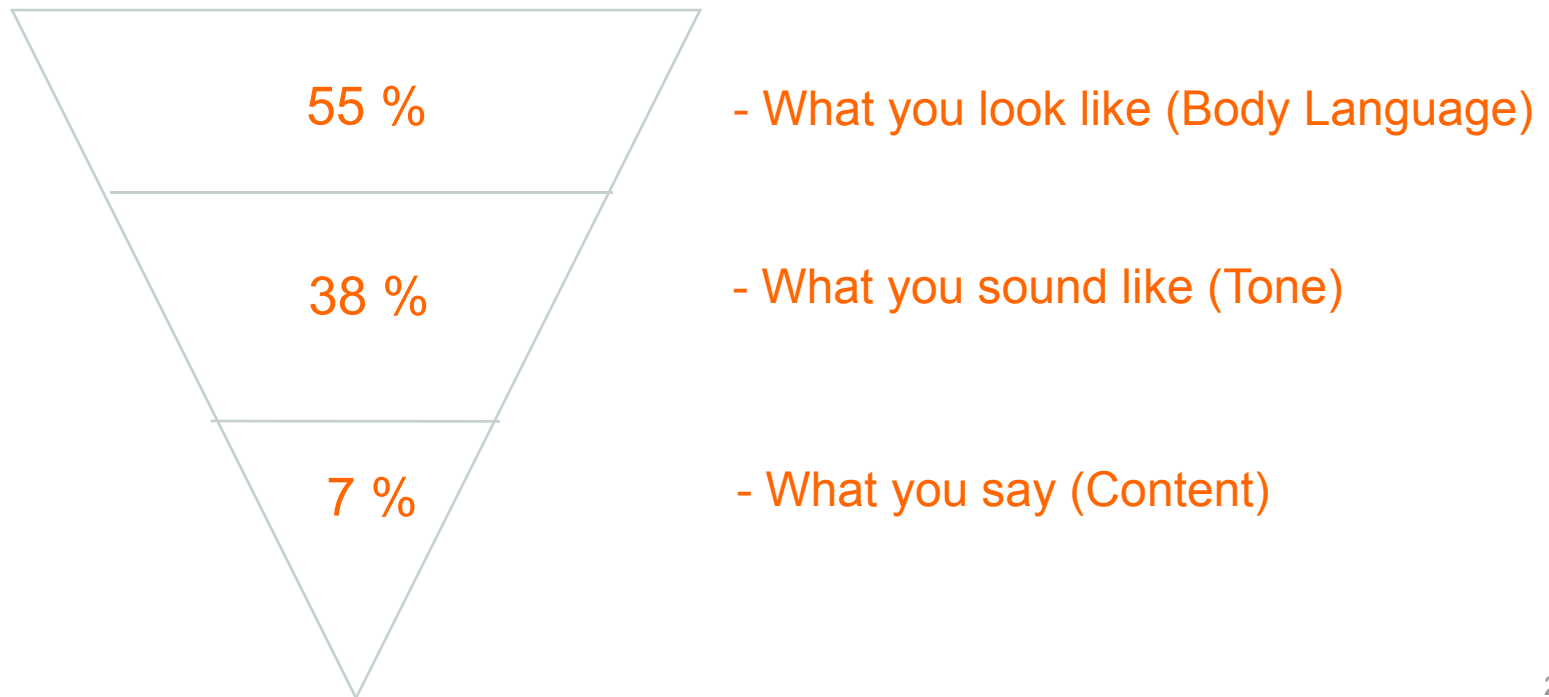
What Composes a Brand?

- **Verbal Identity:** Brand Positioning and Messaging
- **Visual Identity:** Look and Feel
- **Your People:** Leadership Team and Employees
- **Client Work:** You are what you do
- **Community:** How you interact locally and globally

These elements come together to build an overall perception of your company in the marketplace.

Critical Perception Factors

- A study by Dr. Albert Mehrabian from UCLA found that the following are the components that make up an audience's perception of someone giving a speech.



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How Do You Build Your Brand?

What's the Path to Success?

- Spend 1-4% of gross revenues
- Advertise extensively
- Print and mail brochures
- Hire a celebrity as spokesperson
- Put your logo on a stadium
- Sponsor the bag at a trade show
- All of the above
- None of the Above

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5 Key Steps to Build Your Brand

Strong Brands are Built from a Solid Strategic Foundation

1. Take stock of who you are today
2. Understand your competitive landscape
3. Define your business/brand trajectory
4. Develop a plan to articulate, express and achieve the new vision
5. Build and execute a go-to-market strategy

5 Key Steps to Build Your Brand

1) Take Stock of Who You Are Today

- Solicit internal and external perspectives
- Clarify who you are and what market you operate in
 - Expectations and needs of target prospects
 - Value proposition
 - Market dynamics



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5 Key Steps to Build Your Brand

2) Understand Your Competitive Landscape

- How has it evolved, how might it continue to change?
- Where do you stand? Compared to whom?

B2B Brands



B2C Brands



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5 Key Steps to Build Your Brand

3) Define Your Business and brand Trajectory

- Define your goals and objectives
- Anticipate opportunities and barriers that may exist in the marketplace
- Your optimal brand positioning will be:
 - **Relevant** – Addresses the needs of potential buyers
 - **Credible** – Have proof that you can deliver on your promise
 - **Differentiated** – Stand out among the competitive landscape
 - **Sustainable** – Be something that lasts long-term. Be memorable

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5 Key Steps to Build Your Brand

4) Build a Plan to Achieve the New Vision

- Every brand has an aspirational element to it
- If you look, sound and act consistently like who you want to be, you will become that brand
- Build a plan to articulate and express the new brand
 - Go-to-Market Strategy
 - Sales Approach
 - Internal Communications
- Figure out the resources you need to get there
- Build in metrics, check points, reviews, accountability, and consequences into your plan

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5 Key Steps to Build Your Brand

5) Execute the Plan Deliberately and Consistently

- Frame your offerings around the benefits that clients get
- Simplify your message so it is easy for prospects to describe it
- Send a uniform impression from every touchpoint
- Start internally and then focus externally - keep brand, sales and marketing in sync
- Empower your people to be brand stewards. Give them the tools and training they need to consistently deliver on your brand promise

Leveraging Your Brand as a Sales Accelerator

Summary

Brand as a Sales Accelerator

A Well Defined Brand Allows You to:



SELL MORE



SELL FASTER



SELL PROFITABLY

Brand as a Sales Accelerator

Why You Should Invest in Building Your Brand?

- Faster speed to market & more deal opportunities
- Better access and consideration by prospects
- Preempts standard questions and objections
- Lowers cost of sales
- Greater competitive impact & better chance to win deals
- Greater impact on deal terms, standards, SLAs, metrics
- Employer- and provider-of-choice status
- Become a market leader. Be the high-bar in the industry

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