

Chapter 13

We now address the third step of the SAM process, which is the co-creation of value, probably the area that has the biggest impact on the job and the role of the strategic account manager. It is at this stage that we want to validate the value and strategic fit between the customer needs and pains and what we as a supplier can provide. We want to make sure that, as much as possible, our solutions always bring some innovative components so that we are better differentiated vis-à-vis the competition. But most importantly—and this is very difficult to do—we want to finalize and monetize the value proposition, which will lead us to better define the strategy to engage the customer.

So this step is extremely critical because, from it, we will monetize the value created and convince the strategic customer that our solution is unique and brings more money to the customer than any other competitive solution. The Summit Group methodology of Third Box Thinking™ is an excellent approach to co-value creation and monetization. (Bernard Quancard)

Creating Joint Solutions with Strategic Customers

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Persistent, disruptive forces impacting profitable growth are intensifying, and as a result, companies in many industries face slower growth and accelerating commoditization of product and service margins.

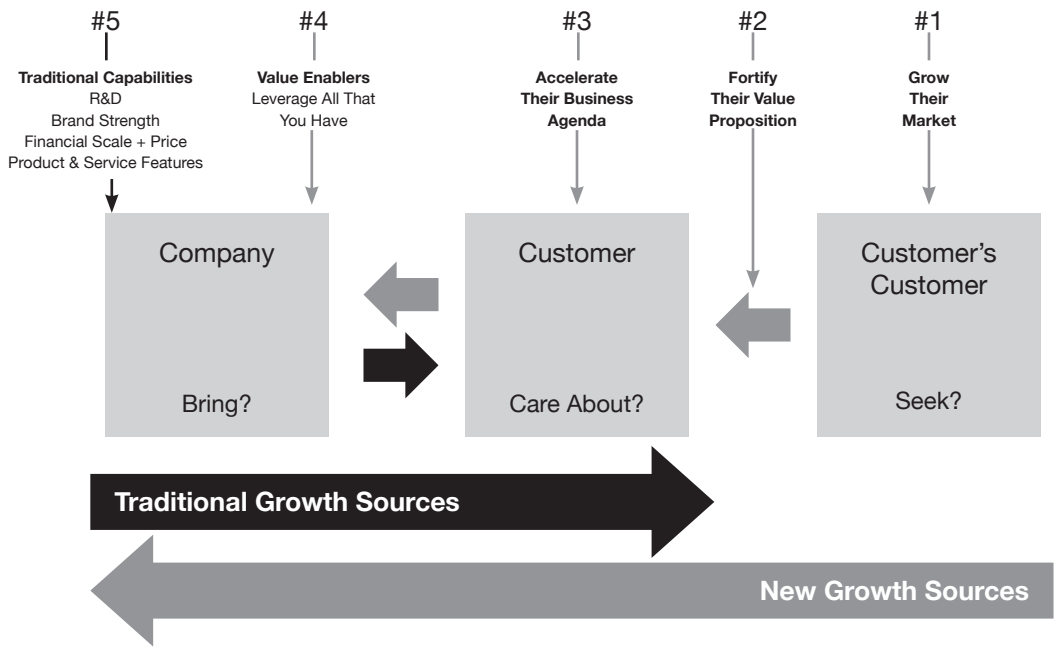
Given marketplace complexity and dynamic shifts in how customers buy, traditional business models are threatened, and new strategies and capabilities for driving growth must be more intentionally developed.

In this chapter, we will outline a pragmatic yet powerful framework for co-creating solutions with strategic customers—drawing on research, emerging practice, and learnings from what leading companies are doing differently to collaboratively create value and accelerate growth with customers in their hyper-competitive business environments.

Traditional sources of growth, such as internal research and development of products and services, pricing, and branding—the capabilities within the firm's direct control, in other words—remain important, but they are no longer sufficient to sustain growth.

Increasingly, leading firms are engaging *with* customers and partners along their value chain to co-create new sources of value by deepening insights, aligning goals, developing joint solutions, leveraging mutual capabilities, and executing together (Figure 12).

Figure 12 Sources of growth, both traditional/internal and new/external



Successful joint solution creation requires an iterative, non-prescriptive, collaborative operating system by integrating a framework, principles and tools, and distinguishing competencies that enable business alignment, customer-driven insights, collaborative relationship development, and co-creation.

Companies should not underestimate the barriers to successfully developing joint solutions with customers. The legacy products, competencies, organizational structure, mindset, and culture that enabled success in the past are likely to get in the way of collaboratively creating joint solutions and rethinking how value is created with customers. Creating joint solutions is a team sport. For many organizations, the level of collaboration and trust required—both with strategic customers as well as internally across the enterprise—is highly challenging. Yet the rewards for developing this capability can be substantial, with leading companies reporting growth at up to three times the market rate and double the progression of their business with other customers.¹ The easy growth is over.

As marketplace change accelerates, complexity increases, commoditization intensifies, and technology disrupts previously successful business models, companies seek new strategies to invigorate and sustain profitable growth—to survive and thrive in this “new normal” environment. Considering the seismic shifts that continue to impact how companies go to market and grow, creating joint

1 TSG/SAM “Co-Innovation Benchmark Assessments, 2010-2015”

solutions with customers has emerged as arguably the most compelling and powerful strategy for companies to accelerate and sustain profitable growth.

Beyond accelerating and sustaining growth, creating joint solutions enables companies to:

- Use the customer to guide, shape, and **accelerate company change and transformation**. Possibly the “grandest why” is to leverage the customer as the central source of navigation for your company’s strategy and culture shift from “inside-out” to customer-driven.
- **Distinguish how they engage** with customers, creating value through the co-creation process, not only by what they sell. Done right, co-creation is a differentiating competitive strategy that’s hard to imitate.
- **Elevate and sustain relevance** by dialing up their agility to align with and collaboratively create solutions that impact their customers’ most critical clinical/technical, business and financial priorities, unmet needs, and “CareAbouts.” Importantly, customer expectations are shifting fast—and there is little tolerance for “telling me what I already know” or not being highly relevant.
- **Strengthen, expand, and deepen strategic relationships**, moving well beyond “preferred supplier” status to being seen as trusted co-innovators and business advisors.
- **Create and sustain mutual value beyond the product** by developing new revenue streams, developing new business models, reducing costs, and improving efficiencies. Paradoxically, leading companies find that as they create value beyond the core product, sales of core products and services increase.² Also, by quantifying and communicating value beyond the product, companies counter commoditization and price pressure. While price remains important, it need not be the only factor.
- **Innovate more effectively** by bringing new-to-company ideas, capabilities, and insights that result in new products, services, and solutions.
- **Mitigate risks inherent in traditional innovation** by reducing market access and demand uncertainty.
- **Accelerate entry into new markets**.
- **Expand value and impact** by replicating, cascading, and scaling to other customers and new accounts.

As one respondent in the SAMA “Report on Current Trends and Practices in Strategic Account Management” put it, “Only a true customer-focused approach that unites and aligns our company’s resources on co-value creation for both parties can differentiate us and sustain our growth in the medium to longer term. It’s also an approach that can dissolve internal barriers along the way, if strongly led by the CEO downwards.”³

² Technology companies refer to this as the “attach rate”—the incremental core-product sales generated as a result of bringing new solutions and services to market.

³ Verbatim comment from 2014 “Report on Current Trends and Practices in Strategic Account Management,” © Strategic Account Management Association (SAMA), April 2014

Ultimately, creating joint solutions is about increasing customer value and accelerating and sustaining profitable growth, which fuels the lifeblood of business. As compelling as the logic may be, though, creating joint solutions can be one of the toughest strategies to execute.

Creating joint solutions is the collaborative development and deployment of new products, services, solutions, processes, and/or business models that impact mutually prioritized opportunities to create value, differentiation, and profitable growth for the company, the company's customers, and the customer's customer.

"Joint Solution Development, Co-Creation, and Reaching Agreement" is a core SAM competency⁴ as defined in SAMA's SAM Competency Model and draws on critical skills essential for high-performance strategic account management.

Figure 13 Joint Solution Development, Co-Creation and Reaching Agreement is a critical SAM competency—as defined in SAMA's SAM Competency Model



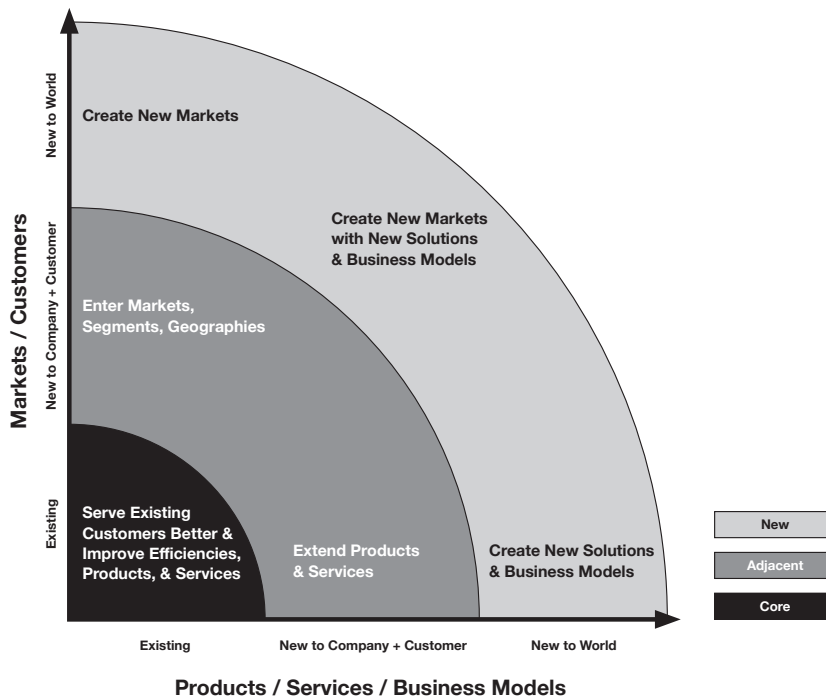
Opportunities for creating joint solutions span from incremental improvement of existing products and services to creating new-to-the world solutions, developing new business models, and entering new markets.

⁴ In the SAMA competency model, the Joint Solution Development, Co-Creation and Reaching Agreement competency is defined thusly: "Ability to communicate credibly and effectively at the customer CxO level, demonstrating understanding of the customer's financials and financial strategy. Provides thought-leadership on customer's business issues and priorities, uncovers and validates key challenges. Engages the customer in the account planning process and works collaboratively to identify value-based solutions. Co-creates in areas of highest joint potential and innovation. Quantifies the differential solution/value proposition vis-à-vis competitors demonstrating mutual ROI. Sells high and wide throughout the customer organization—managing Procurement and multilevel relationships with the support and coordination of the account team. Negotiates and reaches agreement on company engagement and specific deals, specifying resource commitment and allocations internally and at the customer."

It is our belief that value may be co-created at three levels of product/service, business model, and market opportunity:

- **Core:** with existing products and services, in existing markets
- **Adjacent:** entering and extending with new-to-company and/or new-to-customer products and markets
- **New:** new-to-the-world products and services, business models, markets, and customers

Figure 14 Opportunities for creating joint solutions span from incremental improvements of existing solutions to new-to-the world solutions, business models and processes



Creating joint solutions is not traditional large account selling. It's something we do *with*, not *to*, the customer.

The hallmark operating principles for effectively creating joint solutions are:

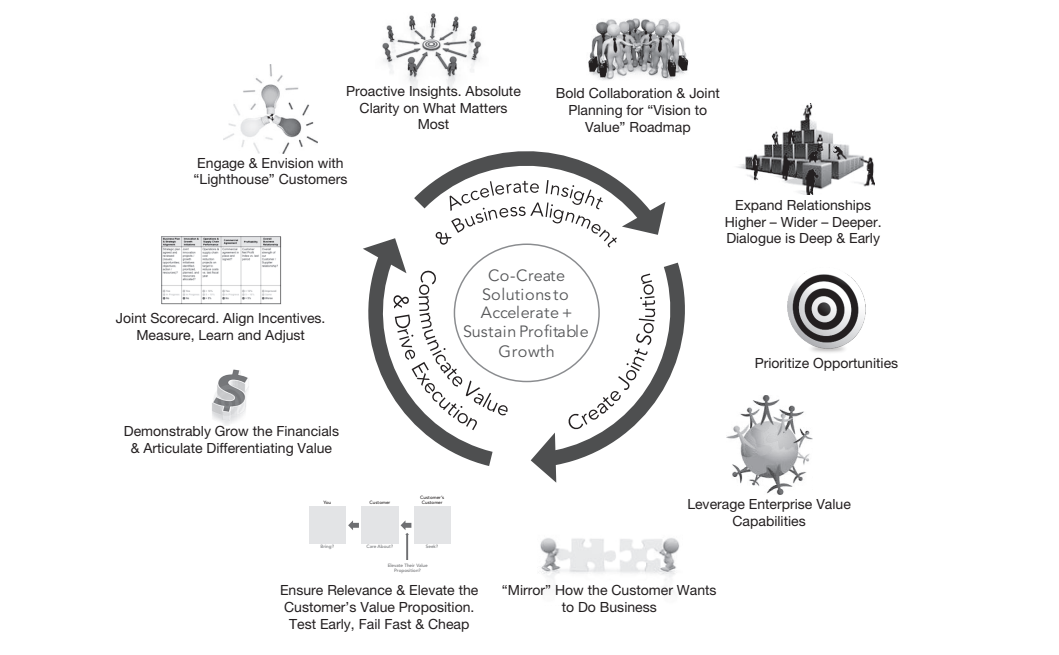
- Outside-in thinking
- Focus on the customer's customer
- High levels of collaboration, transparency, and trust
- Business alignment and mutual prioritization of opportunities
- Value creation and business impact for both the company and the customer
- Joint resourcing and decision making

- Senior-level leader support and sponsorship
- Balancing creative, strategic thinking with disciplined execution
- Leveraging relevant strengths and capabilities of both organizations
- An agile, iterative process enabled by continued feedback and learning

Leading companies who excel at collaboratively creating value with their customers are not trying to do a thousand things well. With clear purpose, and through deliberate practice, they focus on developing the critical capabilities that enable an iterative, flexible process; agile execution; and continuous learning.

While there is no universal template or guaranteed recipe for success, based on The Summit Group's research, benchmarking, and our work with some of the world's top companies, we've distilled what the best do differently to the ten "greatest hits"—i.e., distinctive capabilities—aligned with, and enabling, the collaborative value-creation framework:

Figure 15 What the best do differently to co-create value and develop joint solutions with strategic customers



Insight and business alignment:

1. Engage and envision with "lighthouse" customers
2. Develop proactive insights and absolute clarity on what matters most
3. Collaborate boldly and plan jointly for a "Vision to Value" roadmap

4. Expand relationships higher, wider, deeper for a proactive dialogue⁵
5. Prioritize mutual opportunities

Create joint solutions:

6. Leverage enterprise capabilities beyond the product
7. “Mirror” how the customer wants to do business, forming joint-action teams

Communicate value and drive execution:

8. Ensure relevance and elevate the customer’s value proposition. Test concepts early, and fail fast and at the lowest cost.
9. Demonstrably grow the financials and articulate differentiating value
10. Create a joint scorecard. Align incentives. Measure and communicate results. Learn and adjust, adjust, adjust.

These “next practices” enable leading companies to discover, understand, and validate the customer’s key value drivers, a deep understanding of which maximizes the potential for co-creating value, ensures efficient resource allocation, elevates relationships, differentiates how you show up, and counters competition. An underlying and recurring theme in every successful co-value creation initiative we’ve been privileged to be a part of over the past 21 years is “trust-based collaboration.” What can we learn from this insight?

When deciding with whom to collaborate, leading companies go beyond traditional criteria to assess prospects for strategic business partnerships⁶ and look closely at the attributes and behaviors of highly collaborative organizations—as well as poorly collaborating ones. Along with the openness to innovate and being seen as a leader in the industry, these indicators of trust-based collaboration guide us to engage with customers with whom we are most likely to succeed and help us to avoid the pain, costs, and ramifications of failed attempts.

Trust is earned, and it’s based on the one party’s confidence in the other’s capability, transparency, and commitment to consistently deliver and follow through on commitments.⁷

The table in Figure 16 contrasts attributes we’ve observed that indicate an organization’s capacity to build and sustain trust-based collaborative relationships versus those that do not. Those organizations demonstrating the least collaborative behaviors may be good customers, but they may not be the best candidates for co-creating solutions.

5 The Oxford Dictionary defines the word *dialogue* as “a discussion between two or more people or groups, especially one directed toward exploration of a particular subject or resolution of a problem.”

6 ASAP, Association of Strategic Alliance Partnerships

7 Suggested reading: *The Speed of Trust*, Stephen Covey and *The Trust Edge*, David Horsager

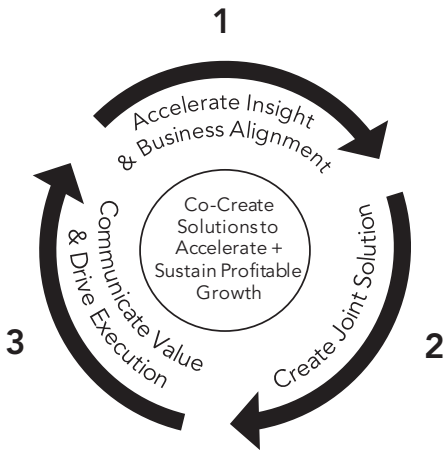
Figure 16 Attributes of the most, and least, collaborative relationships



Introducing a framework for creating joint solutions

In this section, we bring you the “how”—a pragmatic, proven operating framework, principles, and tools for creating joint solutions with your strategic customers. There’s no “silver bullet” or prescriptive process that gets you from A to Z. An iterative, agile application of a structured yet flexible approach that provides “freedom in a framework” has proven to enable effective execution and to accelerate results. This proposed co-value creation approach is validated in real-world application and is based on the experience of leading companies across industries. Theory does not pay the bills.

Figure 17 A framework for creating joint solutions



The operating framework we propose for creating joint solutions has three phases: (1) accelerate insight and business alignment, (2) create joint solutions, and (3) communicate value and drive execution.

In the complex business-to-business environment of strategic account management, where no two co-creation opportunities are likely to follow the same path, a prescriptive, robotic, linear process will not accommodate the variability, adaptation, and creativity required for success. Rather, the creating joint solutions framework provides structure to our thinking, secures focus on what matters most, stimulates creativity, and guides our iterative action towards the outcomes we seek—allowing for the dexterity, agility, and flexibility required to navigate the multifaceted dynamics of two (or more) organizations seeking to collaboratively co-create value.

Companies adapt and integrate this framework into their organization's culture and way-of-working to differentiate how they engage and drive growth with their customers. The collaborative co-creation journey becomes an important part of their overall value proposition and competitiveness by creating an exceptional customer experience. Let's walk through each phase to understand what works—the mindset, skill set, and core principles and tools required to create joint solutions with strategic customers.

Phase 1: Accelerate insight and business alignment

In this phase the company and customer:

- Establish mutual intent and guiding principles⁸ to collaborate, beyond the transactional relationship, in the discovery and evaluation of opportunities to create new sources of value
- Accelerate and deepen insights into their value-chain drivers—thinking outside-in and looking beyond the product/service to identify major “CareAbouts” (i.e., issues, opportunities, unmet needs, and pain points impacting their business ecosystem) to avoid “product glaucoma”⁹
- Listen louder to the voice of the customer's customer
- Engage in dialogue with relevant stakeholders beyond traditional contact points to extend and validate insights
- Mutually prioritize what matters most, aligning on opportunities and initiatives that are likely to have the greatest impact on end-user value and on each organization's business, considering feasibility and competitive differentiation

At the outcome of this phase, both organizations have identified big “CareAbouts” and prioritized joint opportunities to co-create mutual value. During this phase, leading practitioners reorder their thinking, starting with their customer's customer, to understand why they select one product, service, or solution over another—and to determine what they seek and care about most.

Third Box Thinking™, CareAbouts, joint opportunity prioritization, Value Enablers™, and building compelling value propositions

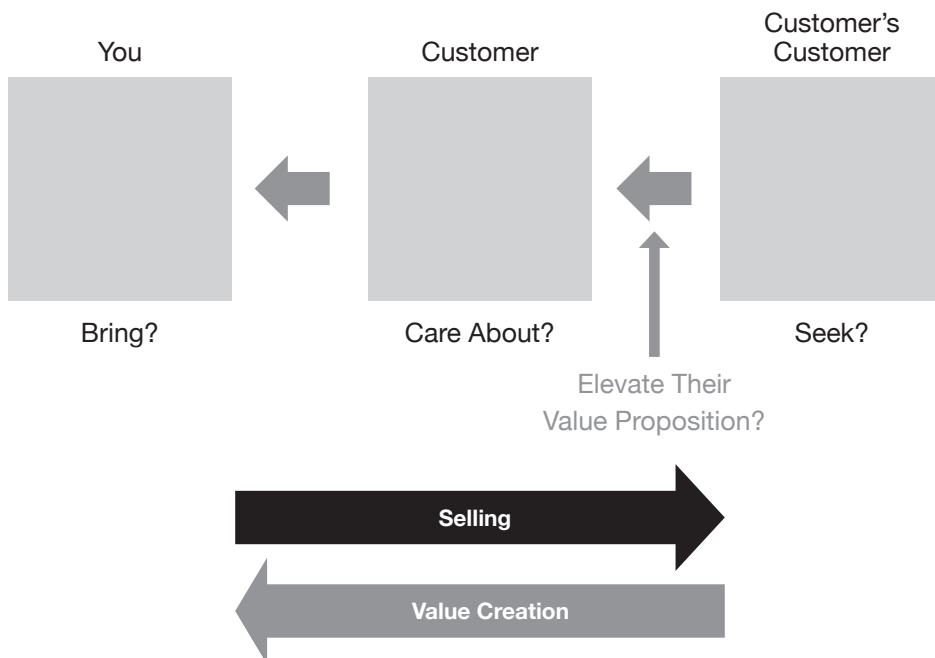
Third Box Thinking is a principle that operationalizes value co-creation by reordering and aligning how we think, enabling the shift from traditional selling, which starts with product/service features and benefits, to focus on value-chain drivers before considering what we can bring. In our experience, the inside-out, product-centric mindset is one of the hardest things to change, especially when you

⁸ May also be referred to as “rules of engagement,” charter, or “intent to collaborate.”

⁹ WebMD defines *glaucoma* as a “progressive vision condition that can lead to permanent blindness.”

have historically enjoyed product success. Third Box Thinking begins with the customer's customer (see Figure 18), re-structuring thinking from right to left—starting with deep insight and understanding of what the end-user customers care about/seek, what customers do to deliver value to their customers, and what the company can provide. It's about reverse engineering relevance and listening beyond the product.

Figure 18 Third Box Thinking—a principle and tool enabling companies to listen beyond the product and identify value drivers from the customer's customer's perspective



Leading companies gain deep, unique, strategic, and tactical insight into industry value drivers and the customer's business issues, initiatives, and critical success factors. While quantitative and qualitative research and customer satisfaction surveys provide plentiful data, it is usually filtered through third parties, difficult to interpret, harder to act on, and unlikely to provide the depth of insight required to guide co-development of differentiated, customized solutions. Co-value creation places a premium on understanding the "ultimate truth": the unfiltered voice of the customer and of key players along the value chain.

Gaining deeper insight into value drivers requires understanding the "why behind the what." By repeatedly asking "why," we uncover the root cause and expose implications of CareAbouts. The CareAbouts grid prompts probing questions—What? Why? Who?—enabling us to avoid making assumptions and ensuring we dig deeper to understand the "why behind the what."

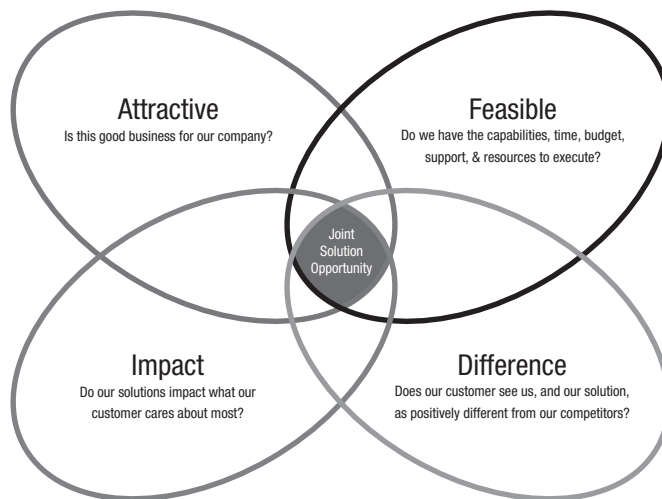
Clarity, making choices, and focus are crucial to successfully creating joint solutions. Collaborating companies proactively agree on the approach and criteria to prioritize where they will invest resources (time, energy, people, and money) and, importantly, to decide where they will not invest.

We propose a simple framework to guide collaborative prioritization of opportunities for creating joint solutions. The joint opportunity prioritization tool enables understanding of the “fit” between company and the customer’s strategic agenda, and guides us to assess the feasibility, scope, competitive differentiation, and relative importance of the opportunity itself. This framework provides questions that can be used to screen, evaluate, and prioritize where to play and how to focus on what matters most.

Joint opportunity prioritization is based on answers to four strategic questions:

1. **Impact:** If we were to invest in creating a solution for this opportunity, can we have a meaningful impact on what the customer and customer’s customer (end-user) care about most?
2. **Attractiveness:** If we were to invest, do we expect this to be good business (aligned with our vision, goals, and strategy) that generates a satisfactory return for our organization?
3. **Feasibility:** Do we have the capabilities, competencies, time, capital/budget/funding, resources, and support to create and execute? What is the likelihood of us being successful?
4. **Differentiation:** If we were to invest in creating a solution for this opportunity, can we win? Will this solution positively distinguish us in our marketplace, or are we merely investing to be at parity with competitive options?

Figure 19 Joint opportunity prioritization



To advance on the creating joint solutions journey, it’s essential to secure business alignment between, and within, each company. In this regard, we always hear the biggest obstacles come from within.¹⁰

Based on deep insights, prioritization of opportunities, and cross-business alignment, we move to the next phase.

¹⁰ This insight is validated by SAMA’s “2014 Report on Current Trends and Practices in SAM” where two of the three top challenges facing effective SAMs were (a) “Enabling SAMs to collaborate internally to align resources for the customers” and (b) “SAMs struggle to identify and develop long-term growth opportunities as opposed to just focusing on short-term objectives.”

Phase 2: Create joint solutions

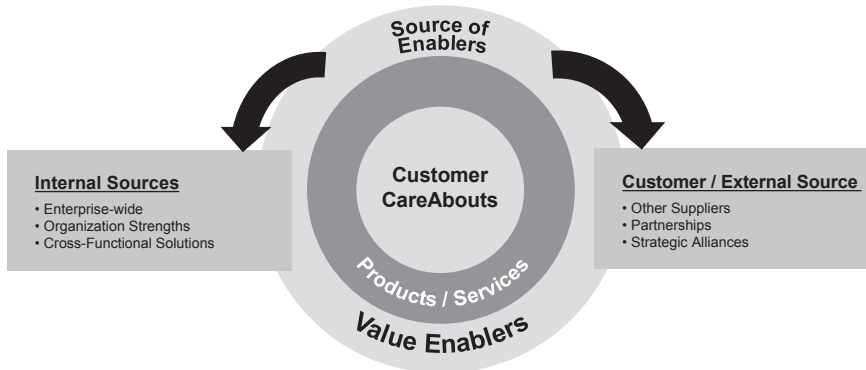
In this phase, the company and customer:

- Agree on and apply an approach to creating joint solutions that leverage the enterprise resources, capabilities, enablers, and relative strengths of each organization
- Collaboratively engage in structured ideation and brainstorming to identify “beyond-the-product/service” enablers and generate potential solutions—drawing on relevant resources and strong capabilities from across both enterprises
- Screen solutions and enablers for inclusion, exclusion, or further development considering their relevance, impact, and feasibility.
- Align, engage, and commit relevant resources to develop the prioritized solution(s)
- Value engineer to optimize the solution for impact and differentiation—considering solution components and enablers that can be added, eliminated, elevated, or reduced
- Prototype and test the solution—with emphasis on agile development¹¹: testing early and failing fast, at the lowest cost

At the outcome of this phase, both organizations have co-created a joint solution relevant to the prioritized opportunity and have agreed to move ahead to build and validate the business case, communicate compelling value, and to pilot and then implement the solution, joint initiative, or new business model.

Our proposed approach for creating joint solutions starts with—and focuses on—a prioritized customer “CareAbout,” aligns relevant products and services, and integrates enterprise capabilities beyond the core product/service that impact what the customer and/or end-user cares about most.

Figure 20 A structured approach for creating joint solutions



Central to successfully creating joint solutions is the ability of each collaborating organization to leverage their enterprise-wide capabilities. Value enablers are any asset, capability, company strength, or resource beyond the core product or service offering. While the idea of drawing on relevant

¹¹ “Agile development is an alternative to traditional project management, typically used in software development. It helps teams respond to unpredictability through incremental, iterative work cadences, known as sprints. Agile methodologies are an alternative to waterfall, or traditional sequential development.” Source: <http://agilemethodology.org/>

cross-business, enterprise resources to co-create solutions with strategic customers sounds logical, fundamental, and simple, in our experience it's not always easy—and not common practice.

For many co-creation initiatives, this is where the “rubber meets the road”: when the joint solutions team engages and requests relevant resources, beyond the product, from across the business. To facilitate access to solution enablers and support their integration into new, “beyond-the-product” offerings, we suggest the following:

- Ensure executive-level support and communication of the “grander why”—why creating value with strategic customers is central to your company's strategy and success.
- Engage and align the “critical crowd”—i.e., relevant internal stakeholders—early in the creating joint solutions journey, well before you make a specific request to invest their, or their team's, time and resources.
- Build a comprehensive list and categorize enabling capabilities around core value themes such as reducing cost, improving efficiencies, growing revenue, and elevating the customer experience.
- Identify customer and company gaps in capabilities—i.e., value enablers that are missing yet critical to co-creating value. Determine if these are capabilities you can build, buy, or source elsewhere.
- Identify and engage “owners” of key value enablers—using the customer's voice to articulate why these capabilities/resources are important, the impact on the customer's business, the value to the company, the cost of inaction, the joint solutions roadmap, and what matters next.
- Leverage relevant enablers to co-create solutions using structured brainstorming and creative design thinking¹² to generate concepts and potential solutions.
- Move forward to prototype, test, and refine your solution.

Phase 3: Communicate value and drive execution

In this phase, the company and customer:

- Develop their business case and compelling customer value proposition
- Establish and execute their plan to deploy the joint solution/initiative
- Agree on a governance framework, project plan, scorecard and review cadence to drive joint initiatives forward, faster
- Reflect to capture lessons learned, build on what's working, and assess opportunities to adjust strategy and scale solutions

At the outcome of this phase, the compelling, differentiating value proposition and business case for the co-developed solution have been quantified and clearly articulated, the joint solution has been launched, and a plan has been agreed upon to scale and roll out to other customers or markets.

Quantifying and communicating compelling, differentiating value to key stakeholders within the customer's organization, and to the customer's customer, is fundamental and essential to the practice of co-creating value. Ultimately, if the value of your solution is not recognized, believed in, and

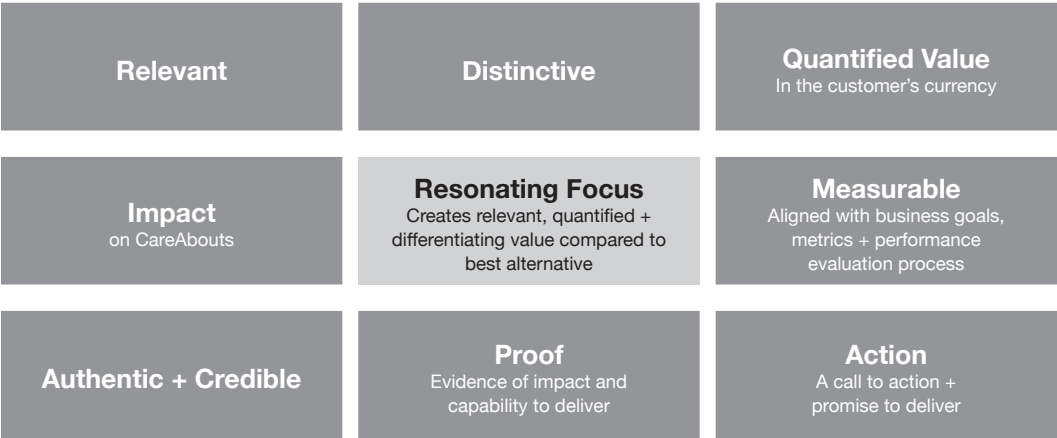
¹² Design thinking is central to creating joint solutions by focusing first on defining the problem/unmet need/opportunity, and then implementing the solution, always with the needs of the user demographic at the core of concept development.

accounted for, your company will not be able to capture and realize the value co-created in the joint solutions process.

Value propositions are a well-established, yet often poorly practiced, concept in sales and marketing. Through research¹³ we’ve established that less than 10 percent of customers see their suppliers “creating real value, and being worthy of a long-term strategic relationship.” As one customer commented on their supplier’s value proposition, “This sounds like brochure-speak.”

We need to ask ourselves the question, “Why do value propositions seldom resonate?” Based on our research and work with clients, we’ve established that compelling value propositions resonate because they: focus on what matters most to the customer; clearly articulate the differentiating value of your solution, compared to the best alternative; are quantified in the customer’s currency; and provide evidence of impact and proof of your company’s ability to deliver.

Figure 21 Characteristics of compelling value propositions that resonate



We suggest a simple Value Creation Framework™ to collaboratively develop your compelling, relevant, quantified, and differentiating value proposition. The framework provides a non-prescriptive structure for communicating thought. It enables authentic articulation of your joint solution’s impact on the customer’s top “CareAbouts.” This framework, structured around four words—them, us, fit, and proof—assures relevance and resonance by aligning what you bring (i.e., your solution) with the customer’s major needs and priorities.

Them: What do they care about? We need to truly understand what our customers care about. What keeps them up at night? What are their key issues and concerns? What is important to them? How are they measured, paid, and rewarded?

Us: What do we have? Here’s where you articulate relevant products, services, and value enablers. What pertinent capabilities and assets can you bring, beyond and/or wrapped around core products and services?

13 Strategic Sales Effectiveness Research—The Summit Group, Consalia, ITC, London Business School, “What Customers Seek,” 2008–2014

Fit: How does what you have impact what's important to the customer and customer's customer? Quantify and describe the impact of your solution on the key issues, concerns, and value drivers of your customer and customer's customer. Articulate your solution's difference compared to the next best alternative.

Proof: Prove it! Provide the examples and evidence of the value you will bring and demonstrate proof that you can deliver and execute.

Applying this framework guides us to create, articulate, and quantify customer-centric value propositions that resonate and enable the company and customer to realize value created through the joint solutions process.

What matters next

While our proposed framework for creating joint solutions is simple—and it's meant to be—what distinguishes leading companies from their competition is how they institutionalize this approach. From our experience, companies that outperform their peers in implementing creating joint solutions do the following:

- Establish a replicable enterprise-wide approach to customer-centric co-value creation. The whole organization—not only sales and marketing—is oriented towards the customer. At Cisco, for example, CEO John Chambers made sure the primary focus was on the customer at a time when other vendors were focused on technology. Customer satisfaction is a company-wide performance metric enabled by cross-functional teams, account segmentation, executive sponsorship, customer advisory boards, and a world-class customer relationship development process.
- Continually refine which customers they choose to align with and focus resources on. Strategic fit, market attractiveness, and trust-based collaboration criteria must enter into the selection process. The Summit Group believes it is essential to identify, in addition to strategic customers, “lighthouse” companies who are forward-thinking innovators prepared to share risk and resources, and who are expected to drive future segment growth. These may or may not be current customers.
- Take collaboration to the next level to secure alignment, gain deeper insight into customer priorities, and uncover new mutual growth opportunities that often would have been invisible to each company acting on its own. In one Bain trend study,¹⁴ more than 65 percent of the executive respondents believed they could dramatically boost innovation by collaborating with outsiders, even competitors.
- Rigorously prioritize opportunities and bring clarity to where there is fit—and where there is not.
- Articulate a compelling value proposition, which aligns self-interest with customer priorities and quantifies internal and customer outcomes.

14 “Tools & Trends Study” based on response from 1,221 international executives, Bain Co.

- Effectively act on strategic customer and value-chain insights to co-create relevant, differentiated solutions that leverage their mutual cross-enterprise capabilities and resources. As Jack Welch put it, “An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”¹⁵
- Secure mutual commitment between company and customer as well as internally—through joint planning, common scorecards, and reviews—to drive effective go-to-market execution and enable constant learning.
- Elevate the account team’s mindset and skill set by building core relationship development skills and leveraging team members’ signature strengths. The application of these skills and strengths is reinforced through authentic sales leadership and coaching.

This summarizes more than 20 years of The Summit Group’s collaboration with leading companies in the pragmatic pursuit, deliberate practice, and real-world application of the co-value creation framework and principles reviewed. We are often asked, “What’s the ‘silver bullet’ to co-creating value?” Our response, and recommendation, is this: “Just do it!” By developing and institutionalizing enterprise-wide competencies to create joint solutions, leading companies are able to have significant immediate and long-term impact on customer loyalty, profit, value, and growth.

15 Jack Welch, former Chairman & CEO, General Electric