SELL

Participant Guide

This guide will lead you through the case study activities.

Important: The provided templates are for reference. Teams should complete activity outputs on flip chart for sharing with class.

Participant Guide

Table of Contents

Dovetail company profile

Founded:

1962, Boulder, Colorado

Online retail operations:

$840M sales

Revenue:

$6B

Number of employees:

35,000

Retail partnerships:

In all top 10 of the world's largest sporting goods retailers

Current customer base:

Mountaineers, skiers, snowboarders and endurance athletes

Retail operations:

520 outlets
(280 NA, 175 Europe, 65 Emerging Markets)

Customer growth targets:

New and inexperienced with outdoors and exercise; customers with health needs

Corporate values

Dovetail founders were committed to building a company they would want to work for – a company that achieves its tangible financial and growth goals while staying true to its values.

Their purpose is to enrich lives by connecting people to the outdoors.

Core Values:

- Nature is central to good living
- Preserve a sterling reputation
- Relentless focus on wellness
- Pride in community and collective accomplishment

Strategic goals

Dovetail's current strategic goals are:

- Be a brand leader
- Accelerate profitable growth
- Create differentiated products that enhance lives
- Expand customer base
- Enhance customer experience

The company has positioned itself for extensive innovation and expansion into new markets with its acquisition of LifeStep, a wearable technology company.

Dovetail has moved LifeStep products into their retail stores and eCommerce platforms and expanded their customer base, as intended by the acquisition.

Executive Leadership team

Daisuke Choe, Chief Executive Officer (CEO)
employee of 20 years; promoted in late 2018

Adelard Zimmerman, Chief Operating Officer (COO)
external hire from Bain and Company with extensive merger and acquisition experience; hired in early 2019

Alex Rossi, Chief Financial Officer (CFO)
employee of 25 years

Maria Lopez , Chief Information Officer (CIO)
external hire with extensive knowledge of manufacturing; hired mid-2019

Fabrizio Akintola, Chief Marketing Officer (CMO)
employee since 2012 with primarily B2B experience

★ **Jens Warbler, Chief Information Security Officer (CISO)**
employee of 22 years, formerly Vice President of IT Security

★ **Tracy O'Neil, Chief Data Officer (CDO)**
employee of 15 years, recently promoted to CDO

Client Relationship Strength Mapping

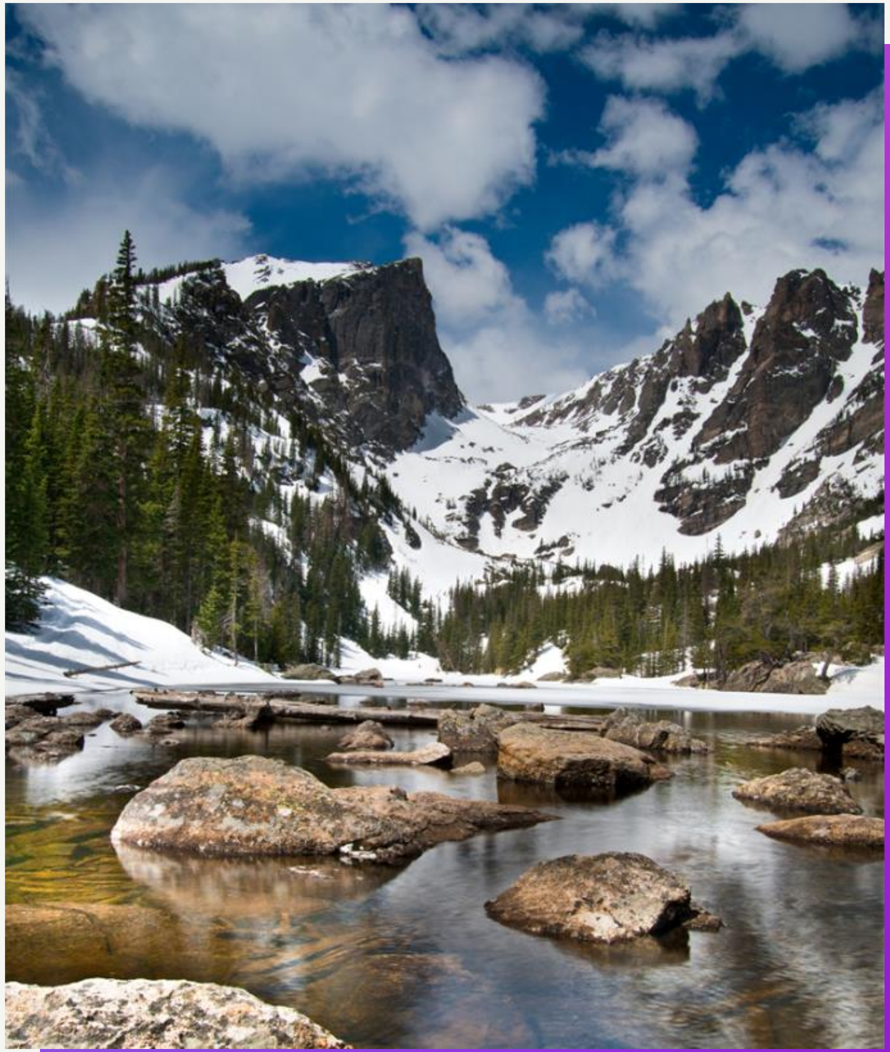
Relationship notes:

- Client account lead/client relationship details here.
- Jens Warbler, CISO, is Consulting, Inc.'s current client. Relationship strength has improved with successful project delivery.
- Jens is also a supporter of Tracy (CDO) and has a vested interest in the success of Tracy's projects.

Proprietary relationship mapping tool screenshot removed.

Current project snapshot

You are a manager on the Consulting, Inc. team that is successfully delivering multiple data security projects for Jens Warbler, the CISO.



Willis Tower | Chicago

Activity 1: Identify business needs

Activity 1: Identify business needs

Objectives:

- Identify business needs (using the Dovetail case study).
- Identify origination ideas that meet clients' key business needs.
- Ascertain criticality to the client.
- Consider the root cause of clients' key business needs.

01 **Identify business needs:** Ensure they align with buyer values. Update *Opportunity Identification Tool part 1*. 15 minutes

02 **Generate ideas that meet the client's business needs:** Review email from Senior Manager. In teams, ideate and update *Opportunity Identification Tool part 2*. 20 minutes

03 **Debrief:** Discuss what we learned, Tracy's buyer values and possible origination ideas. 10 minutes

45 min

Identify business needs

You have reviewed the company background and learned about the project on the ground. Follow the instructions below to identify business needs for Dovetail.

1. Review the following:
   - Email from CAL, Luis Juarez
   - Tracy O'Neil client profile
   - Jens Warbler status meeting update
   - Ping with Senior Manager, Sophie Matthews

2. Work with your team to populate the following columns in the *Opportunity Identification Tool part 1* template:
   - Challenges and Business Needs
   - Evidence
   - Impact
   - Criticality to Client (preliminary rating – High, Medium, Low)

15 min

Email from CAL, Luis Juarez

To: Consulting, Inc. Dovetail Team
Subject: Dovetail Leadership Update – New Chief Data Officer

Hello Everyone,

Please be aware that Dovetail has created a new Chief Data Officer (CDO) role and promoted Tracy O'Neil into the position. Tracy's top priority is **maximizing the value of the data** available to Dovetail to help improve overall performance across business areas.

Data optimization is a top priority and desirable differentiator for Dovetail. As you know, competition is fierce, so this could be a great opportunity for us to support Dovetail's data needs.

Tracy is meeting Dovetail leadership to understand in-progress data governance efforts and help identify initial projects and priorities. Tracy wants to understand the as-is environment and will work initially with Maria (CIO) and Jens (CISO) to review the technology landscape as it relates to Tracy's role.

If you have a chance, start building that relationship—get to know Tracy, how they think and what they care about, their business needs, etc.

Thanks for your help and please let me know how it goes!

Luis

Tracy O'Neil client profile

Mission statement from bio on Dovetail.com

My mission as a Chief Data Officer is to enable data-driven decision-making, optimize the value of data, and ensure its effective management, security and compliance. I will establish a culture that values data and promotes collaboration and innovation; lead the development of data strategies and quality management programs; and identify new business opportunities through advanced analytics and emerging technologies. Ultimately, my goal is to position the organization as a leader in leveraging data to drive growth and enhance customer value.

LinkedIn activity

- Comment on Pepsi-Co Chairman/CEO post about their proprietary data analytics practice Pepviz:

  "It's great to see how Pepsi-Co is leveraging technology to evolve its consumer insights across the organization to develop more collaborative retail relationships to drive growth and market share!"
- Liked post that linked to a Deloitte study:

  Digital transformation through data

CAL's notes from last conversation

- Tracy’s SOCIAL STYLE is Analytical
- Tracy is eager to perform well in their new role
- Tracy is interested in a proven, scalable solution
- Tracy favors working with vendors who are "easy to do business with" and have a successful track record of delivering for Dovetail

Jens Warbler status meeting update

You are attending Jens Warbler's weekly status meeting with Consulting, Inc. for the current project. As the meeting concludes, Jens shares information about Tracy O'Neil, the new Chief Data Officer.

Given Consulting, Inc.'s vantage point on the data security project, **Jens asks if Consulting, Inc. has any recommendations or solutions that Dovetail should consider.**

Information shared by Jens

- Tracy O'Neil is identifying high-priority data optimization projects for the CIO and CISO.
- Data is stored in different places, depending on where it is obtained, and the on-premise data storage solution is being retired (i.e., no longer supported). It is imperative that Dovetail have a modern platform and cohesive, functional approach to data storage.
- Dovetail wants to glean better insights from customer data to determine if Dovetail is meeting its growth goals and identify new opportunities with current and new customers to help differentiate Dovetail from competitors.
- Tracy believes that Dovetail can find additional streams of revenue through retail/ecommerce data and wearables data.

Ping with Senior Manager, Sophie Matthews

Prompted by the information you received during Jens Warbler's status meeting, **you ping Sophie Matthews, the project Senior Manager, to share Jens's ask.**

Sophie encourages you to use the Opportunity Identification Tool to document any business needs you identify.

You

Hi, Sophie. Did you hear that Jens asked the team for help with origination ideas?

Sophie

Given your proximity to the data, excellent delivery record and strength of relationship with the client, you—as a manager—are in the best position to help Dovetail.

Sophie

Please use the Opportunity Identification Tool to document any business needs you identify. **Refer to the completed Opportunity Identification Tool from our current deal as an example.**

Opportunity Identification Tool – Partially complete example

The Senior Manager provided this sample Opportunity Identification Tool from when they were originating the current project.

part 1 — Industry/Market and Client Insights

part 2 — Idea Generation

part 3 — Value Hypothesis

Challenges and Business Needs	**Evidence**	**Impact**	**Criticality to the Client** (High, Medium or Low)	**Opportunity Ideas**	**Potential Value to Client**
(What problems need to be solved? What results do they need to generate?)	(How specifically does it show up? What key metrics need to change? What lets you know it is a problem? Is there a root cause?)	(How does it affect the business? What makes it important? What happens if it is not resolved? What are benefits if it is solved?)		(How can Consulting, Inc. assist?)	
Protect customer personally identifiable information (PII).	Thought of serious breach of customers' PII keeps Jens up at night.	Protecting customer PII is essential to meeting compliance regulations.	High	**Consulting Services:** **<u>Process re-engineering</u>** that skillfully navigates data privacy, compliance, and business demands to: - Establish tighter data ownership and accountability for sensitive information, including third parties and business partners - Increase company's ability to manage risk and enable compliance more easily - Simplify the ability to protect the data through people, process and technology efforts - Provide tighter integration with the business enabling more efficient and effective operations **<u>Training and change management</u>** that provides a consistent, repeatable, and proven approach to: - Gain rapid insight into the organization's capacity and readiness for change. - Ensure training and change "stick" after deployment	
Re-engineer and standardize Dovetail's data governance policies and procedures considering its recently acquired wearables company, LifeStep, and any other questions.	The company recently failed an internal security audit and exposed weak data handling and governance policies.	Another failed audit could be disastrous for Dovetail. Alternatively, successful data handling could result in accumulation of user health data that could be analyzed for research and profit.	Medium		
Protect the reputation and brand of Dovetail.	Jens has worked at Dovetail for most of his career and wants to protect their reputation and brand as much as possible.	The loss of reputation and brand of Dovetail would negatively impact both Dovetail and Jens' position at the company.	Low		

Opportunity Identification Tool

part 1

Directions: Draw four columns on a flipchart or notepad. As a team, populate the columns based on client information and Jens Warbler's status meeting details.

Industry/Market and Client Insights

Challenges and Business Needs	**Evidence**	**Impact**	**Criticality to the Client**
(What problems need to be solved? What results do they need to generate?)	(How specifically does it show up? What key metrics need to change? What lets you know it is a problem? Is there a root cause?)	(How does it affect the business? What makes it important? What happens if it is not resolved? What are benefits if it is solved?)	High, Medium or Low


International Finance Centre | Hong Kong

Activity 2: Generate ideas that meet client's business needs

Activity 2: Generate ideas that meet client's business needs

Follow these instructions to continue your origination journey. Remember to consider buyer values and put yourself in the client's shoes!

1. Review the email from Sophie Matthews as a class.

2. In your team, select one or two people to access and quickly review the solution tablets in Sophie's email (in Participant Guide).

3. Brainstorm ideas to meet the business needs; ideas should be based on research (links) or your own research/experience.

4. Document your best ideas on the flip chart to share with the class.

20 min

Email from Sophie Matthews, Senior Manager

Case update: You shared the business needs you identified with Senior Manager, Sophie Matthews, and received an email response.

To: Manager
Subject: Dovetail Business Needs

Dear Manager,
Thank you for your proactivity! Please start ideating on how Consulting, Inc. can meet Dovetail's needs. Be sure to focus on needs that have the highest impact to the client and see if you can leverage anything from the Reinvention Console, such as:

- Data Led Transformation (Solution Tablet) Unique Selling Proposition Solution Narrative Stage 0
- Grow Digital Commerce (Solution Tablet) Unique Selling Proposition Solution Narrative Stage 0 summary

Tip - Review the tablet "Why" to see if the solution is tied to the client's business needs before diving deeper. Avoid getting bogged down in the details each of each tablet; just look at the high-level solutions to start.

Thanks again.
Sophie Matthews, Senior Manager

Opportunity Identification Tool

part 2

Directions: Work as a team to generate ideas for meeting Dovetail's most critical business needs. Get ideas from the solution tablets and/or your own experience. Put your ideas on a flip chart for sharing with the class.

Idea Generation

Opportunity Ideas
(How can Consulting, Inc. help?)

Debrief

10 min

Let's discuss what we learned by completing two parts of the template.

1. What buyer values did you identify for Tracy?
2. Which business needs do you think are most critical?
3. Faculty call on one or more teams to share.


La Grand-Place | Brussels

Activity 3: Draft value hypothesis

Activity 3: Draft value hypothesis

Draft a value hypothesis that articulates the business need, demonstrates client benefit and aligns to Tracy O'Neil's buyer values.

01 **Select one idea:** Review the ideas that your team developed and determine one idea to take to the client. 5 minutes

02 **Draft a value hypothesis for selected idea:** Add your value hypothesis to the *Opportunity Identification Tool* **Potential value to the client** column. Reference the information and evidence available to you and include compelling benefits to the client in each hypothesis. 25 minutes

03 **Debrief:** Faculty-led debrief. 10 minutes

40 min

Draft value hypothesis

Now that you have learned how value propositions are developed, you will draft a value hypothesis for your top idea.

1. Select one idea to develop further.
   - Review your team’s ideas and select one idea to continue taking forward with the client.
   - Identify the root cause for the idea, if you have not already done so.

2. Document your hypothesis on a flipchart to share with the class. Remember to:
   - Demonstrate the client's benefit, not Consulting, Inc.'s.
   - Align to the client's buyer values.
   - Address the client's burning platform, articulating the business need, its root cause and its benefit.

Note: If a value hypothesis does not address a critical business need, then it should not be put forth to the client.

30 min

Opportunity Identification Tool

part 3

Directions: Create a value hypothesis for the top idea you identified. Document your hypothesis on a flipchart to share with the class.

Value hypothesis
Potential value to the client

Debrief

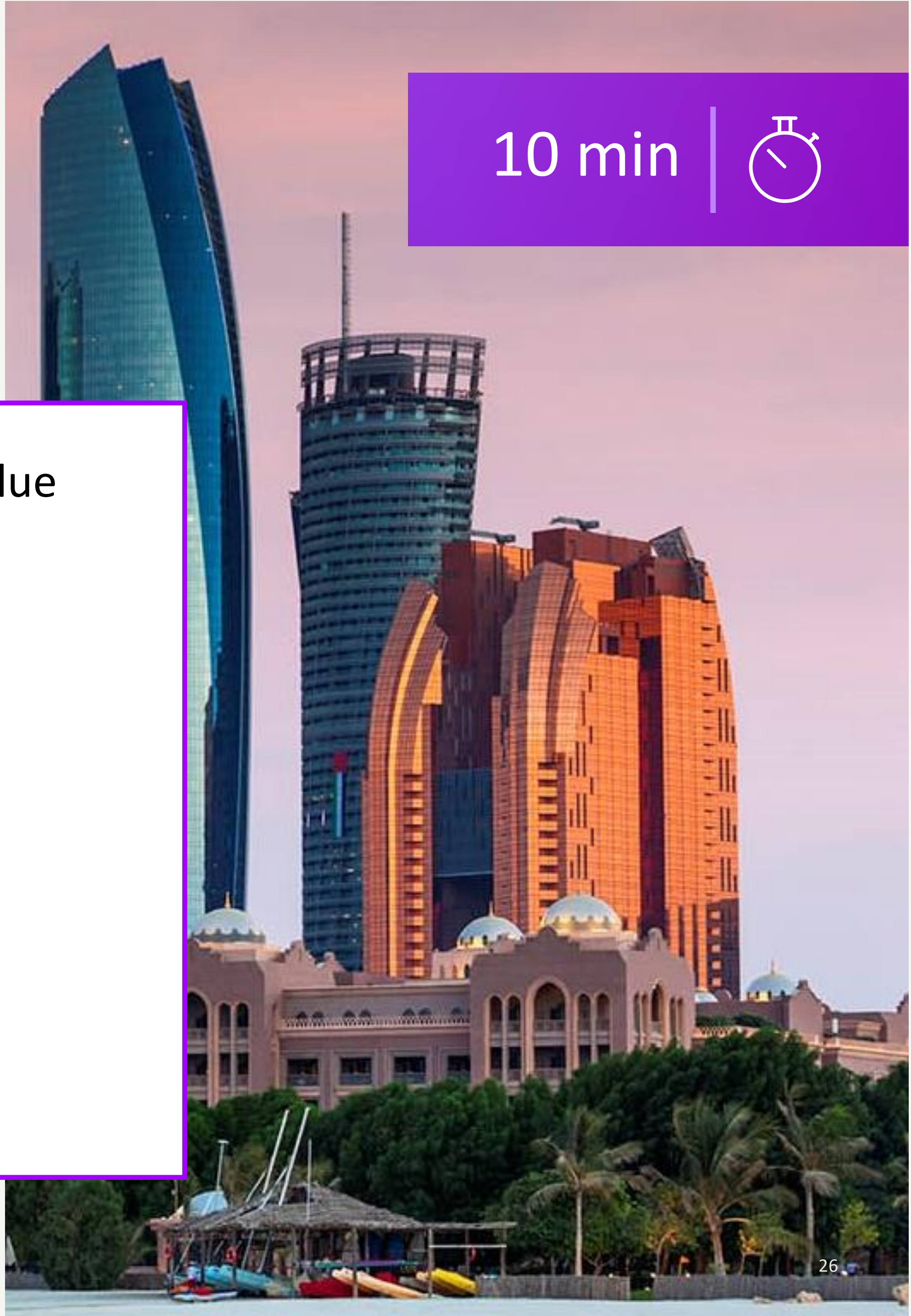
10 min

Let's discuss what we learned.

01 What is one tip or suggestion you have for verifying that your value hypothesis addresses a critical business need?

02 What challenges did you have, if any, while drafting your value hypothesis?

Now, let's hear what the Senior Manager thinks of your idea!



La Grand-Place | Brussels

Activity 4: CAL meeting + DQC lesson

Activity 4: CAL meeting + DQC lesson

Objectives:

- Plan to present your idea and value hypothesis in a compelling way.
- Test value hypotheses with CAL; get feedback to strengthen it.
- Work through the DQC with the CAL to assess Winnability criteria.
- Get CAL agreement to continue with idea and hypothesis.

01 **Prepare for meeting:** Teams prepare to share their idea and value hypothesis with the CAL. 20 minutes

Transition to breakouts 5 minutes

02 **CAL meeting and feedback:** Teams share their idea and value hypothesis with the CAL. Then they complete the DQC with the CAL and receive feedback on their idea. 20 minutes

Transition to plenary + break 10 minutes

03 **Debrief the activity:** Faculty conduct full class debrief in plenary. 10 minutes

65 min

Prepare for CAL meeting + DQC lesson

Come to the meeting prepared to discuss your ideas; be open to feedback from the CAL. Remember, this is your first opportunity to practice sharing your value hypotheses, and you want it to be successful.

Team goals for the CAL meeting:

- Plan to present your idea and value hypothesis in a compelling way.
- Test value hypotheses with CAL; get feedback to strengthen it.
- Work through the DQC with the CAL to assess Winnability criteria.
- Get CAL agreement to continue with idea and hypothesis.

Preparation steps:

1. Decide which team member(s) will lead and/or participate in the discussion with the CAL.
2. Review your Opportunity Identification Tool to ensure it is clear and complete.

   Note: If you have questions before you meet with the CAL, you can ask any available faculty member.
3. Write down questions for the CAL about qualification and/or completing the Deal Qualification Checklist.

20 min

Deal Qualification Checklist

Proprietary deal winnability tool
screenshot removed.

Debrief

Let's discuss what we learned.

1. Debrief question 1
2. Debrief question 2
3. Faculty debrief points based on team performances


Sage Gateshead | Newcastle upon Tyne

Activity 5: Client meeting

Activity 5: Client meeting

Objectives:

- Adapt to a client's SOCIAL STYLE in your meeting approach.
- Reinforce your client relationship at the start of a meeting.
- Share value hypothesis that addresses buyer values.
- Apply storytelling techniques to engage your client's interest.

01 **Prepare for meeting:** Teams refine value hypothesis and DQCs (apply CAL's feedback) and plan for the meeting. 40 minutes

Transition to breakouts *5* minutes

02 **Client meeting:** Teams meet with the client and share their value hypothesis. 10 minutes

03 **Receive client feedback**: Clients share feedback on value hypothesis and meeting behavior. 5 minutes

Transition to plenary 5 minutes

04 **Debrief the activity:** Full class debrief in plenary. 10 minutes

75 min

Prepare for meeting

You have made some initial updates to the completed Opportunity Identification Tool and the DQC based on meeting with the CAL. Now, it is time to share your ideas with the client. Use this time to review goals for the client meeting and how you will approach the client. To be successful, create a plan for approaching Tracy, come prepared and tell your story boldly:

You have several goals for the client meeting:

- Establish rapport. Develop your relationship with the client. Be mindful and intentional in your relationship development approach.
- Present your ideas to the client in a compelling way.
- Test your value hypothesis.
- Get answers to remaining questions regarding qualification.
- **Get Tracy's approval to propose a formal solution to Dovetail.**

Preparation steps:

1. Decide which team member(s) will lead and/or participate in the client conversation.
2. Review your completed Opportunity Identification Tool your DQC and notes from the CAL meeting.
3. Use the Meeting Planner in your Participant Guide to prepare for the meeting (optional).
4. Populate the Story Arc Framework in your Participant Guide (optional).
    - Note: Populating these templates is recommended but not mandatory. If you do not use them, be prepared to explain how you planned the meeting and applied storytelling techniques.
5. Prepare a presentation for a 10-minute meeting, minimizing slideware (maximum of 3 slides) and focusing on what you will say and who will say it.

30 min

Meeting Planner for client meeting (1 of 2)

Conversation participants	Your plan
Which team members will participate in the conversation? (select 2)	

	Key questions	Your plan
1	What is the specific outcome(s) you seek from this meeting?	
2	What relationship goals do you have for this meeting?	
3	Given the client's SOCIAL STYLE, how will you adapt your Style and messaging?	
4	How will you ensure that the client perceives your intent to be in their best interest?	
5	How will you engage the client to ideate on your proposal?	
6	What questions do you want to ask the client?	

Meeting Planner for client meeting (2 of 2)

	Key questions	Your plan
7	What questions do you expect the client will ask you?	
8	What barriers or concerns might you face during the meeting? How will you address them?	
9	How will you measure the client's interest in moving forward?	
10	What next steps might you suggest to the client at the end of the meeting?	
11	How will you "surprise and delight" the client (e.g., storytelling)?	
12	Who else from Consulting, Inc. will attend, what roles will each of them play?	
13	What is the agenda/critical (conversation) path for the meeting? (step-by-step agenda with timings)	
14	What is your opening statement?	

Communication Template

Audience
- *<text>*

Overarching Point
- *<text>*

Situation
- *<text>*

Disruption
- *<text>*

Outcome
- *<text>*

So, what?
- *<text>*

Communication Template – Completed Example

Audience

- *What is the context and who is the audience?*
- *What does the audience think and feel about the topic/overarching point?*

Overarching Point

- *What do you want the audience to know and feel?*
- *Share the overarching point before launching into the story. Leading with a clear point ensures that people aren't left guessing about your purpose or intentions.*

Situation

- *What is the context/ status quo of the story?*
- *Great stories start with "life in balance", so that people can empathize and recognize a situation.*
- *Share specifics – place, time, people, etc.*

Disruption

- *What knocked life out of balance? What disrupted the status quo? A challenge or an opportunity…*
- *Great stories suddenly disrupt the status quo with a sudden jolt that makes people wonder what will happen next.*

Outcome

- *What happened after the disruption?*
- *What actions were taken in response?*
- *What was the conclusion?*
- *How was balanced restored?*
- *What is the turning point in the story?*
- *Bulk of your story will be told here.*

So, what?

- *Why did you tell the story? Why should the audience care?*
- *Draw out insights and link back to the Overarching Point of the story (directly/indirectly)*
- *Ensure audience thinks and feels in the intended manner, and that the purpose is met*

Debrief

Consider the feedback you received from the client and then answer the following questions.

1. What did you learn?
2. What questions do you still have?
3. What will you do differently tomorrow?

10 min