The Quest to Increase Small and Medium Business Value

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Zusammenfassung:

KMU's müssen sich heute neben Wettbewerbern, die eine größere Breite an vielschichtigen und voneinander abhängigen Dienstleistungen anbieten, und solchen, die Nischen besetzen und spezialisierte Produkte oder Dienstleistungen anbieten, behaupten. Erfolgreiche KMUs können durch Value Selling ihre Stärken wirksam einsetzen. Dabei wird die als nachteilig erscheinende geringere Unternehmensgröße zum Hauptvorteil. Durch die Positionierung zwischen Nischenanbietern und Anbietern von universal einsetzbaren Dienstleistungen können KMUs die Vorteile beider geniessen und sogleich einzigartige Standards schaffen.

1. The Environment Has Changed

Creating unique demand in the marketplace, finding areas of opportunity and quickly exploiting them: then “boutiquing” offerings to match the unique customer demands for their services can be a differentiating strength for SMB’s. Today, it is becoming more difficult to differentiate, much less leverage, demand for their products and services. Increased competition, shorter product life cycles, the greater sophistication of Internet-based information and commerce, smarter more informed buyers, sales and customer-management (CRM) tools, the broader reach of corporate competitors: all conspire to threaten the position of the SMB in the marketplace. And customer loyalty doesn’t mean as much as it used to.

This has forced SMB’s to be relegated into transactional relationships. And it is in the commodity transactional market where the SMB is least capable of competing effectively. The way to break out of this situation is to offer solutions, then use speed and agility to market an enhanced the personal customer service experience to exploit business opportunities.
Because of their size, customers still see SMB’s as having limited worth when it comes to total solutions. This leads to even further commoditization of services due to market perception of SMB’s as providing only niche or narrow-value service offerings.

Is it any wonder that SMB’s find themselves caught in the no-man’s land between low-end transactional providers, and high-end total solutions? The only way for SMB’s to compete is to leverage a customer centric culture which uses the wider range of personal services as a core value while making customers aware of why they are not just another a niche provider. They must differentiate their value based on the service they offer and relationship connections that help their clients achieve business performance improvements that are measurable and sustainable. SMB’s must emphasize their ability to offer deeper relationships: but with carefully targeted customers. Alexander the Great said it best. “I care not for the entire defense of my enemy, only the parts I wish to attack.”

SMB decision-makers must look at this challenge as officers who are about to begin a military campaign: and plan accordingly.

2. Tactics: Developing a Battle Plan

There are five elements that SMB’s must successfully incorporate into their Value Selling business strategy.
- Alignment of value between their offering and customer need
- Gaining access to the proper decision makers and influencers within buyer organizations
- Building and leveraging quality relationships based on personal and business value
- Utilize compelling value proposals emphasizing comprehensive business solutions (that differentiate between the quick and nimble SMB and the slow-responding large competitor)
- Executing proactive competitive game plans and counter tactics (which protect your value)

2.1 Aligning Value

“I may have value to only one percent. But I’m successful in that small group one hundred percent of the time.”

Warren Buffet

Unless you have something the customer wants, selling to them is a waste of time (theirs and yours). Not every customer wants what you have. But in the