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it's all about people and value



ValueBizbooster

Steve Laborda

A Double Loop & ValueBizbooster Report

How B2B Industrial Leaders Beat Pricing Pressure With Value Selling

Survey Results & Recommendations - July 2025

Dr. Ralf Schmidt & Dr. Steve Laborda

Double Loop & ValueBizbooster

chemvalue-academy.com



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- 1. Introduction**
2. Survey Results
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4. Contact & More Information



The Initiators of the Study



Dr. Ralf Schmidt



Dr. Steve Laborda

The Initiators of the Study: Ralf

PhD in Marketing

Master in Business Administration

Founder of Double Loop

Based in Germany

B2B Marketing & Sales Excellence expert with a focus on the chemical industry and more than 30 years of experience in the fields of B2B Marketing, Pricing, Sales Excellence, Sales Enablement & Coaching, Account Management, KAM and Value Selling.

Lead Marketing & Sales Trainer for BASF

Myers Briggs Type Indicator® certified, hands-on and with a down-to-earth mentality.

In his private life: Husband, dad to three kids, Savate-kickboxer, Online Deep House Hobby DJ and cigar aficionado. And you see him regularly in the gym and on hikes in nature.



PhD in chemistry

Founder of ValueBizbooster

French, based in Germany

Overall 15+ years of experience in B2B sales & marketing

Expert in commercial excellence and value-based selling

In his corporate life, he was leading a commercial excellence program focusing on profitable growth and sales enablement for a global 2,5 B€ corporation (chemicals) and led and successfully delivered change management initiatives in 20+ projects in EMEA, AMER and APAC.

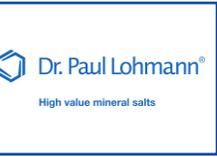
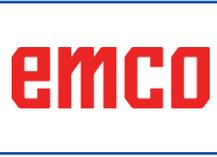
Thought leader and passionate about value-based selling

Author of the book: „Master The Art of Value-based Selling“

In his private life: Married and father to two kids aged 21 and 14. He loves bouldering and cooking.



A Selection of Our Customers

	 We create chemistry	 Leading Beyond Chemistry	 Energizing Chemistry			 HUBER ENGINEERED MATERIALS		
		 EPS and more...	 PERFORMANCE MATERIALS		 Compelled by Curiosity™			
 Farbe. Beschichtung. Kompetenz.		 CUSTOM-ENGINEERED TPE AND MORE	 RAIN CARBON INC.				 Improving Quality of Life	 using nature to create
	 The Coatings & Plastics Company	 a member of the DIC group		 BERLAC GROUP	 Chemical Distribution	 Member of the KLK Group	 High value mineral salts	 NATURAL FOOD & BEVERAGE ADDITIVES
							 SWISS TECHNOLOGY	 engineering for a better world
 COMPETENCE IN COLOR	 BIORACE VALUE CHEMISTRY	 FARBENWERKE				 HOUSE OF PERFUMES		

How to Deal with Challenging Market Conditions and Uncertainty

Survey: More Than 60% of Firms Expect Double-Digit Cost Increases From Tariffs

April 8, 2025 1

Raising prices is by far the favored response but one in eight business leaders said their

Europe's Manufacturing Sector Struggles Amid Rising Costs, Increased Military Spending Proposals

April 1, 2025

Rising production costs, regulatory burdens and limited military spending on domestic production in Europe is prompting questions about whether increased military investment can revitalize the industry in a landscape dominated by U.S. military and industrial output.

IN FOCUS German politics Ukraine Gaza Latest videos

BUSINESS | GLOBAL ISSUES

Here are the top 5 global economic challenges for 2025

Timothy Rooks

12/27/2024

What economic challenge is most of which are con

Reuters

World Business Markets Sustainability Legal Breakingviews Technology Inve

Global economy already feeling drag from Trump tariffs

The New York Times

Stocks Under Trump Economic Warning What to Know Fact Check

WS ANALYSIS

Why Trump's Economic Disruption Will Be Hard to Reverse

The president's turnover of the economic order has unleashed changes that could prove lasting, because other countries just.

United Nations Department of Economic and Social Affairs

MONTHLY BRIEFING WORLD ECONOMIC SITUATION AND PROSPECTS

Economic Analysis

No. 187 | February 2025

Subdued global outlook amid persistent uncertainties

Global economic growth stays below pre-pandemic trends

The world economy has shown remarkable resilience,

KEY MESSAGES

- Global growth is projected at 2.8 per cent in 2025, the same as in 2024, and 2.9 per cent in 2026. Growth is still below the

WORLD, ECONOMY

Trade wars, weak growth, geopolitical challenges: Global economy faces risks in 2025

Experts warn of risks posed by Trump's protectionist trade policies, additional tariffs, possible retaliation by China, Europe

Nuran Erkul | 24.12.2024 - Update: 24.12.2024





87% of companies are navigating significant pricing pressure, a challenge that has intensified over the past two years.

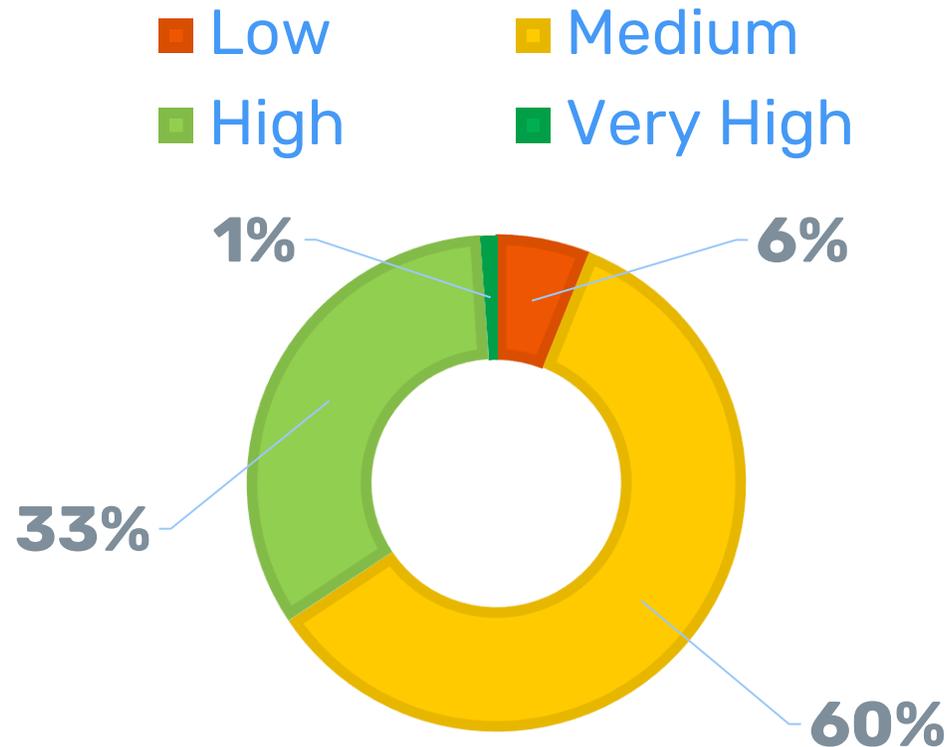
Source: Double Loop / Valuebizbooster Survey (2025)



Summary & Conclusion

Pricing pressure is an undeniable challenge. However, the ability to command pricing power can be a game-changer.

In Our Survey, the Majority Lacked Pricing Power

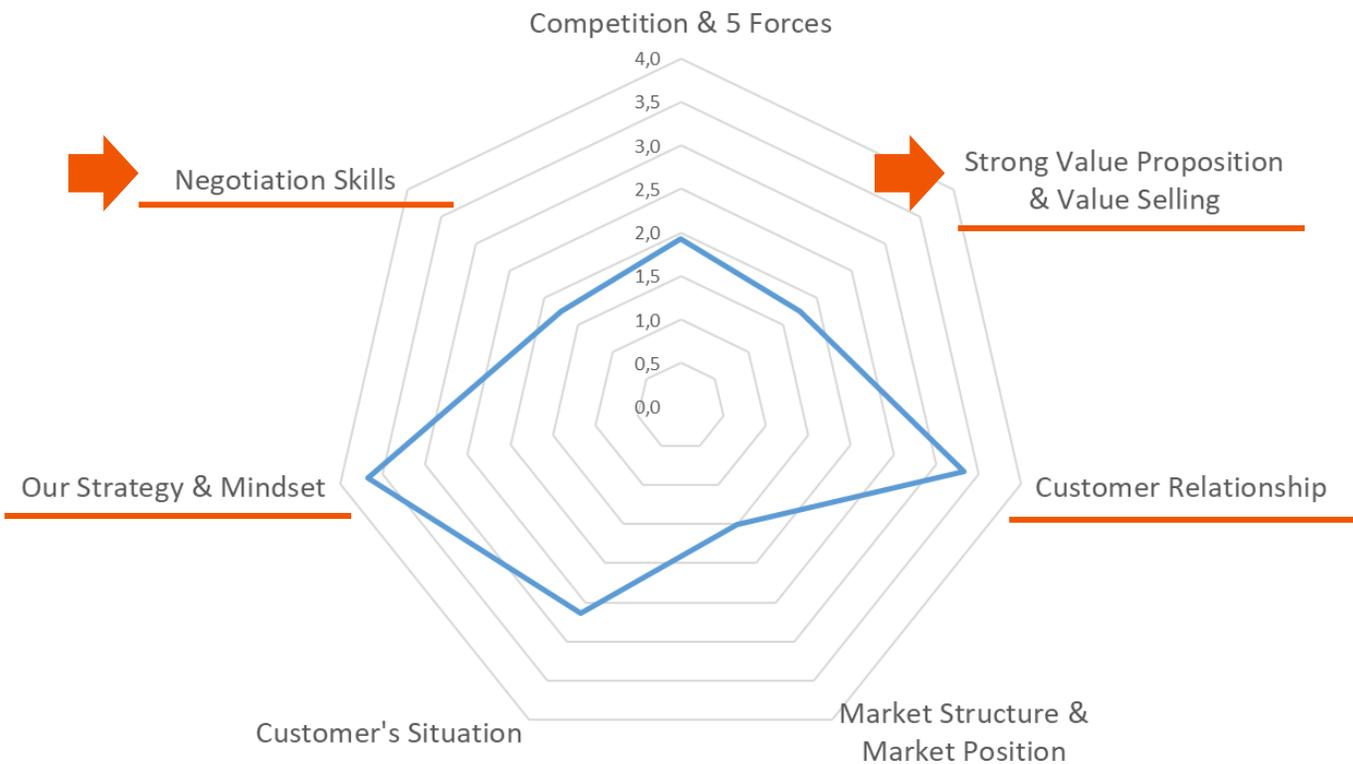


Highlights

- ∞ Appr. 40% believe that they have high pricing power.
- ∞ There's significant room for improving pricing power.

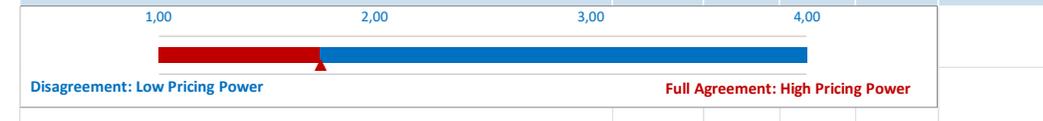
What Can Give You Pricing Power?

Pricing Power Assessment



Pricing Power Assessment Tool: © Double Loop GmbH

Market Structure & Market Position	I rather disagree	I fully agree	Weight
Market Structure & Market Position	<input type="radio"/>	<input type="radio"/>	3
Competition & 5 Forces	<input type="radio"/>	<input type="radio"/>	2
Customer's Situation	<input type="radio"/>	<input type="radio"/>	1
Value Proposition	<input type="radio"/>	<input type="radio"/>	1
Negotiation Skills	I rather disagree	I fully agree	Weight
Our sales team has outstanding negotiation skills .	<input type="radio"/>	<input checked="" type="radio"/>	3
Our sales people understand how much pricing power they have.	<input type="radio"/>	<input type="radio"/>	2
Our sales people understand how buyers and procurement professionals think and act.	<input type="radio"/>	<input checked="" type="radio"/>	1
Our sales people know exactly how to sell the value we are providing.	<input checked="" type="radio"/>	<input type="radio"/>	1
Our sales people know how to handle price objections .	<input type="radio"/>	<input checked="" type="radio"/>	1
Our sales people know when and how to offer concessions .	<input checked="" type="radio"/>	<input type="radio"/>	1
Our sales people know how to deal with psychological techniques (like anchoring or framing) to influence price perception.	<input checked="" type="radio"/>	<input type="radio"/>	1
Our sales people know how to negotiate under high pressure and stress and how to deal with procurement tactics.	<input checked="" type="radio"/>	<input type="radio"/>	1
Our sales people know how to master fundamental negotiation techniques and concepts , like asking questions, active listening, BATNA, the Harvard concept, etc.	<input checked="" type="radio"/>	<input type="radio"/>	1

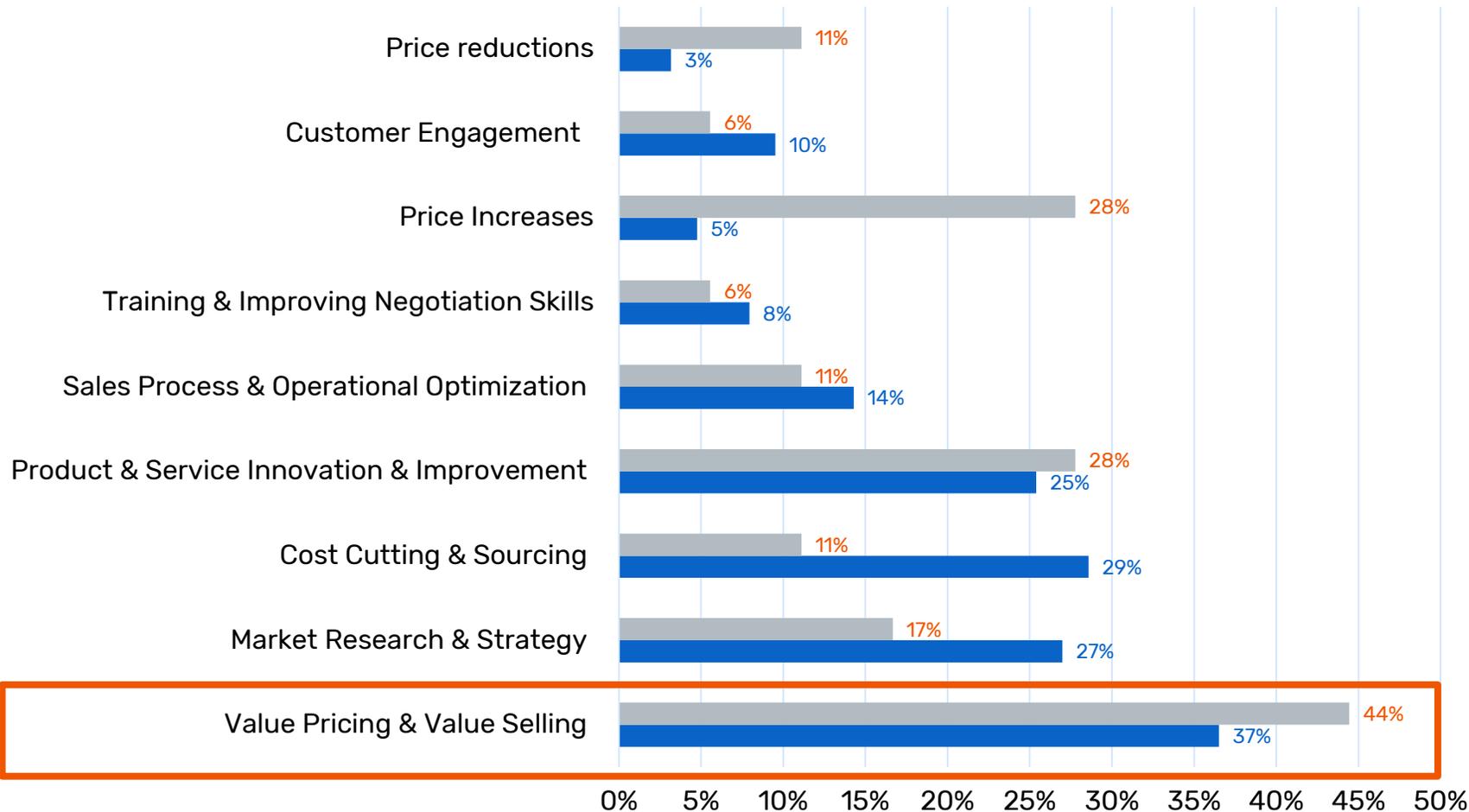


What Measures Do Companies Take to Cope with Pricing Pressure?

Measures Taken:

AI clustered open-ended responses

■ Other B2B Manuf. ■ Chemicals



Highlights

- ∞ Value-driven strategies lead the way.
- ∞ Value Selling and Value Pricing seem to be the most relevant countermeasures to cope with pricing pressure.

Source: Double Loop / Valuebizbooster, Industrial B2B Pricing Pressure Survey with 84 participants (Feb 2025)

This Leads Us to Our Value Selling Initiative and Study

∞ That's why we took a closer look – to better understand:

- How exactly are companies putting Value Selling into practice?
- What benefits are they seeing?
- What kinds of challenges are they facing?
- And what advice would they give to others just starting their Value Selling journey?

∞ Thanks to the input from 50+ companies, we now have real-world insights worth sharing today.



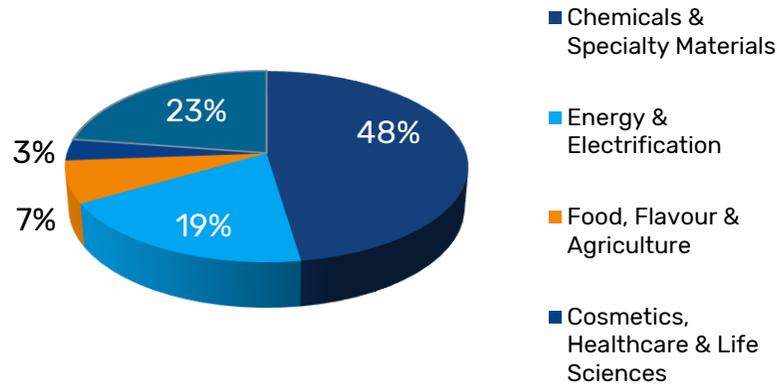
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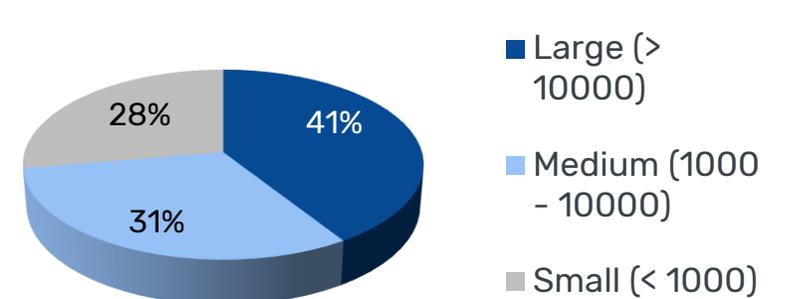
IN TOTAL:
84 participants



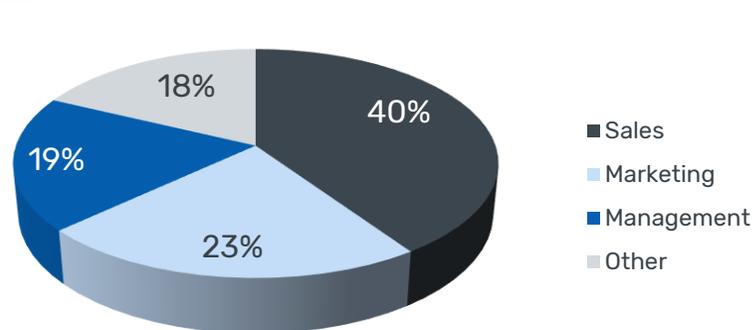
INDUSTRIES



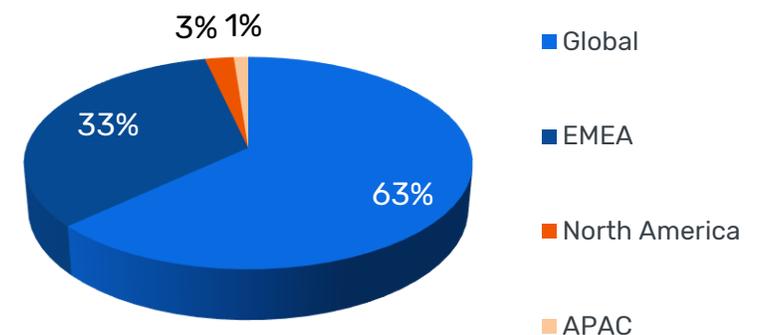
COMPANY SIZE



FUNCTION



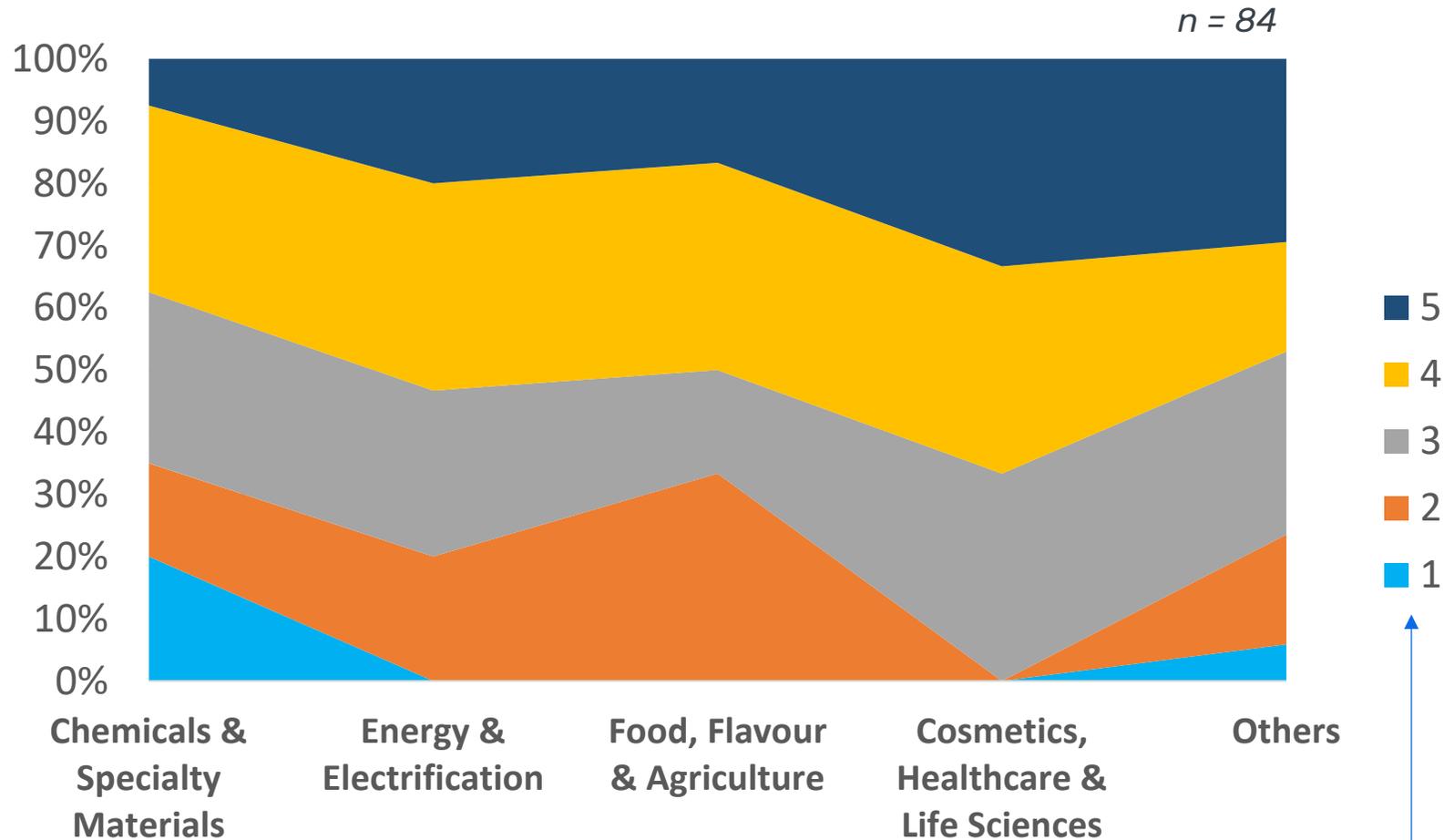
REGION





What actions do companies take in value selling?

How Differentiating Is Your Business?



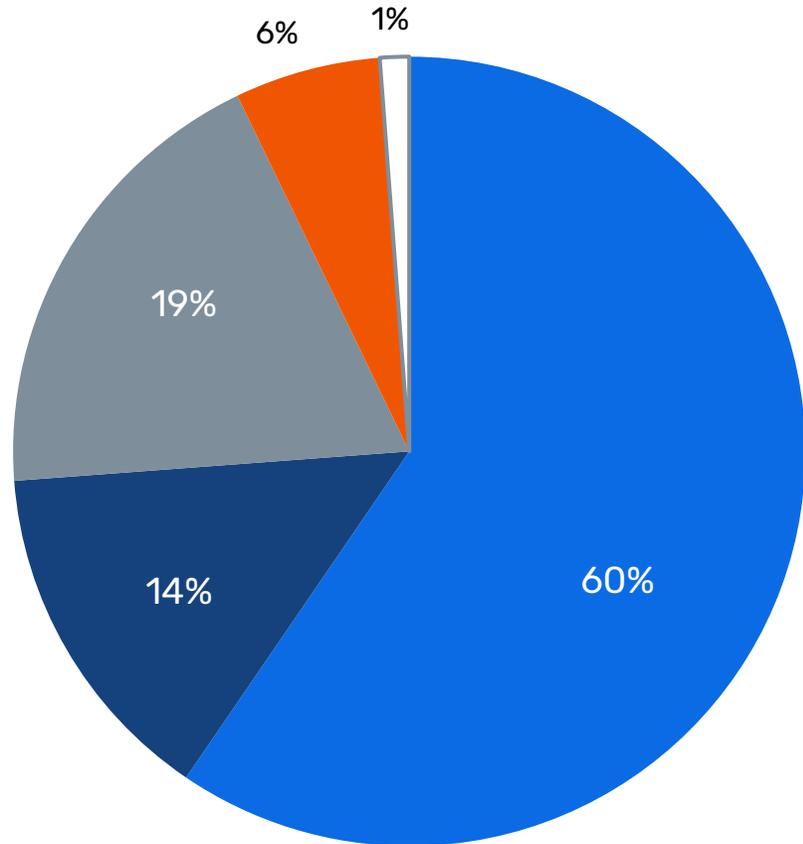
1 = mainly commoditized to 5 = mainly specialized

💡 Highlights

- ∞ Level of differentiation seems to vary between different industries.
- ∞ Highest differentiation potential in Cosmetics / Healthcare / Life Science.
- ∞ How different your offer is can influence how you sell it.

How Many Are Doing Value Selling?

n = 84

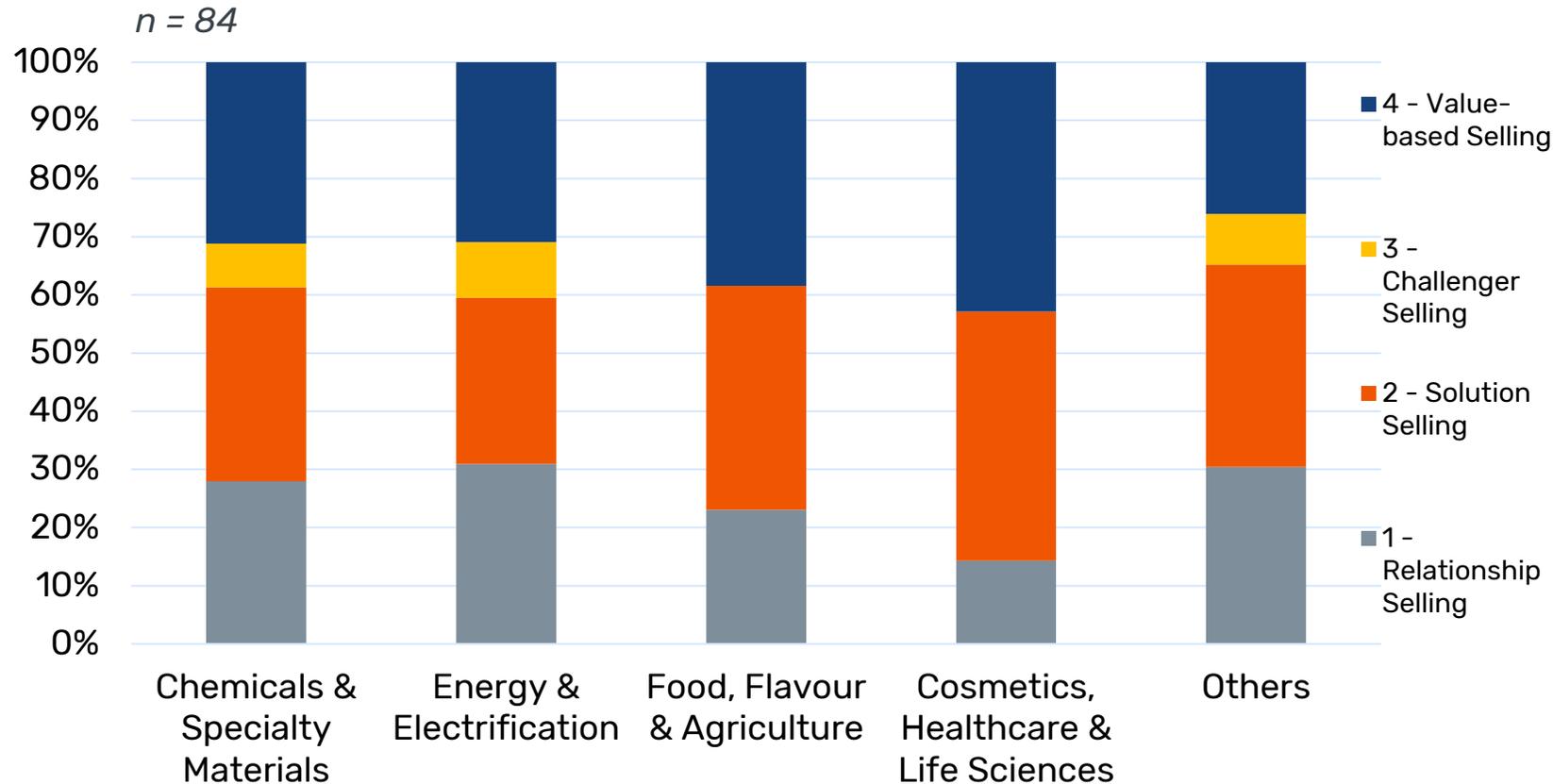


- Yes, but it is only one of several selling methods we are using
- Yes, it is the main selling method we are using
- No, but we are planning to do Value Selling in the near future
- No and we are not planning to do Value Selling in the near future
- No answer

Highlights

- ∞ 74 % of the respondents are using Value Selling. And most of them combine it with Value Pricing.
- ∞ No significant difference across industries
- ∞ Only 6% consider Value Selling irrelevant.

What Other Sales Methods Are People Using?



💡 Highlights

- ∞ No big difference across industries.
- ∞ Only a few companies use the Challenger Sale method.
- ∞ Level of Value Selling application seems to be underestimated here, compared to previous answers.

Are They Leaving Money On The Table?

Do you have a value-based selling initiative in place? n = 84

How differentiating is your business?

Mainly commoditized

Mainly specialized

		No and we are not planning to do VBS in the near future	No, but we are planning to do VBS in the near future	Yes, but it is only one of several selling methods we are using	Yes, it is the main selling method we are using
Mainly commoditized	1	20%	25%	8%	0%
	2	0%	19%	20%	8%
	3	0%	31%	30%	17%
Mainly specialized	4	40%	25%	22%	50%
	5	20%	0%	18%	25%

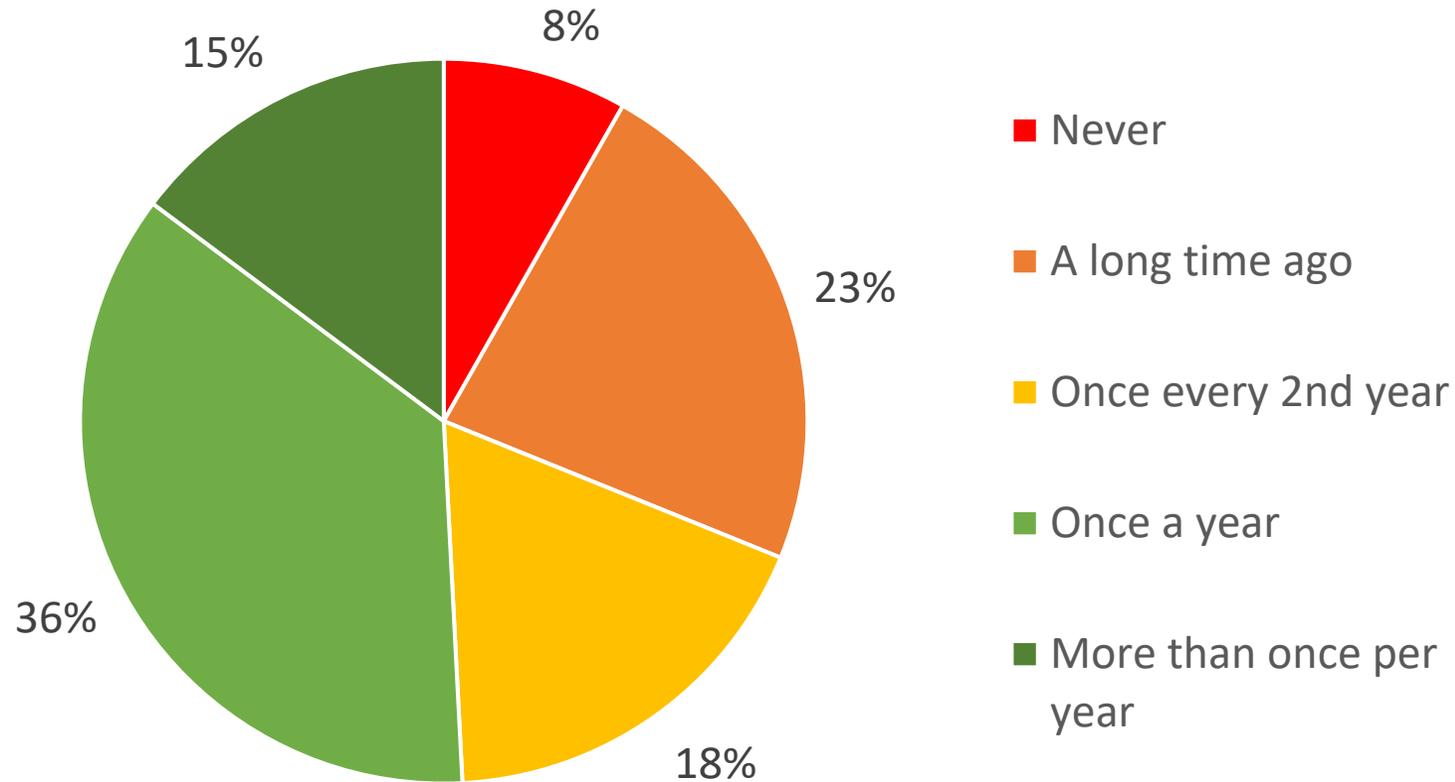
Applying value-based selling in a commoditized business.

Based on service differentiation?

Differentiated business without applying Value Selling.

Leaving money on the table?

What Is the Frequency of Value Selling Training for Your Commercial Teams?

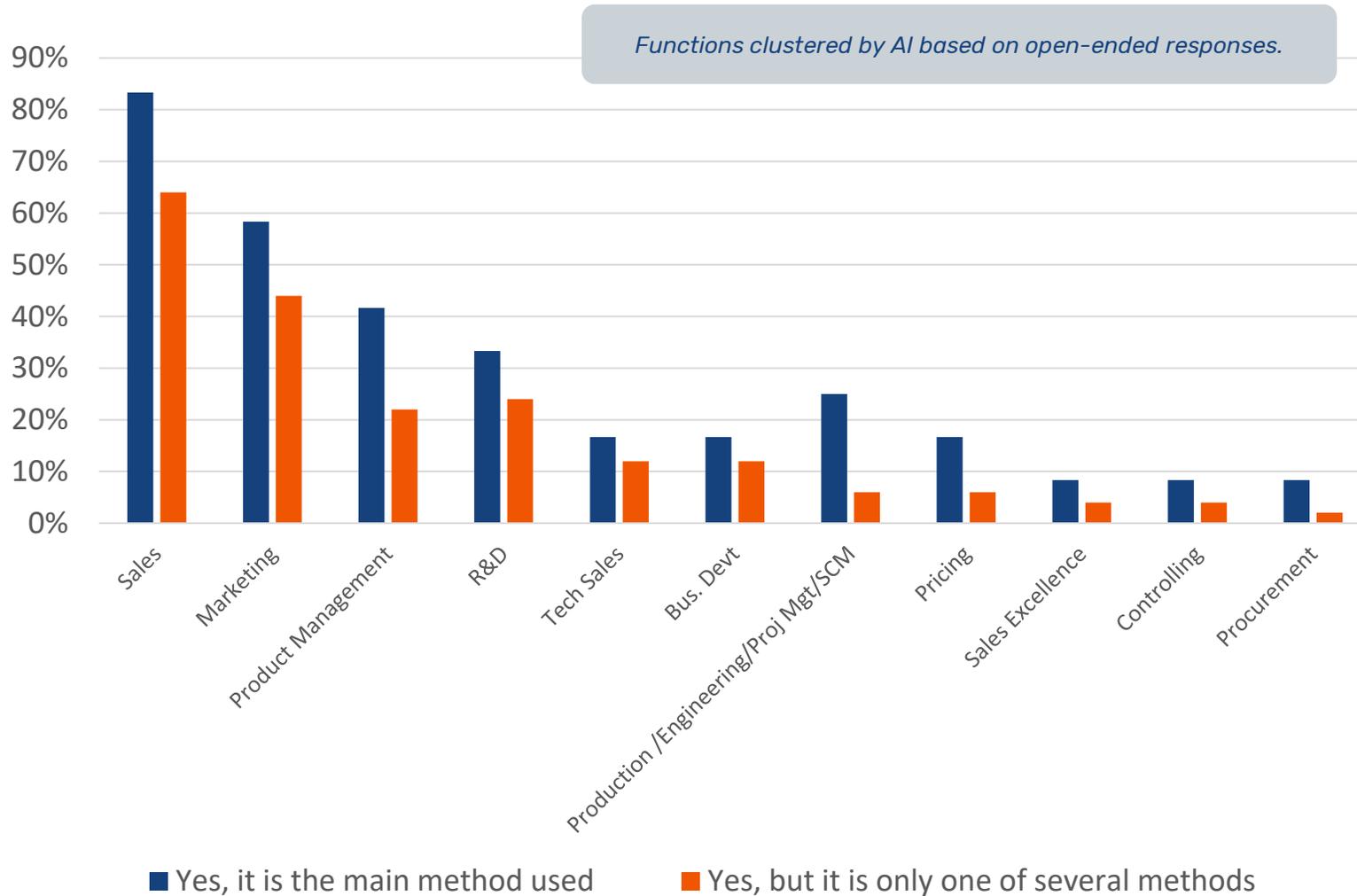


n = 61

💡 Highlights

- ∞ A bit more than half receive annual Value-Based Selling training.
- ∞ A third have had no training – or only a long time ago.

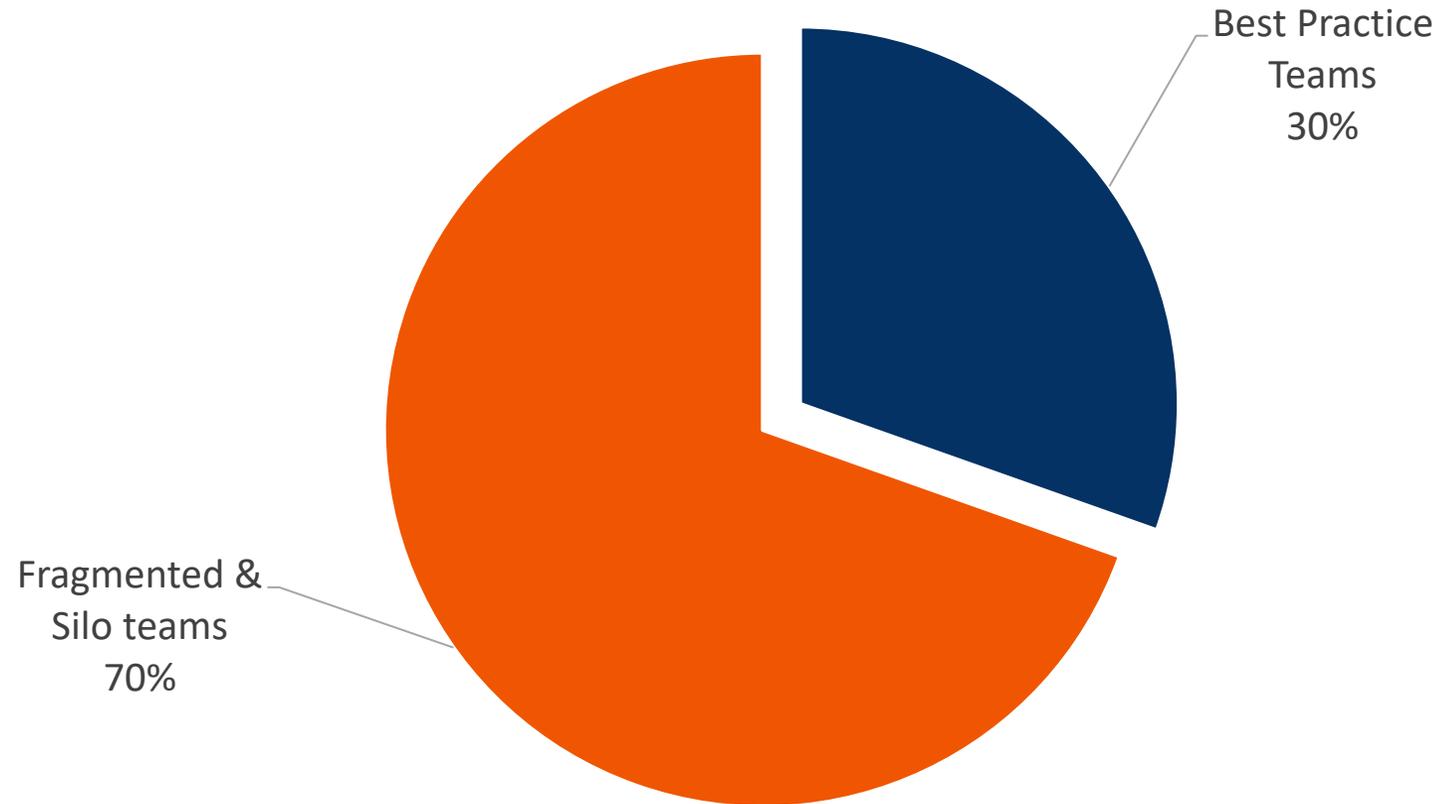
Which Functions Are Directly Involved in Your Value Selling Process?



💡 Highlights

- ∞ Mainly Sales and Marketing / Product Management are involved in Value Selling.
- ∞ Technical functions are less involved!
- ∞ Companies using Value Selling as main sales method have a higher involvement of the different functions.

Which Functions Are Directly Involved in Your Value Selling Process?

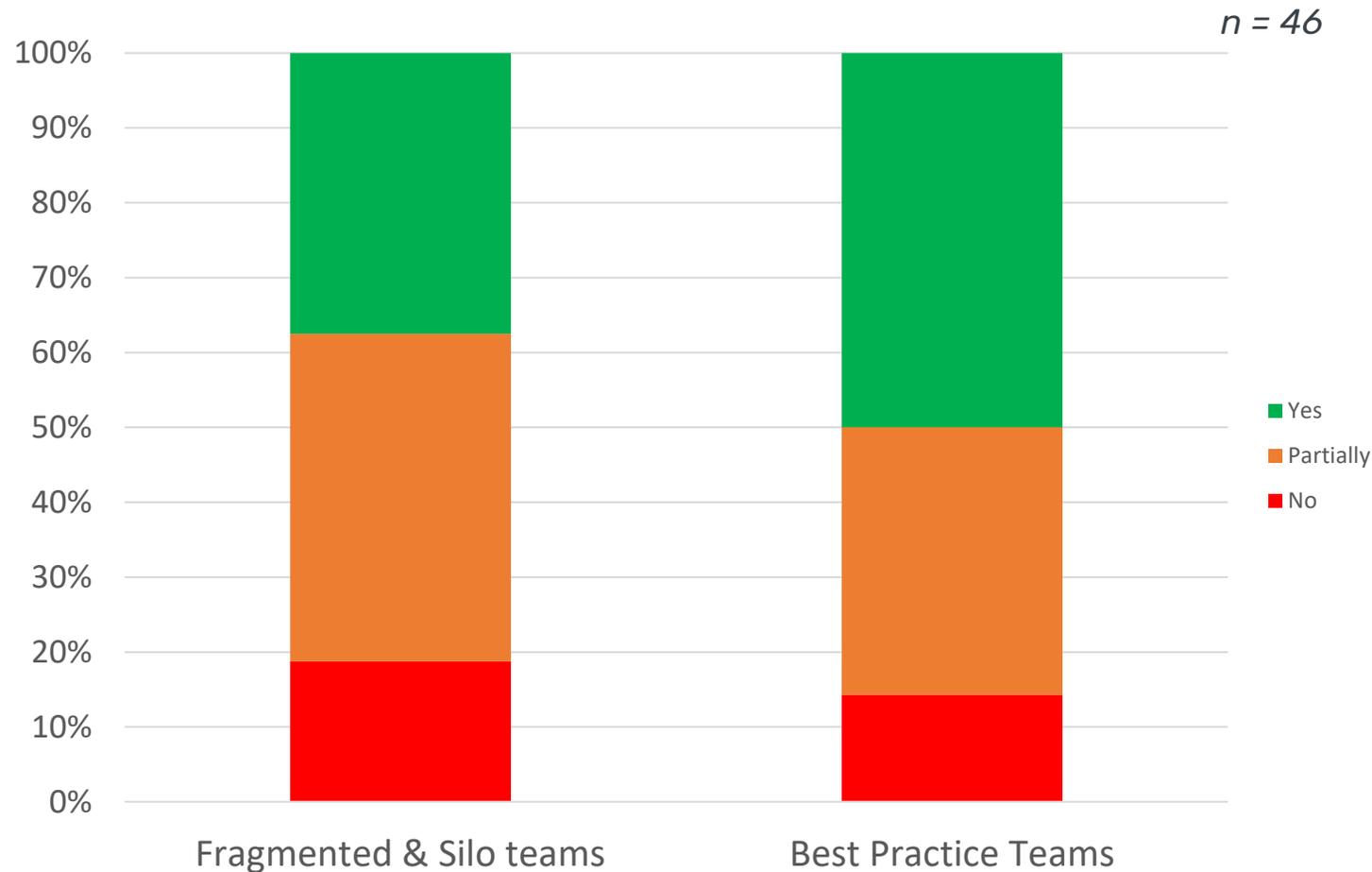


n = 46

Highlights

- ∞ Only 30% have teams in place that include at least Sales, Marketing and/or Product Management, and technical functions (“Best Practice Teams”).
- ∞ 70% of the teams are missing one of these functions.

Do You and Your Teams Feel Well-equipped to Handle the Current Pricing Pressure?

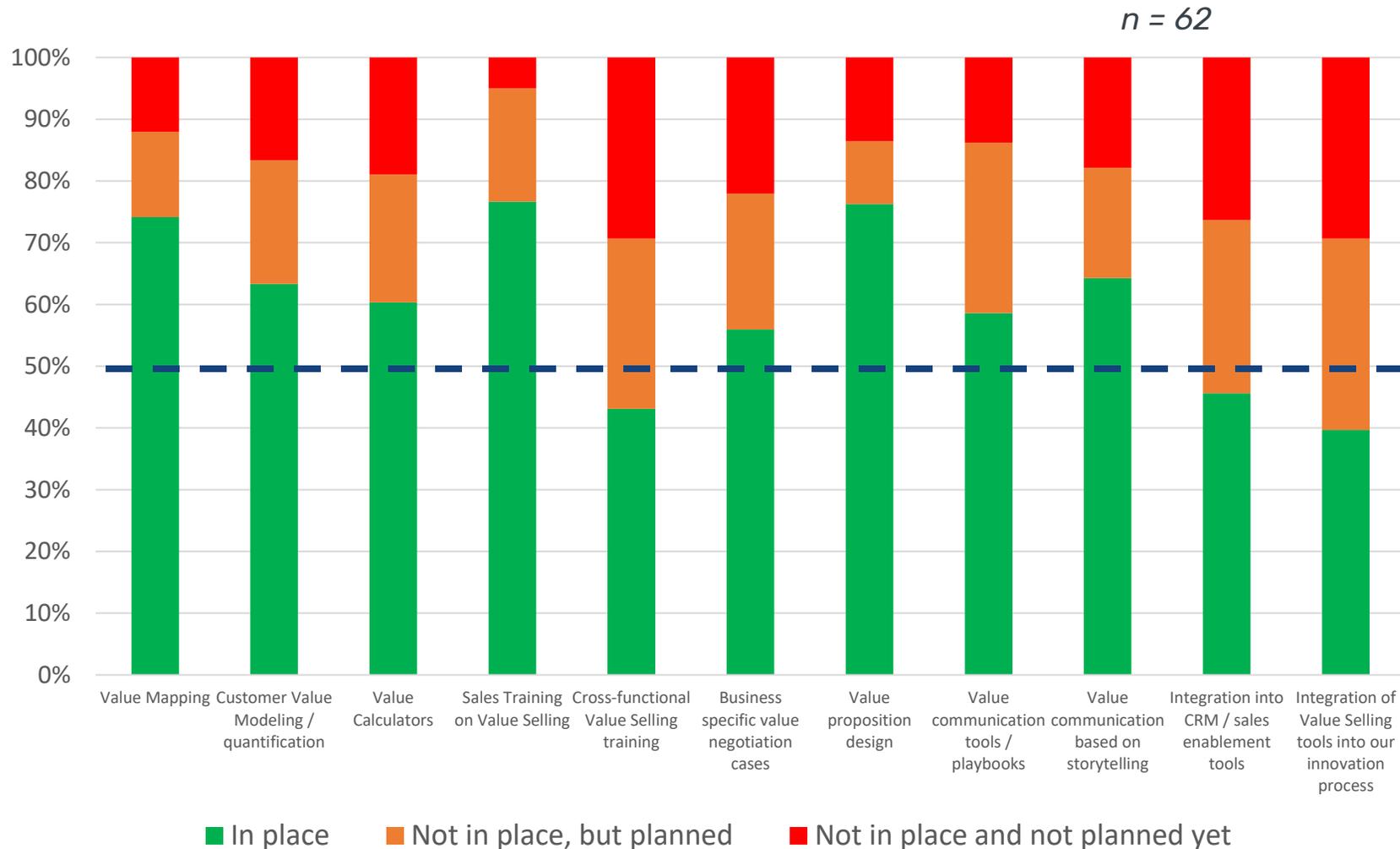


💡 Highlights

∞ “Best Practice” Value Selling* teams feel better equipped to deal with pricing pressure than Fragmented & Silo teams.

** Teams that include Sales, Marketing and technical functions*

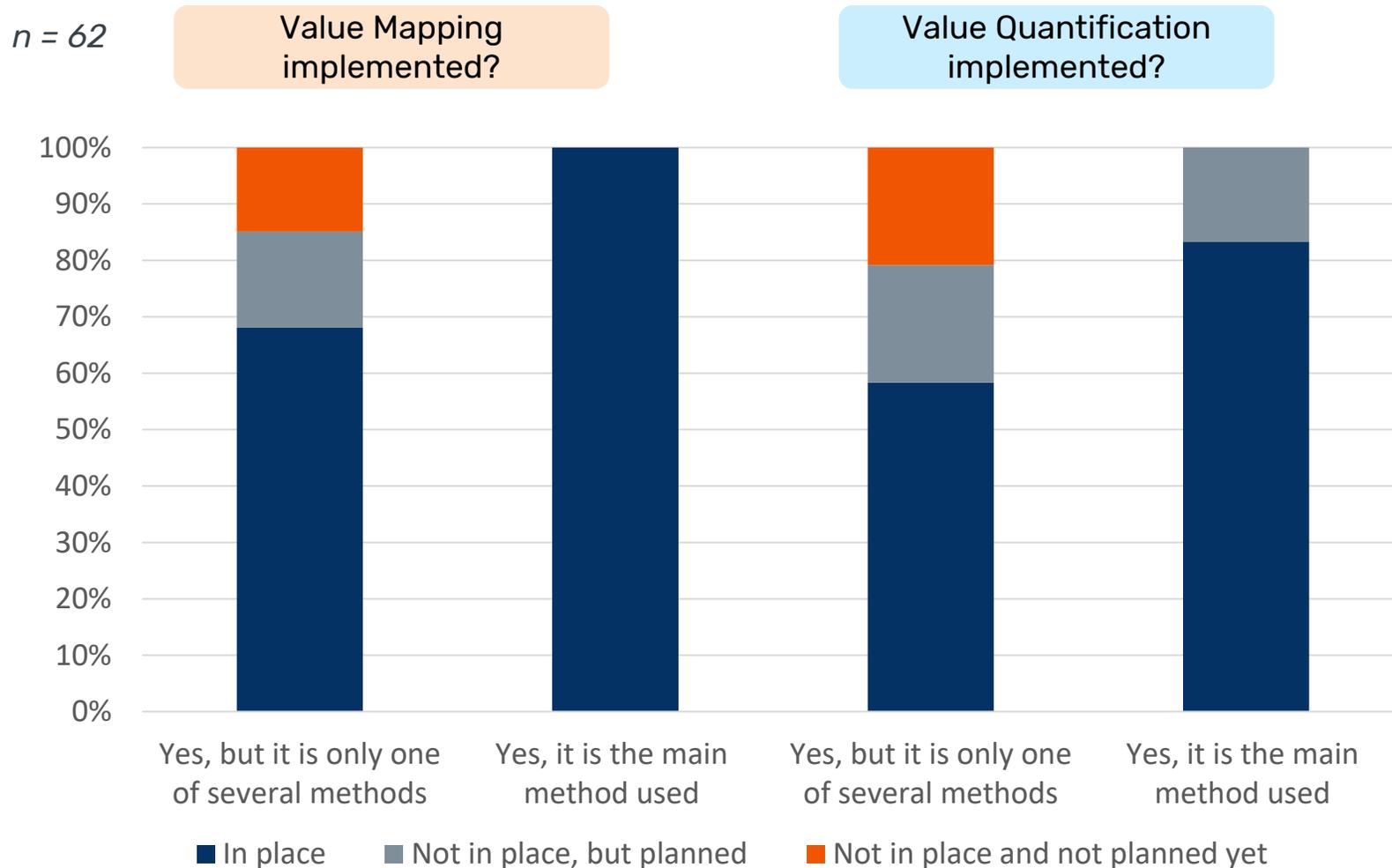
Which Elements of Value Selling Are Implemented in Your Process?



💡 Highlights

- ∞ Many tools are in place, including value quantification and Value Selling trainings.
- ∞ However, many trainings are not x-functional!
- ∞ Also integration into CRM / sales enablement tools and integration of Value Selling into innovation process lag behind!

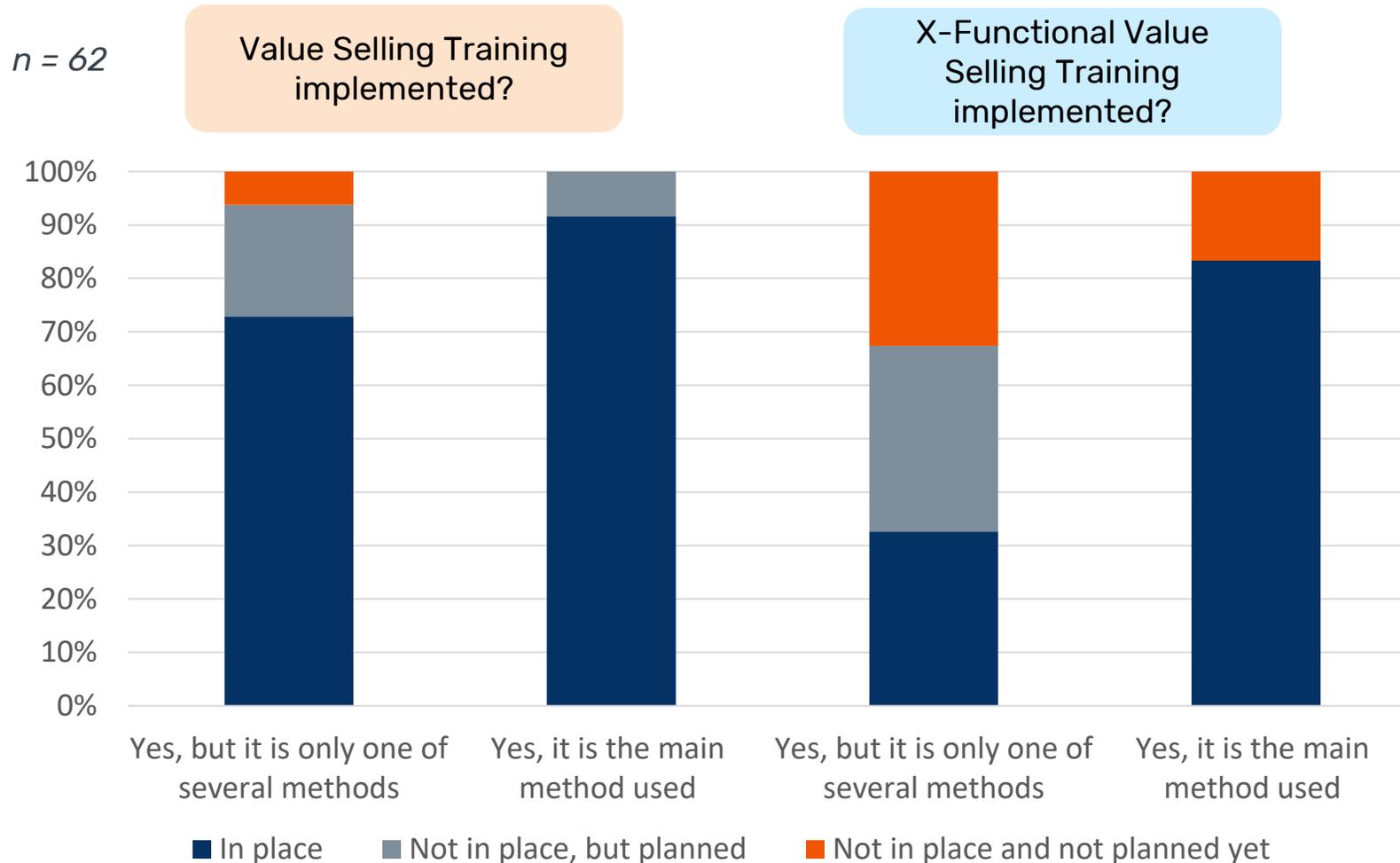
Use of Value Mapping and Value Quantification Depending on Whether Value Selling Is the Only Method or One of Several



💡 Highlights

- ∞ Use of Value Mapping and Value Quantification is more common when Value Selling is the only sales method.
- ∞ When Value Selling is one of several methods, more than 30% - 40% don't do Value Mapping and Value Quantification!

Use of Value Selling Trainings Depending on Whether Value Selling Is the Only Method or One of Several



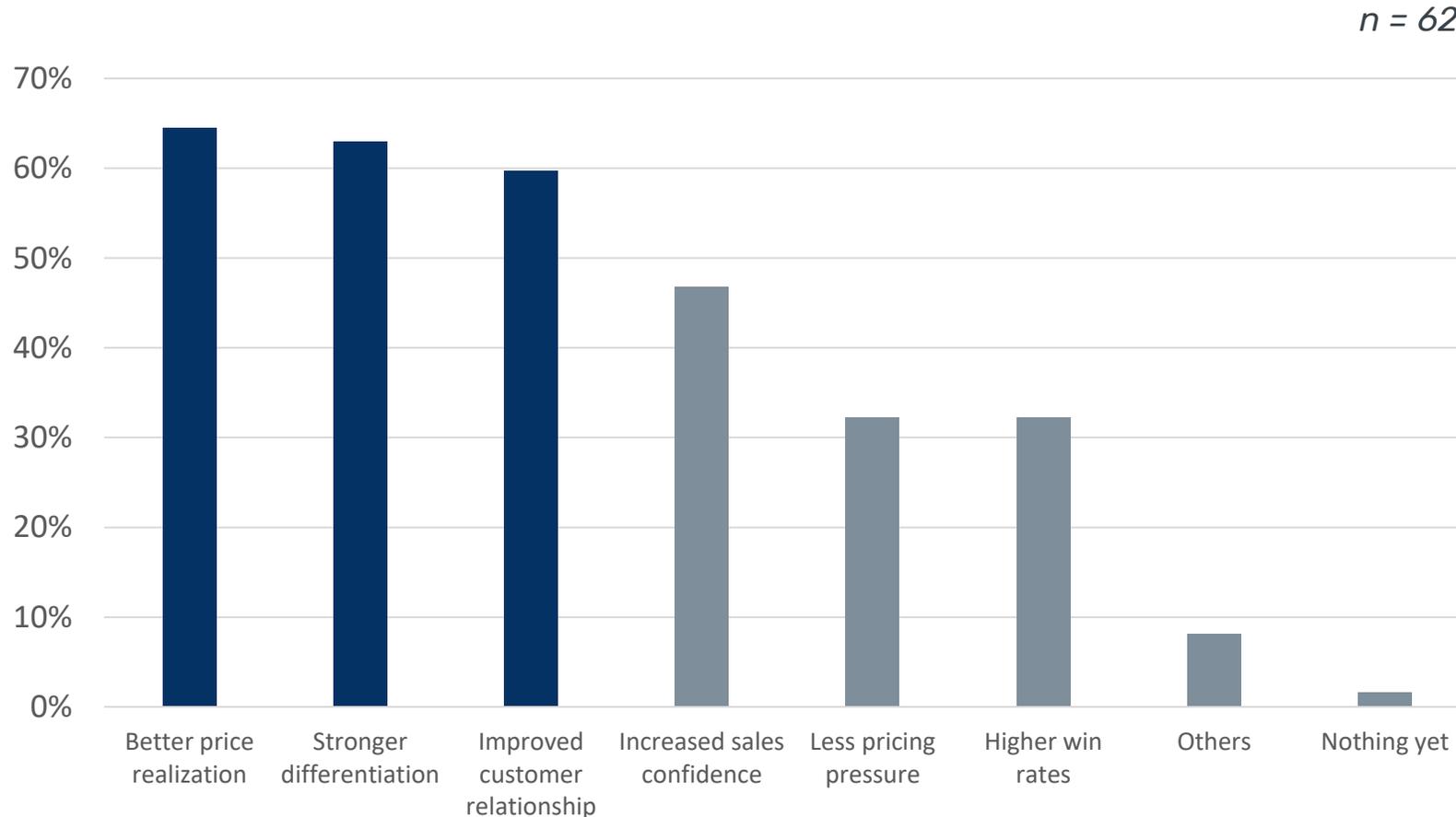
💡 Highlights

- ∞ When companies focus on Value Selling as the only sales method, they do more training and especially more x-functional training.
- ∞ When Value Selling is one of several sales methods, companies rarely invest in cross-functional training.



Value Selling Benefits

What Benefits Have You Seen From Implementing Value Selling?

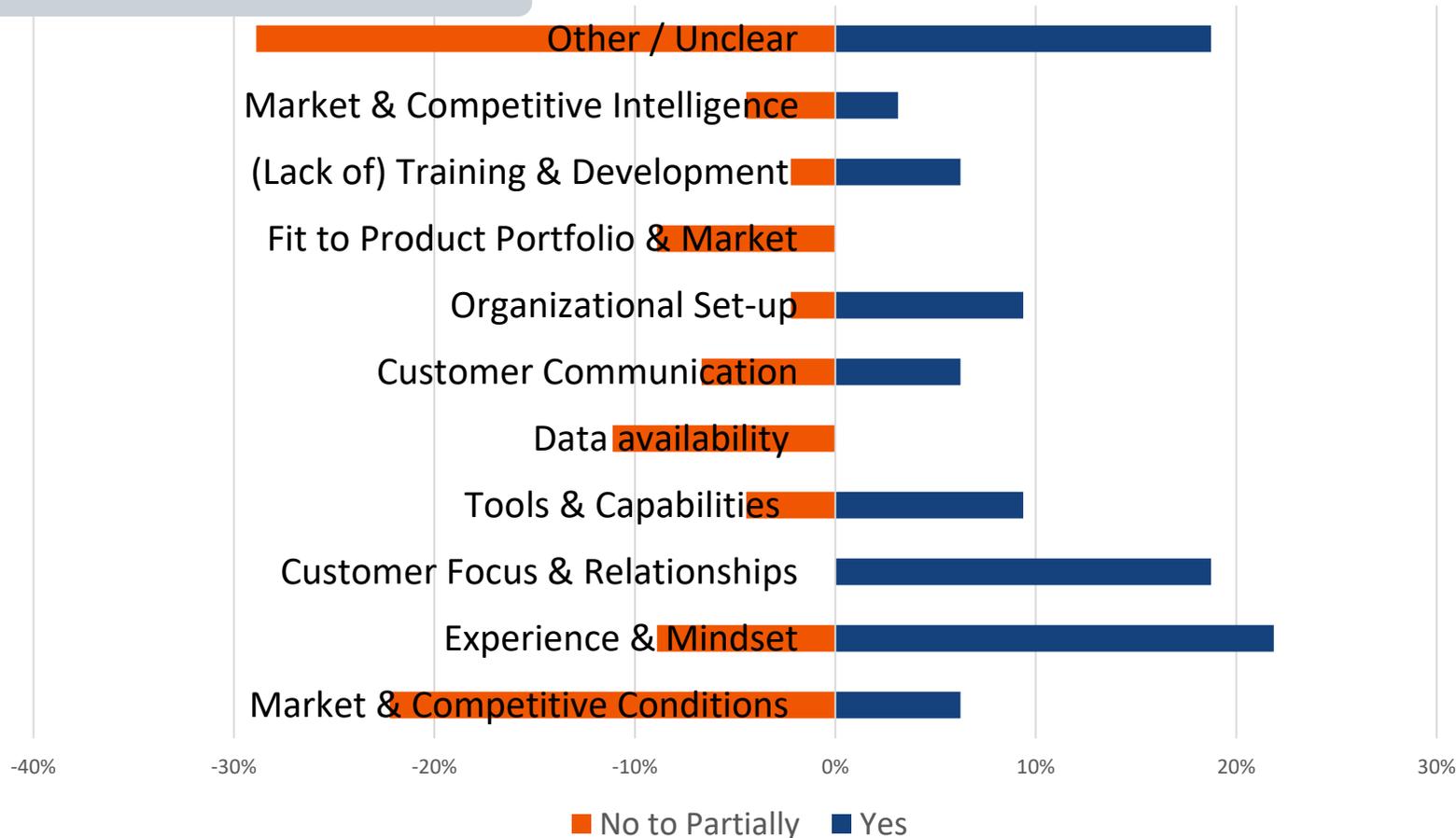


💡 Highlights

- ∞ The strongest benefits mentioned by the respondents:
 - 1) Better price realization
 - 2) Stronger differentiation
 - 3) Improved customer relationship
- ∞ Pricing pressure doesn't disappear – but companies manage to realize prices more effectively with Value Selling.
- ∞ No big difference across functions.

Why Do You and Your Sales Teams Feel Well-equipped to Handle the Current Pricing Pressure?

AI clustered open-ended responses



n = 46

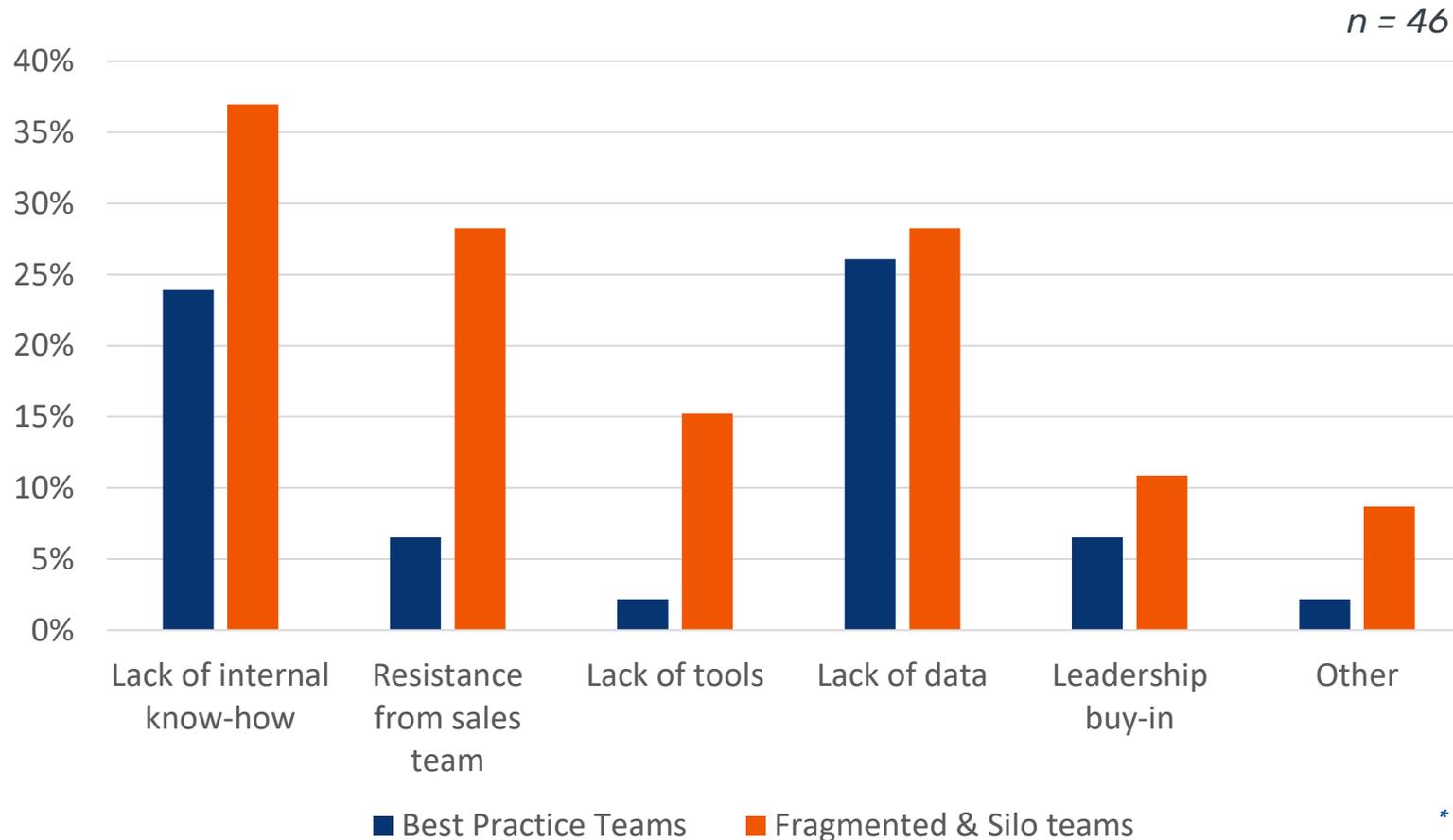
Highlights

- ∞ Companies who feel well equipped mention things you can work on: Customer focus, experience, mind-set, tools, capabilities and organizational set-up as reasons.
- ∞ Companies who don't feel well equipped mainly mention external factors as reasons: market conditions and competition. In addition: data availability and other reasons.



Learnings

Based on Your Experience: Where Do You See the Biggest Challenge in Implementing Value Selling?



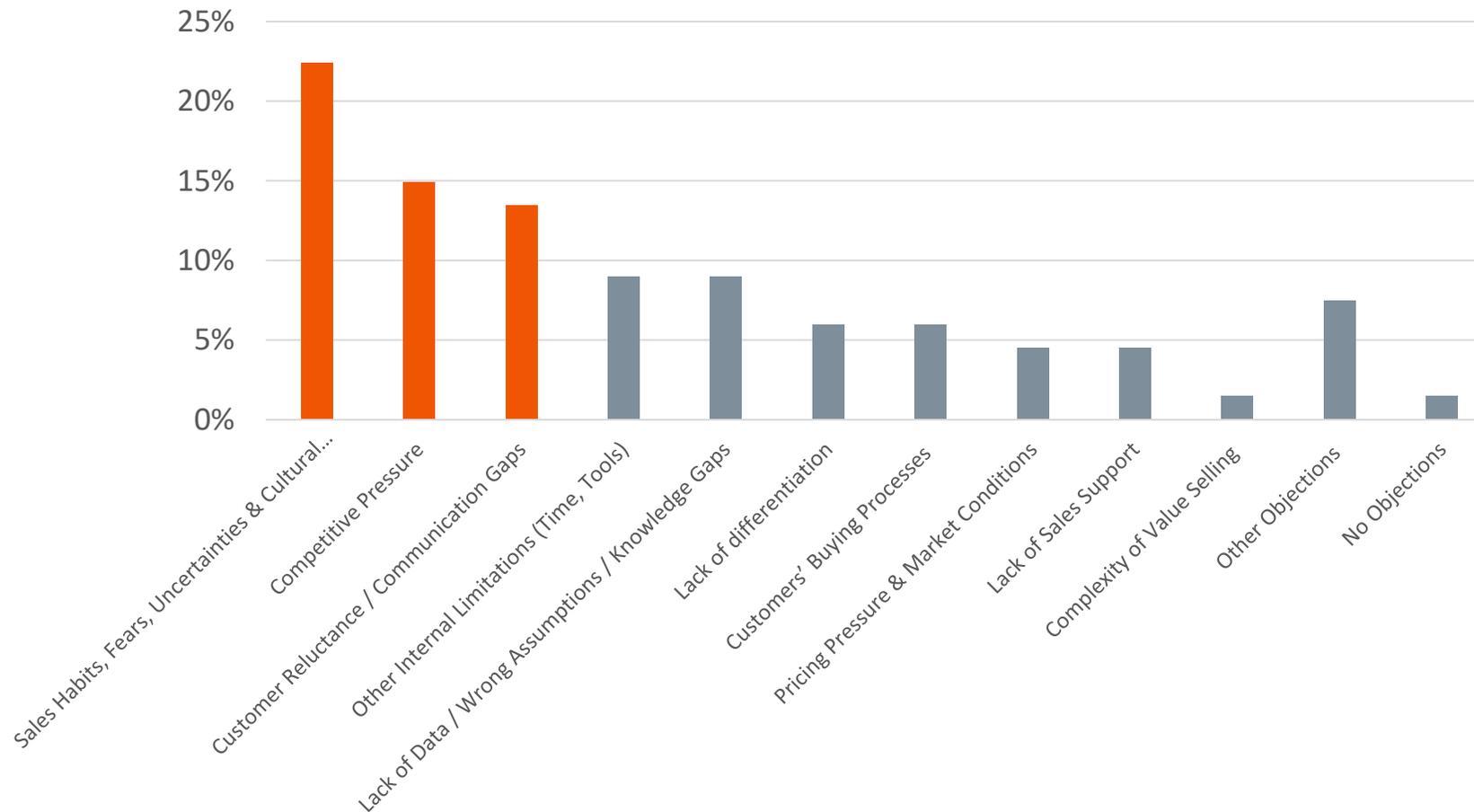
💡 Highlights

- ∞ Lack of know-how and data seem to be the biggest challenges, followed by resistance from Sales.
- ∞ Many additional individual challenges were mentioned. *

** Analysis of real customer value, confidentiality of data needed, customer's short-term view, customer's financial capabilities, importance of customer and ultimately market circumstances as well as old mindset from sales team.*

AI clustered open-ended responses

n = 54



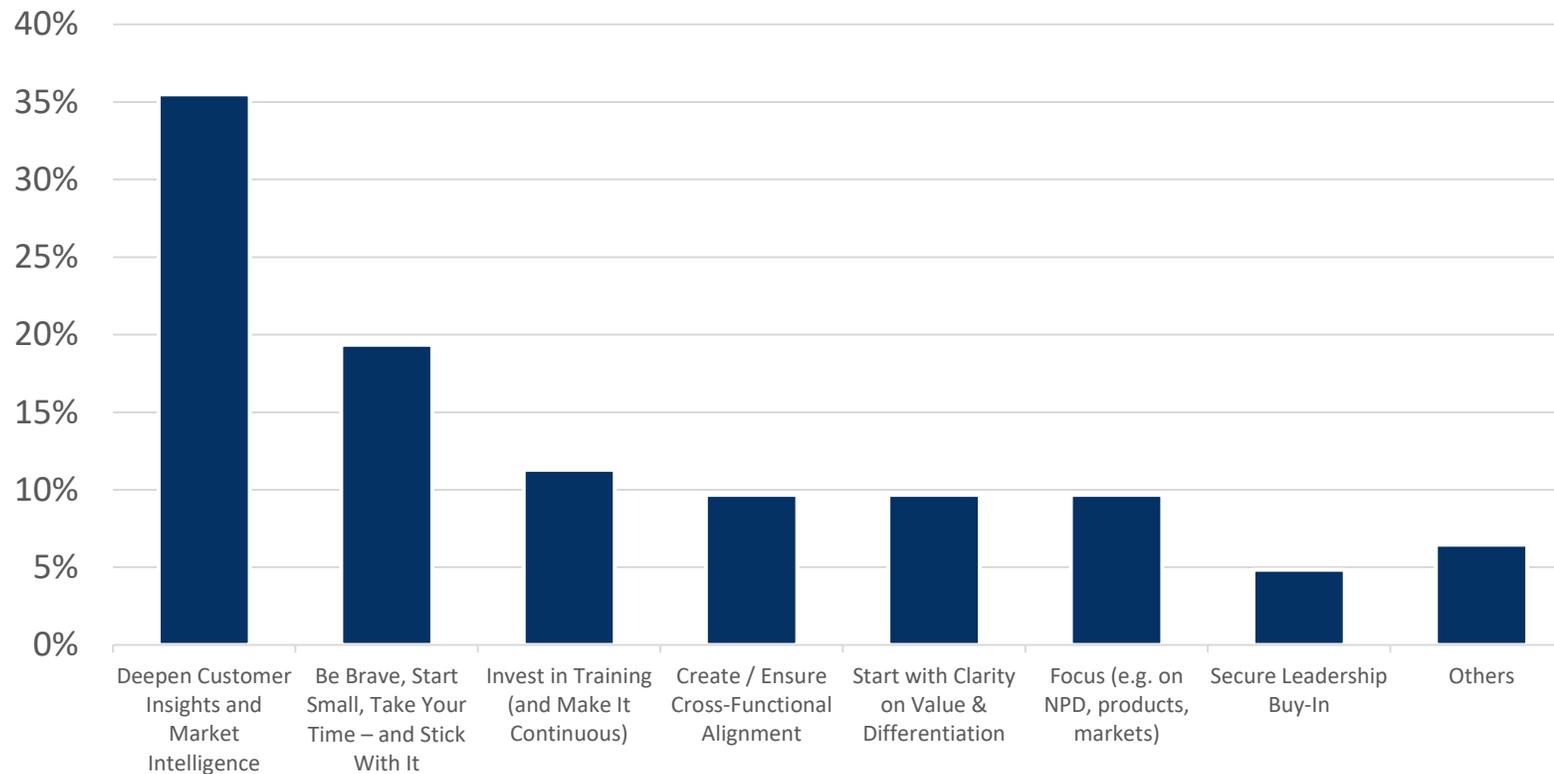
💡 Highlights

- ∞ The TOP 3 objections are related to very typical barriers, related to
 - 1) Own behavior
 - 2) Competitor behavior
 - 3) Customer behavior
- ∞ All main functions agree that sales resistance is the biggest challenge.

What Would You Recommend to Other B2B Companies Starting Their Value Selling Journey?

AI clustered open-ended responses

n = 62



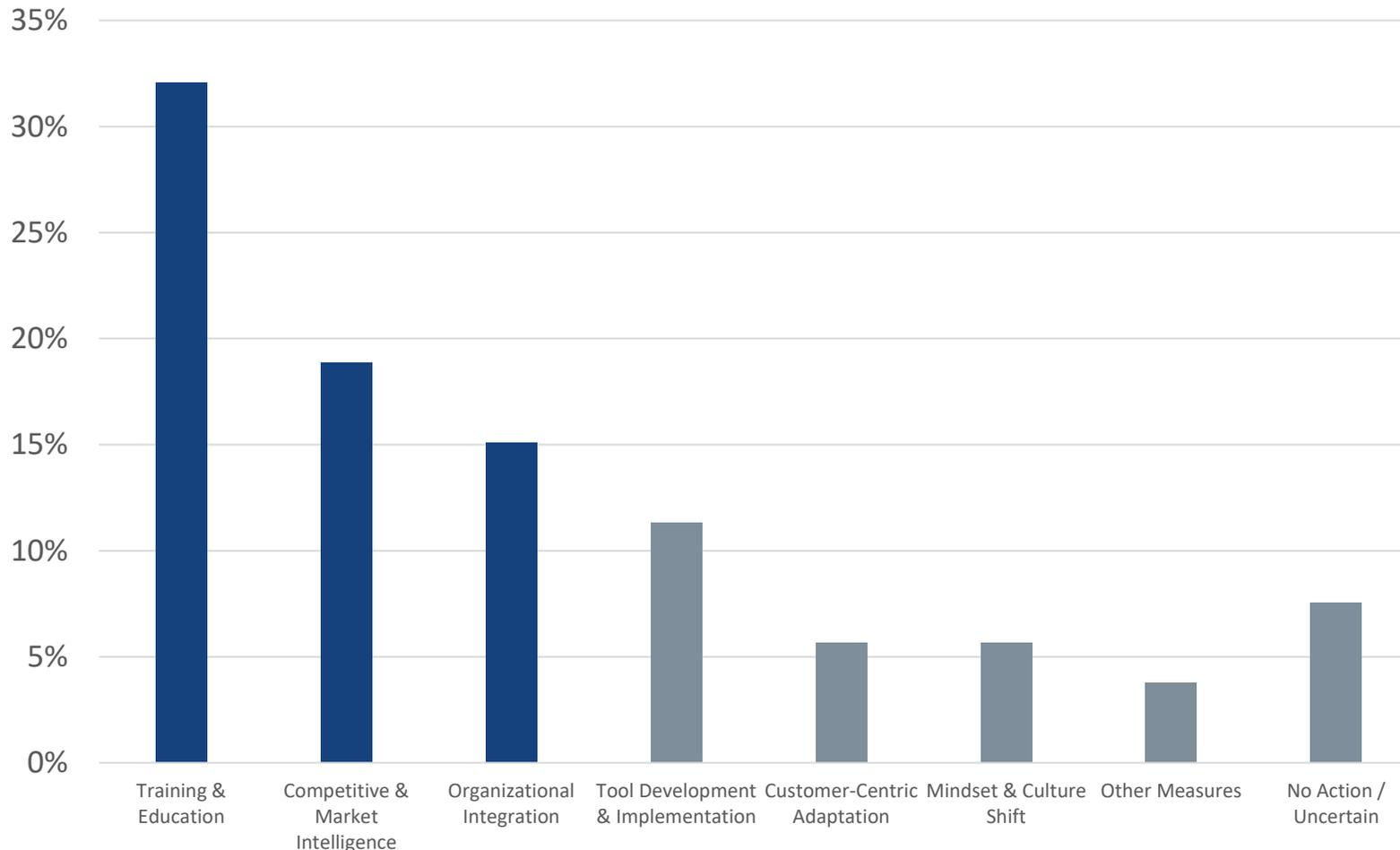
💡 Highlights

- ∞ The TOP 3 recommendations:
 - Deepen customer & market insights
 - Develop a Value Selling mindset
 - Invest into training
- ∞ Few respondents mentioned X-functional alignment as a recommendation.

What Are Your Next Steps in Developing Value Selling Capabilities?

AI clustered open-ended responses

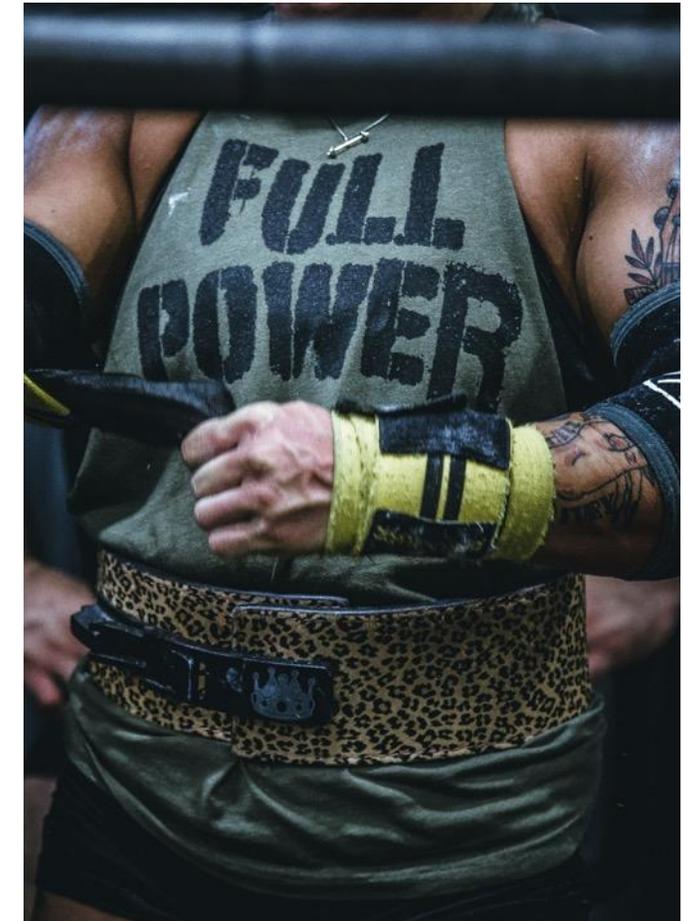
n = 62



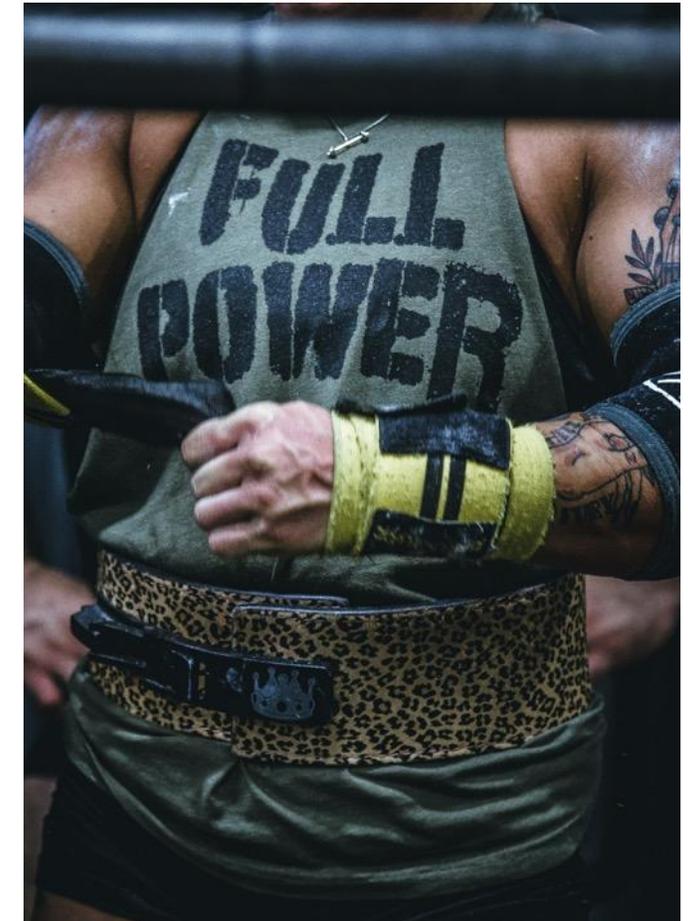
💡 Highlights

- ∞ Trainings and further education is the TOP 1 priority across all the different roles.
- ∞ Followed by competitive and market intelligence.

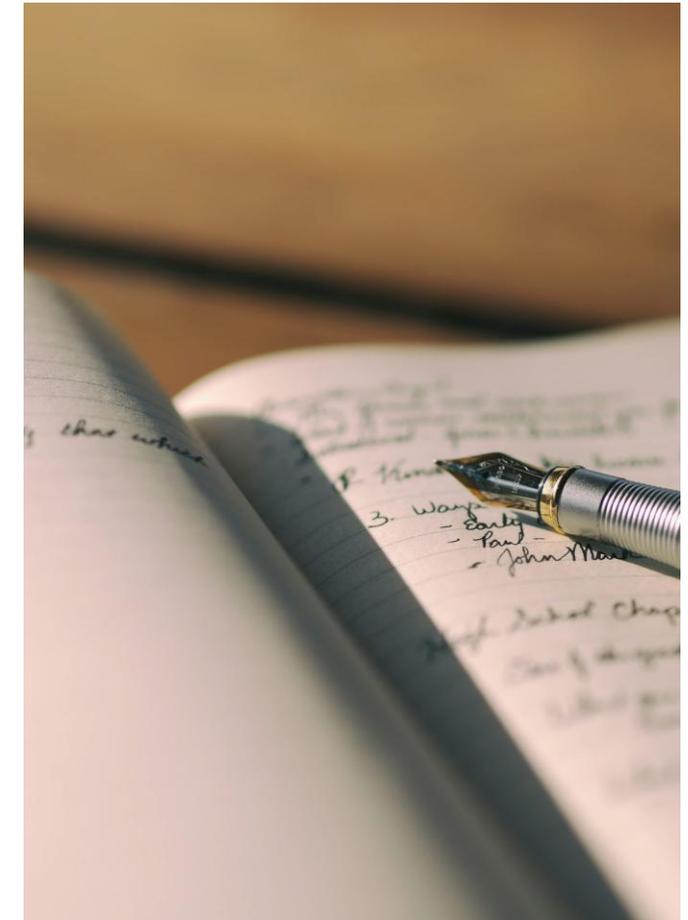
- 1. 74 % of the respondents say that they are using Value Selling and Value Pricing**, leading to better price realization, stronger differentiation, improved customer relationship and a lot more benefits.
- 2. There are many VS elements in place**, including value quantification and Value Selling trainings. However, many trainings are not x-functional!
- 3. Mainly Sales and Marketing / Product Management are involved** in Value Selling. Technical functions are only involved in 30% of the Value Selling teams.
4. However, **with these x-functional teams companies feel better equipped to deal with pricing pressure.**
5. Integration of Value Selling into CRM / sales enablement tools and integration of Value Selling into innovation processes are less common.



- 6. Reasons for feeling well-equipped to handle pricing pressure:** Customer focus, experience, mind-set, tools, capabilities and organizational set-up.
- 7. Companies that don't feel well-equipped mainly mention external factors as reasons:** market conditions and competition.
- 8. Sales objections against Value Selling** are related to sales habits, fear, uncertainties and cultural resistance, competitive pressure, customer reluctance and communication gaps.
- 9. The TOP 3 recommendations for companies that start their Value Selling journey:** Deepen customer & market insights, develop a Value Selling mindset, invest into training.
- 10. As a next step, trainings and further education** is the TOP 1 priority, followed by competitive and market intelligence.



- **Value Selling works!**
- **Especially with cross-functional teams that involve Sales, Marketing and technical functions!**
- **However, there is too much focus on Marketing & Sales and too little involvement of technical functions in the Value Selling teams and trainings.**
- **Integration of Value Selling into CRM / sales enablement tools and integration of Value Selling into innovation processes is missing in too many cases.**
- **Developing a Value Selling mindset is key, as there are many objections.**
- **Training and education remain top priority.**



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In a nutshell, Value Selling is a sales method focused on understanding and demonstrating the unique value your products and solutions provide to your customers.

And making money with it.

(Instead of primarily focusing on price and features.)





Value Selling Trip Advice

1

It's a journey.

Mindset is key!

Be patient, curious and stick to it.

2

Make it a

X-Functional Process!

And involve Sales from the very first minute!

3

Use the **right tools.**

4

Be realistic and don't get greedy.

5

Enable your cross-functional Value Selling team!



1

**It's a journey. Mindset is key!
Be patient, curious and stick to it.**

Value Selling is a Never-ending Journey. And Not a Sausage!

The bad news: Value Selling isn't as simple as a sausage.

A sausage is straightforward: start at one end, finish at the other.
Value Selling? It's a never-ending journey – not a quick meal.

You can't just "make" Value Selling and be done with it.

It's about mindset!

It takes alignment, consistency, smart tools, and a whole lot of cross-functional learning across markets, customers, competition, and value chains.

But it's far more effective – especially when you're facing pricing pressure and not living on a profit diet.





2

**Make it a X-Functional Process!
And involve Sales from the very first minute!**

Technical Functions – Why They Matter in Value Selling

Technical Functions ...

- ∞ Know the customer and how they apply our products
- ∞ Have direct contact with product users – who are less commercially driven and provide more honest feedback
- ∞ Best understand how our products perform in the customer's application, along with key challenges and pain points
- ∞ Talk to counterparts with functional, not commercial, priorities – making technical credibility crucial
- ∞ Help uncover hidden value drivers and application-specific benefits
- ∞ Build trust through expertise, not sales talk
- ∞ Enable joint problem-solving that strengthens long-term partnerships



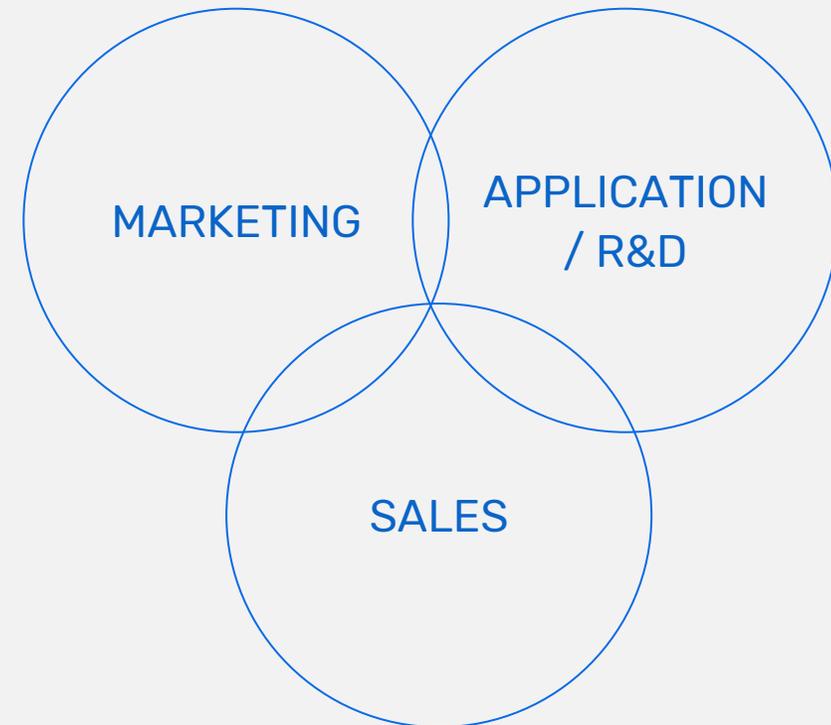
Make It a X-Functional Process! And Involve Sales From the Very First Minute!

Forget about the traditional
Value Pricing Approach

**Marketing-Driven Value
Pricing**

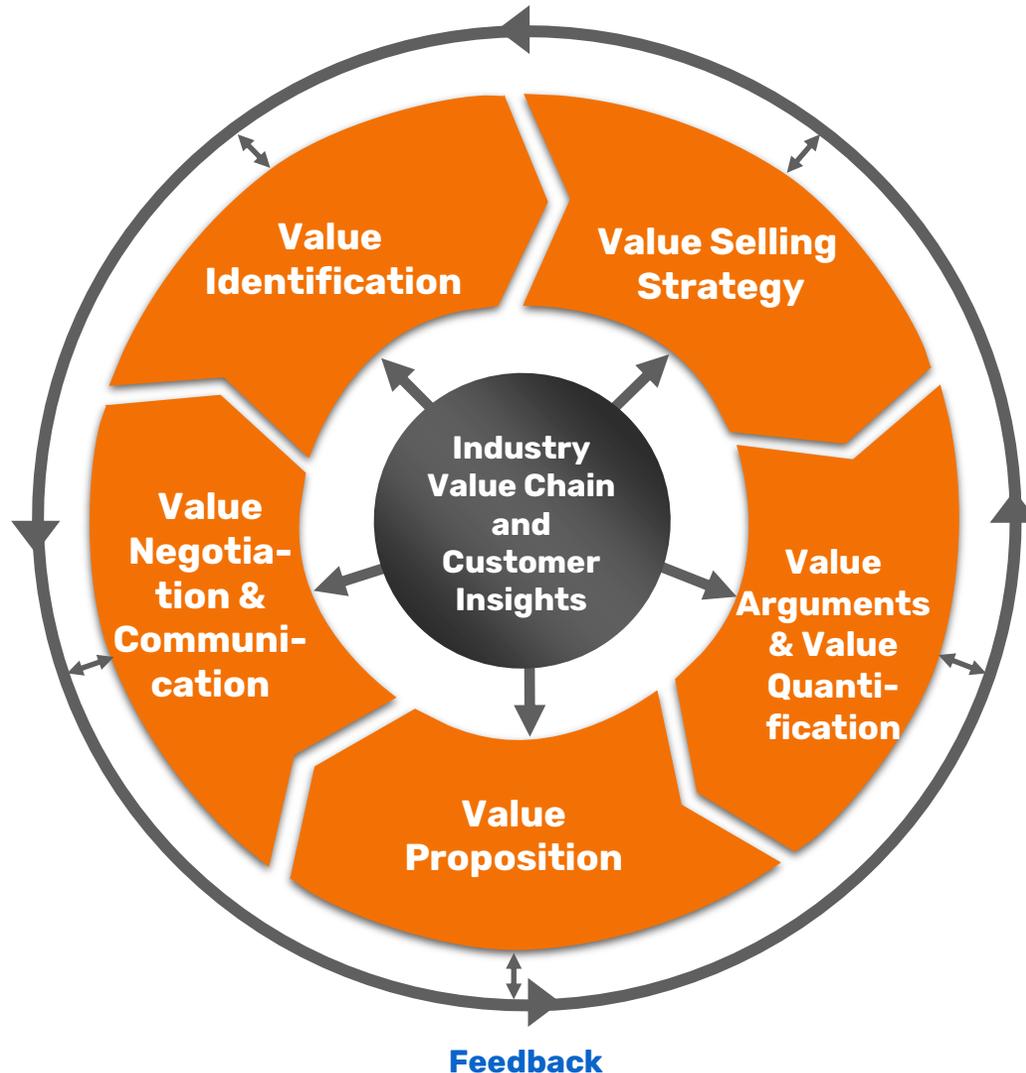
*At the end we will
push it to Sales.*

Start with X-functional Value Selling teams,
leading to Value-Based Pricing as a
consequence





3 Use the right tools.



The DL Value Selling Process / Wheel

Value Identification:

Creating insights: Understanding and appreciating customer needs and willingness to pay along the value chain. Understanding customer's applications and processes as well as the true NBA (Next Best Alternative).

Value Selling Strategy:

Defining Value Selling direction and objectives: Increasing margins or growing volumes or top line? Deciding on price-value-positioning

Value Arguments & Value Quantification:

Defining value argumentation, **quantifying the value** for the customer incl. **Value Cards** and tailoring of value arguments

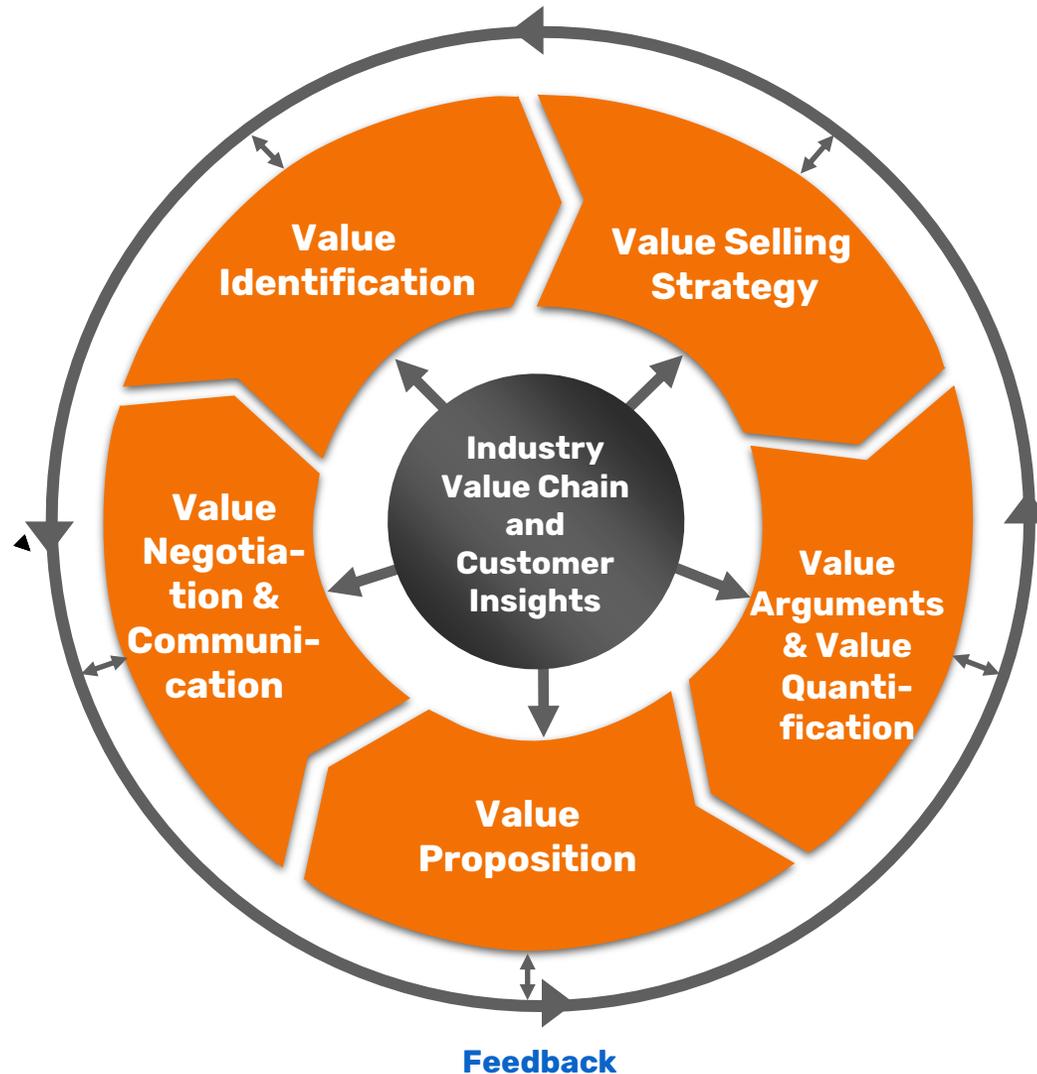
Value Proposition:

Defining value and differentiation from NBA in a UVP statement

Value Negotiation & Communication:

Communicating and negotiating value and price in order to win the deal by selling the price instead of selling by price.

There Are Many Tools Along the Value Selling Process



- Industry value chain analysis
- Understanding customer needs / problems
- Questioning Techniques
- Customer workshops
- Stakeholder analysis & Power Mapping

- Tailoring of value arguments and UVP
- Buying Process Analysis
- Stakeholder analysis & Power Mapping
- BATNA & concessions
- Negotiation & pricing psychology
- Marketing communication design

- Commodity Index
- Price / volume / profit analysis
- Value Map: Price / Value Positioning
- Value Selling objectives
- Value Selling guidance

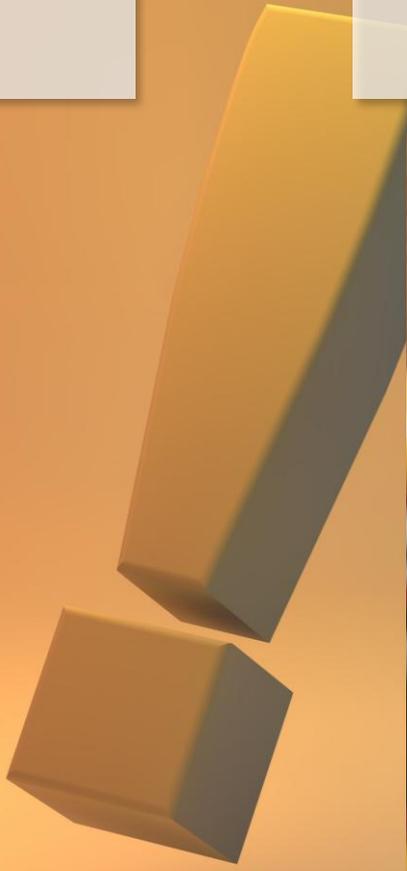
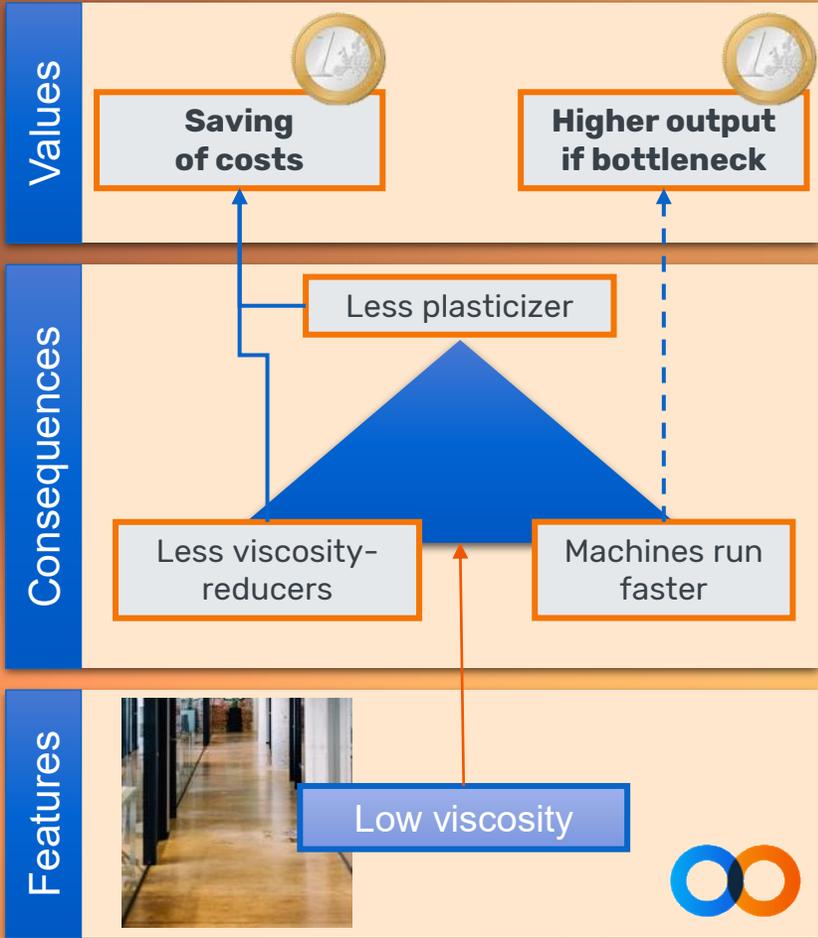
- Value Reports
- Value Cards
- Product tests & data
- TCO-based value quantification

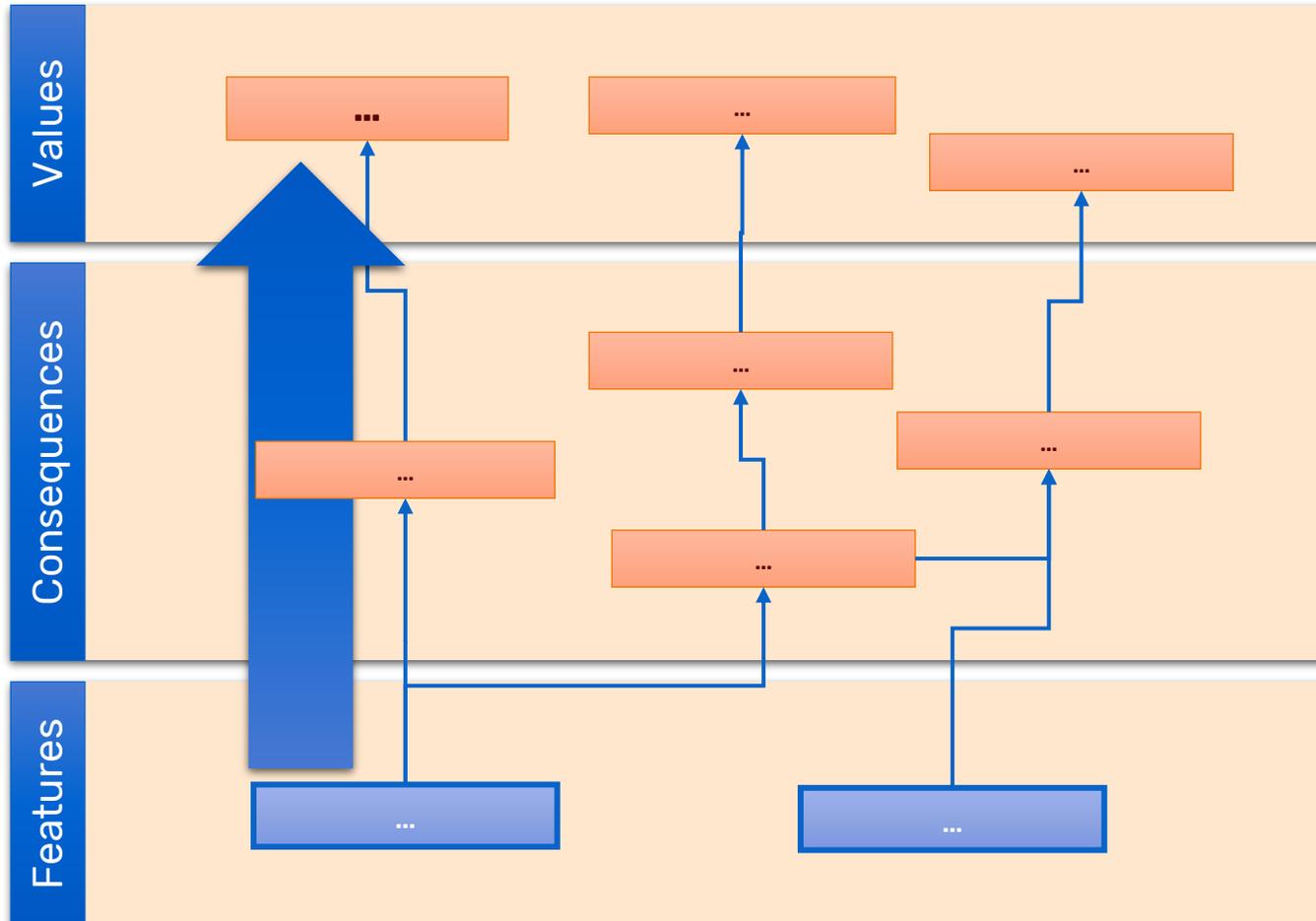
- UVP definition



Value Cards

Value Quantification





Value Card:

Translating technical features into customer value by asking **“So What?” - question.**

X-functional development with Marketing, Sales and Application Development / Technical Service / R&D.

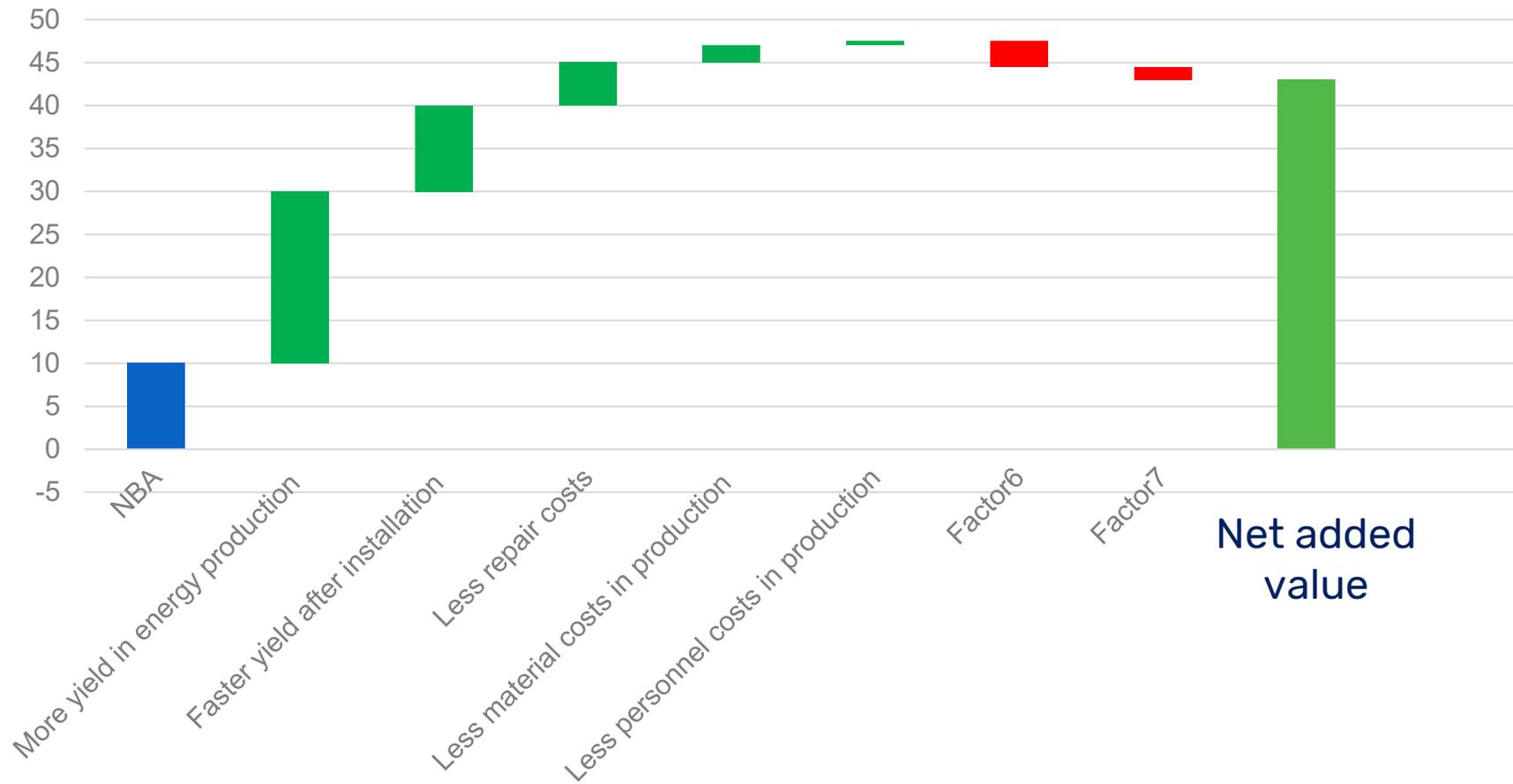
Backbone of your value proposition and your entire value communication incl. the tailoring of your value arguments.



The Power of Value Quantification

Value quantification makes the invisible visible and the complex understandable.

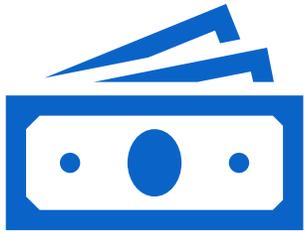
Value Quantification Visualization: Value Waterfall



Visualization of the quantified added value, compared to the NBA*.

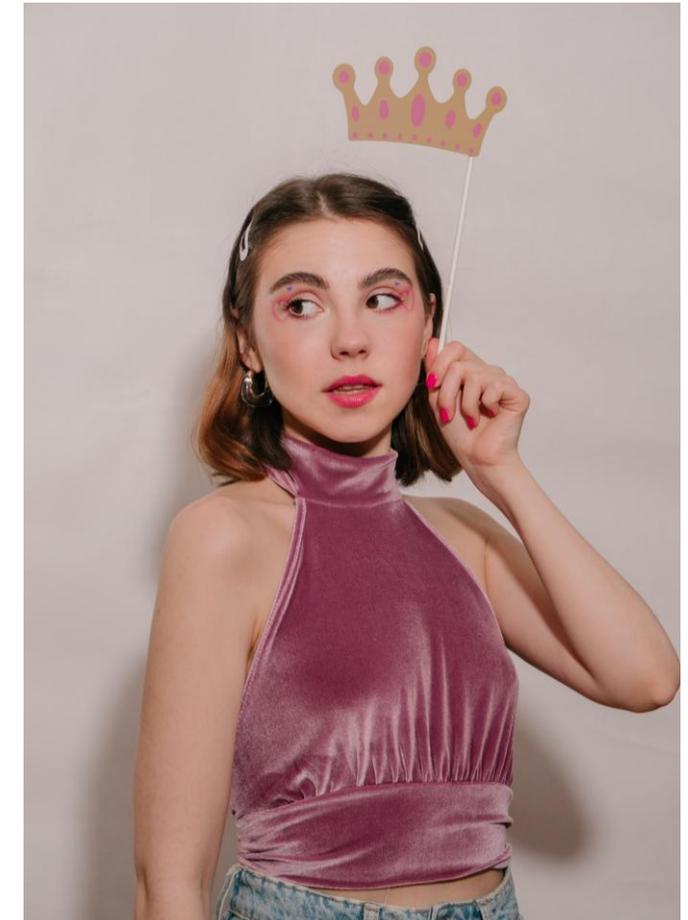
This helps you to finally decide on a value-based price and to sell the price.

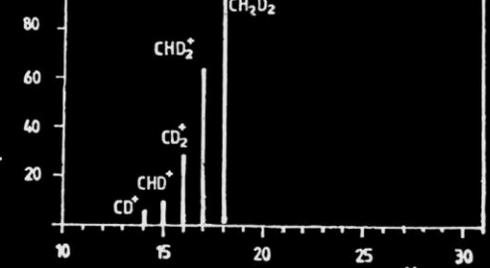
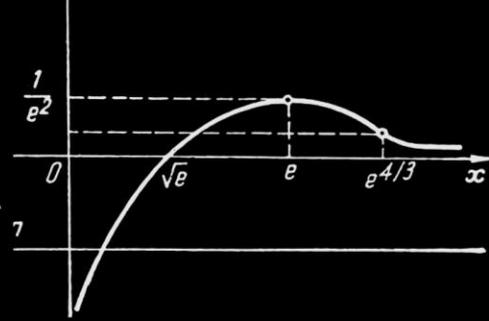
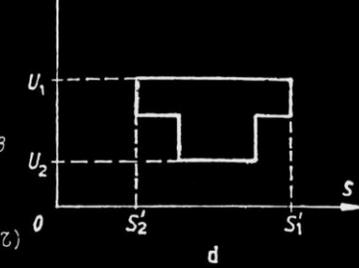
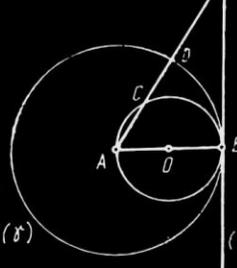
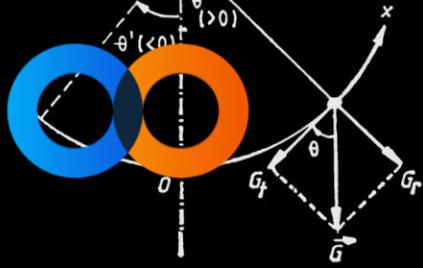
* NBA = Next Best Alternative



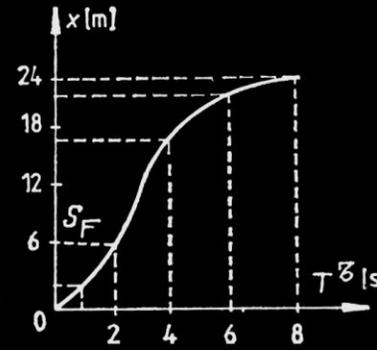
The “coronation” of Value Selling and Value Pricing processes:

- Requires application-specific and customized value calculators.
- Core element of convincing value propositions, and the entire value communication, incl. presentations, sales pitches, and negotiations.
- **But challenging:** Always specific. Never completed. Never certain.
- **A journey.**





ValueBizbooster
 $= \sin\left(\frac{\pi}{2} + n\pi\right); n = 0, 1, 2, \dots$
 $t_p = \frac{\pi}{3} \left(n + \frac{1}{6}\right); n = 0, 1, 2, \dots$
 $E_c = E_{c_{max}} \Rightarrow \cos^2\left(3t_c + \frac{\pi}{3}\right) = \cos^2\left(\frac{\pi}{3}\right)$
 $= \pm 1 = \cos(n\pi) \Rightarrow t_c = \frac{\pi}{3} \left(n - \frac{1}{3}\right)$



$$\frac{1 - \left(-\frac{1}{n+2}\right)^{n+1}}{1 + \frac{1}{n+2}} + \frac{1}{n+1} \cdot \frac{1 - \left(-\frac{1}{n+1}\right)^{n+1}}{1 + \frac{1}{n+1}} = \int_{-a}^0 x^2 e^{ax} dx = \frac{1}{a} (x^2 e^{ax}) \Big|_{-a}^0 - \frac{2}{a} \int_{-a}^0 e^{ax} dx$$

$$= -a^2 - \frac{2}{a} \left[\frac{1}{a} (x e^{ax}) \Big|_{-a}^0 - \frac{1}{a} \int_{-a}^0 e^{ax} dx \right]$$

$$= -a^2 - \frac{2}{a} \left[\frac{1}{a} (e^{ax}) \Big|_{-a}^0 \right] = -a e^{-a^2} - \frac{2}{a} e^{-a^2}$$

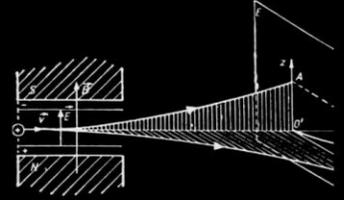
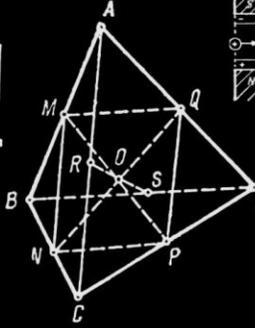
$$= \frac{1}{a^3 e^{a^4}} [2e^{a^4} - 2 - 2a^2 - a^4]$$

$$= \int_{-a}^0 x^2 e^{ax} dx = \frac{1}{a} (x^2 e^{ax}) \Big|_{-a}^0 - \frac{2}{a} \int_{-a}^0 e^{ax} dx$$

$$= -a^2 - \frac{2}{a} \left[\frac{1}{a} (x e^{ax}) \Big|_{-a}^0 - \frac{1}{a} \int_{-a}^0 e^{ax} dx \right]$$

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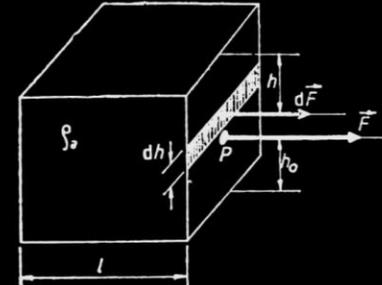
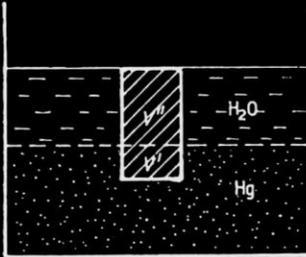
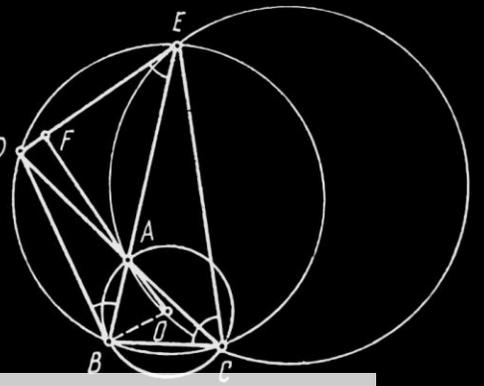
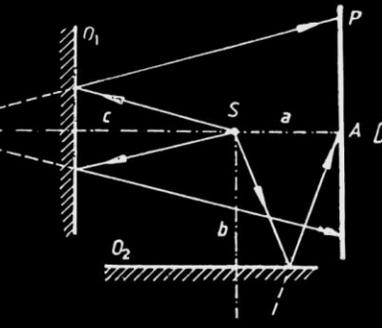
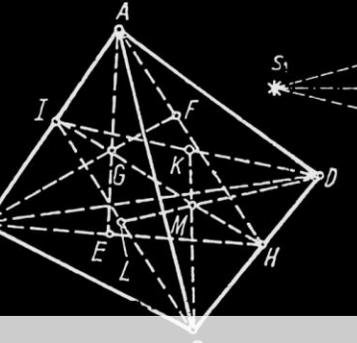
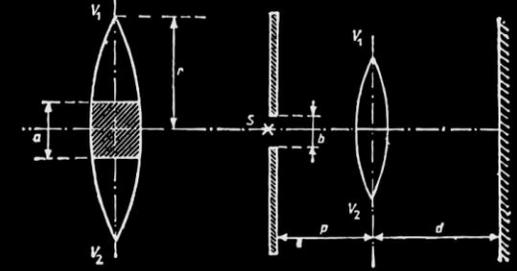
$$= \frac{1}{a^3 e^{a^4}} [2e^{a^4} - 2 - 2a^2 - a^4]$$



$$\omega = \sqrt{\frac{k}{m}} = \sqrt{\frac{4\pi m_1 K \rho}{3m_1}} = \sqrt{\frac{4\pi K \rho}{3}}$$

$$\omega = \sqrt{\frac{g_0}{R_0}}$$

$$T = \frac{2\pi}{\omega} = 2\pi \sqrt{\frac{R_0}{g}} = 5,03 \cdot 10^3 \text{ s}$$



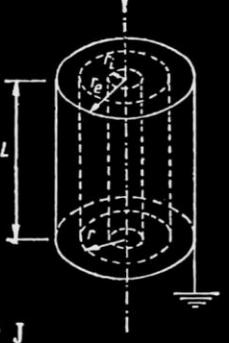
$$Q_{total} = Q_1 + Q_2 = 3\epsilon_0 \frac{S}{d_1} U_0$$

$$C_1 = C_2 = \epsilon_0 \frac{S}{d_1} = 8,85 \text{ pF}$$

$$Q = \frac{Q_1 + Q_2}{2} = 13,275 \cdot 10^{-9} \text{ C}$$

$$U = \frac{Q}{C_1} = \frac{3}{2} U_0 = 1500 \text{ V}$$

$$= \frac{1}{2} QU = \frac{9}{8} \epsilon_0 \frac{S}{d_1} U_0^2 = 9,956 \cdot 10^{-6} \text{ J}$$



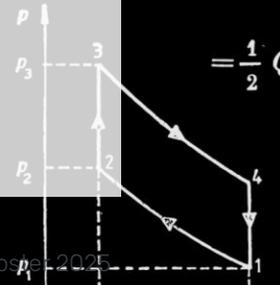
But we are not talking about exact science here ...

U[V]	0	0,5	0,6	0,8	1,0	
I[mA]	0	-1,05	-2,1	-3,2	-4,2	-5,3
U[V]	0	0,4	0,6	0,8	0,9	1,0
I[mA]	0	-0,4	-0,76	-1,12	-1,5	-1,9
U[V]	0	-1	-2	-3	-4	-5
I[mA]	0	1,4	2,8	4,2	5,6	7,1
U[V]	0	1	2	3	4	5

$$-(x+t)I_2 + (xt - yz)I_2 = 0$$

$$\begin{pmatrix} x & y \\ z & t \end{pmatrix} - \begin{pmatrix} x+t & 0 \\ 0 & x+t \end{pmatrix} = \begin{pmatrix} -t & y \\ z & -x \end{pmatrix}$$

$$\begin{pmatrix} y & -t \\ z & -x \end{pmatrix} = \begin{pmatrix} yz - xt & 0 \\ 0 & yz - tx \end{pmatrix} = \begin{pmatrix} yz - xt & 0 \\ 0 & yz - tx \end{pmatrix}$$



$$Q_{41} = \nu C T_1 (1 - \epsilon^{1/2}) + \nu C_V T_1 (\mathcal{K} - 1)$$

$$Q_{34} = \nu C_V T_2 (\mathcal{K} - 1) + \nu C T_2 (1 - \epsilon^{1/2})$$

$$-Q_{41} = \nu C T_1 (1 - \epsilon^{1/2}) + \nu C_V T_1 (\mathcal{K} - 1)$$

$$-Q_{34} = \nu C_V T_2 (\mathcal{K} - 1) + \nu C T_2 (1 - \epsilon^{1/2})$$



$$a \sin \theta_3 = \frac{\lambda}{2} (2m+1)$$

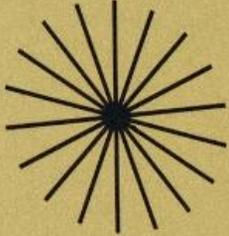
$$\sin \theta_3 = \frac{\lambda (2m+1)}{2a}$$

$$\theta_3 = \sin^{-1} \left(\frac{6,6}{\dots} \right)$$

$$Y = D \tan \theta_3 = 1,8 \text{ m}$$

Use a **well-defined and working value quantification process** incl. validation and sensitivity analysis and link it to **value proposition** and **value communication**.



GATE

6

**Integrate Value Cards and Value Quantification
as core components of your phase-gate
innovation process.**



4 Be realistic and don't get greedy.

Be Realistic and Don't Get Greedy - Respect Price Fairness

Personal Fairness

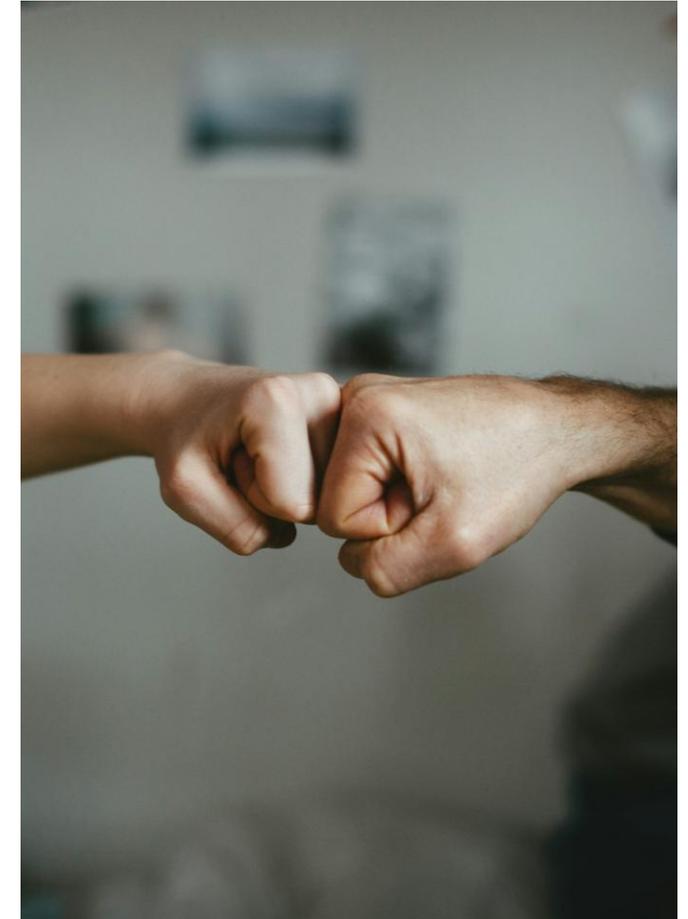
- ∞ Above expectation?
- ∞ Process different than expected?

Social Fairness: Distributive

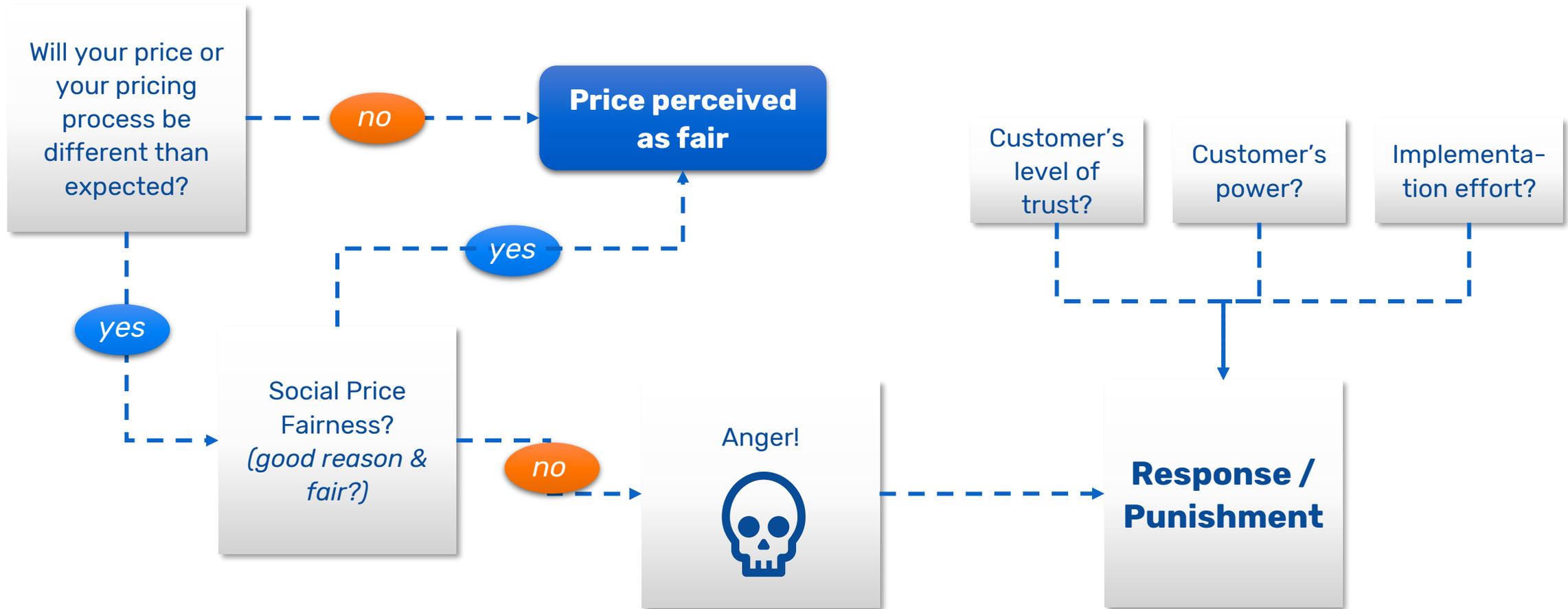
- ∞ Does the change fit to the value provided?
- ∞ Legitimate reason?
- ∞ Fair compared to prices others are paying?
- ∞ Natural reason for it (beyond our control)?
- ∞ Don't we take advantage of customer's situation?

Social Fairness: Procedural

- ∞ Can customer influence the price?
- ∞ Transparent process?
- ∞ Impartial process, not influenced by favoritism?



Be Realistic and Don't Get Greedy - Respect Price Fairness



Source: Based on Maxwell (2008): *The price is wrong. Understanding what makes a price seem fair and the true cost of unfair pricing, New Jersey 2008.*

Double Loop Price Fairness Tool

Price Fairness Board

Price Fairness Board

(2a) Social Price Fairness: Distributive Fairness

Will the customer think that our price is justified, as he gets the value he thinks he should get for the price? *

Yes
 No

Will the customer think that we have a legitimate reason for our price or price change (like costs or exchange rates)? *

Yes
 No

Will the customer perceive the price (change) as fair, if they compares their price with prices other customers pay? *

Yes
 No

Will the customer perceive the price change as fair, because he thinks there is a natural reason for it, which is beyond our responsibility? *

Yes
 No

Will the customer perceive the price (change) as fair, as we don't take advantage of their situation? *

Yes
 No

Previous Next

Price Fairness Board

Assessment

Trust / Fairness

		Trust		
		high	med	low
Fairness	high			
	med			
	low			●

Your price will (again?) be perceived as unfair. Due to the low level of your customer's trust in your company, they will get angry and see the perceived unfairness of your prices as further proof of your low trustworthiness.

Pricing Power / Punishment Effort

		Customer's pricing power		
		low	med	high
Customer's effort for executing punishment	high			
	med			
	low		●	

Your customer has enough power to turn their anger into revenge and it doesn't require them many efforts to do so. In case the purchase is critical enough for them, you can most likely expect punishment.

Only implement your price if it really is worth that risk.

Start over



5 Enable your cross-functional Value Selling team!



Train & Develop. Again, again, and again.



**Use external, neutral facilitation,
support and challenging.**



Start small and create success stories.



Value Selling Trip Advice

1

It's a journey.

Mindset is key!

Be patient, curious and stick to it.

2

Make it a

X-Functional Process!

And involve Sales from the very first minute!

3

Use the **right tools.**

4

Be realistic and don't get greedy.

5

Enable your cross-functional Value Selling team!

1. Introduction
2. Survey Results
3. Recommendations
4. Contact & More Information



Want to dive deeper into Value Selling – or talk to the people behind this study?

Just reach out.



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THANK
YOU



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