



COMPETITIVE ARENA

THE CORPORATE CULTURE OF VALUE

IMPORTANT NOTE.

Introduction.

In the following pages, a detailed account of the activities and strategies developed through collaboration with Beau Toskich is presented. The work carried out involved the integration of the methodologies typical of the TTT Campus and those devised by Beau Toskich himself.

Strategies Used.

A central element of the joint process has been the adoption of the “Fried Egg Strategy”©, which has served as a fundamental reference point for the proposed approach.

At the same time, new methods and content have been introduced and applied, with particular attention to competitive communication techniques in the business context. These innovations were based on the use of the Verbal Driver©, a strategic way and contents to communicate and to optimize the effectiveness of business messages and interactions.

Strategies and SMEs Organisation.

Organisation implementation of the strategies and value creation processes by Giuseppe Reggia (TTT Campus).

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COMPETITIVE ARENA :THE HELICOPTER VIEW

INTRODUCTION.

The purpose that we would like this document to have is to stimulate a moment of reflection on the operational business context to identify, above the *market turbulence*, new visibilities that give way to seize opportunities for improvement and/or change in their way of doing business today.

In a difficult, slippery market, where many offer and few buy, in a hyper-agitated market that has become sophisticated because it is sensitive to new intangible values discovered by companies only today, new commercial approaches are needed. The levers on which to act in order not to lose the game, in addition to the traditional ones of product and quality, in our opinion are:

- THE VALUE
- THE COMMUNICATION
- THE SIMPLICITY
- THE ETHICS

The methodologies used such as the Fried Egg Strategy and the examples on the new Italian language of commercial communication belong to the international Marketing & Sales expert B. Toskich with whom B.C.I. has a close collaboration relationship as business associates.

What is proposed in the following pages is however a competence that resides within B.C.I. itself thanks to its network of national and international experts and the numerous interventions carried out at companies belonging to the various economic sectors.

Finally, an area of specialization is management consulting provided to Small and Medium Enterprises.



THE STRATEGY OF THE FRIED EGG: sell value not price.

The only reason your company exists is the permanent achievement of two joint objectives: customer satisfaction and profit. They are two sides of the same coin. There are no satisfied customers without profit and there is no profit without satisfied customers.

To hit this double target, you must compete on two distinct levels: product quality and service quality. The symbol of the Fried Egg is your daily knot in the handkerchief to remind you to work on both. Use the whole egg to differentiate yourself in the market in the long term.

The rewards are many. The strength of the White of the Albumen is your life preserver in the slow and slippery market, it is the sword that slays the threatening dragon of competition.

THE FRIED EGG: PRINCIPLE NUMBER ONE.

- Awake customers don't buy. They choose.
- Either you differentiate yourself or you don't sell.

THE FRIED EGG: PRINCIPLE NUMBER TWO.

- You can stand out from the crowd with price or value.
- I recommend value.
- Buying from me because it's cheaper lowers prices.
- Buying from me because it's better leads to loyalty

THE FRIED EGG: PRINCIPLE NUMBER THREE.

- Sell value.
- The customer helps you grow by asking you for more growth: the Alliance.
- Selling is an exchange of growth.

THE METER.

The cost is made up of all the money that comes out of the customer's pocket when purchasing and using your product or service.

It is therefore given by the final difference between price and value: $C = P - V$. You can reduce it by acting on each of the elements. However, continuing to lower an already competitive price leads you to Lose-Lose because if the price is falling you do not have sufficient margins to invest and at the same time the customer buys a product or service with a falling quality.

Then act on the value lever.

THE FRIED EGG: the image.





THE ALBUMEN: A CULTURE.

Building the Albumen culture is a personal commitment. A strong determination to weave the orientation to the priority of service into the fabric of your daily operating philosophy.

Don't lose the grip. Training courses are full of unsuccessful follow-ups. The Albumen is a permanent program. When you let go, you're finished.

Manage your service as you manage your company: daily.

QUESTIONNAIRE FOR THE IMPLEMENTATION OF THE ALBUMEN.

1. Why are we here as a company?
2. What are the specificities that differentiate us from our competitors?
3. What beliefs are the basis of our daily work?
4. How are these beliefs validated?
5. How do customers see us?
6. What do they expect from us?
7. Is the service we give what they want? How do we know?
8. How can we increase the quality of our Albumen?
9. How can we better communicate the value of our Egg?
10. Is the value of our service focused on the customer's priority needs?
11. How do we measure it?
12. Are we giving away value?
13. Is the value identified, quantified, communicated and implemented at the customer?
14. How can we use the structure of the Albumen House to integrate the delivery of service to the customer and provide continuous support to Sales and all the Front Line ?
15. How can we streamline the integration of events related to the service cycle?
16. How can we introduce the concept of collective attention to the customer? Does each employee have a connection with the customer? What's his name?
17. How can we analyse and make our service cycles more efficient?
18. Who is responsible for closing the circuit?
19. How can we analyse and improve the functioning of service events?
20. Are we using the “glue factor“ to manage customer complaints?
21. How can we measure customer satisfaction?
22. You are not what you say but what you do: how can we measure the degree of loyalty?
23. How do we link results with recognition?
24. How can we earn and maintain the commitment of our people?
25. The brand is not a symbol or a slogan but a behaviour, a culture. What is the brand of your Company? What does it taste like your Company ?
26. Are service champions rewarded in your company?
27. What is the best way to return information to those who produced the content of the service?
28. How do we retain the loyalists?
29. Are your people cheering for your company?
30. Are you managing the quality of service every day as you manage your company?



LOYALTY: THE TURNED FUNNEL. create and recreate customers in a crowded market

Load the value vehicle.

Sales feed your business.
But, in a market driven by new benchmarks, it is not the sellers who sell.
It's the organization. There is no sales sector. The Company is the sales sector.
Everyone loads the value vehicle for deliveries to the customer's home.
Don't do sales training but shape your company for sales.

The form of loyalty.

The Funnel works well. It's aggressive. A wide-open mouth. Hungry for business. A tapered structure to separate buyers from the inconclusive. Ready to snap to contact and close. A functional tool for the purpose. A hollow cone that ends with a spout to collect customers and grind orders.

Turn the tube around.

But there's a hole in the bottom. You can see it if you lean over the large opening. A convenient exit for passing customers who leave you to taste the price cake offered by your rivals.
If you sew a one-way Funnel on the company flag, you send the wrong signal to those who sell and those who buy your value.

Get ready to create and recreate customers.

You will grow when they return for new purchases.
Recipes for growth and profit come and go. Loyalty remains.
If you can earn the right to bring your customers back into the Funnel, you cut the costs of your new business and achieve competitive immunity. They won't leave you because it's not convenient to leave you.
They will skyrocket your revenues because the more they stay, the more they pay.

The Turned Funnel. The prize for those who sell round-trip tickets.

By Beau Toskich



21° CENTURY BUSINESS VISION (from Verbal Driver) : THE MENU'.

THE VALUE.

The Cause of customer satisfaction.

The Source of Company growth.

DIFFERENTIATION.

The way to break away from the pack, to get out of the commercial monotony of "me too".

The flavor of your Company: again!

MARGINS.

The Escape: the fine that solutions pay for having lost their differentiation.

The Return: high-margin sales come from high-value sales.

IN-OF.

Sales are not a function in the company but of the company.

FROM TRANSACTION TO ALLIANCE.

From defeating the competition to defeating your customer's competition.

THE SALES OFFICE.

The first taste of the brand and of the culture of your Company.

THE BRAND.

The tape I watch in my VCR mental before choosing a product or service.

I am not a product or a service but above all a behavior.

THE SIAMESE TWINS.

Sales and service are Siamese twins.

Quality sales is service.

Quality service is sales.

COMMODITY.

Your service cannot be made a commodity because you are not a commodity.

The Egg: Commodity killer.

THE MESSAGES OF THE TURNED FUNNEL.

The company sells, the seller manages

Retain the Loyalists

Discretionary effort - who cheers for your Company ?

Life is too short. Don't work with people you don't trust.

From CEO – Chief Executive Officer to CES-Chief Executive Salesman

Seal the loss of the Funnel – The power of loyalty.

Where the rubber meets the road - a special sensory journey of the customer.

The commercial challenge – Breaking away from the pack



VERBAL DRIVER

A thousand bricks to build your competitive communication.

The goal of social communication is to be understood.

In business, you communicate to win

EXAMPLES OF BRICKS

COMMODITY	:	"Me too" solution that requires differentiation through price.
KEY ACCOUNT	:	The supplier's hard core, the large user, the large volume buyer, the reliable customer of proven loyalty. The supplier grows when the key account asks for more growth.
LOYALTY	:	Business behaviour necessary to retain the customer, reduce the cost of sales, launch positive word of mouth and maximize profit opportunities.
DISCOUNT	:	Competitive response due to the absence of differentiation
REPORTING	:	Commercial information that offers a sales opportunity.
VALUE	:	Relationship between price and benefits. The cause of customer satisfaction. The source of supplier growth.
SELL	:	Create perceived value in the customer's mind.
SALESMAN	:	The new sword to slay the menacing dragon of competition.
QUALITY OF SALE	:	Hot leads, penetrating presentations, irreversible closures, inevitable sales, deserved loyalty and enthusiastic referrals
THE NEW COMMERCIAL ARENA	:	When trust becomes central, the enchanting seller fails. When the quality of the relationship becomes as important as the quality of the product, knowing the customer becomes more important than knowing the product.
HEAD OF SALES	:	Architect of the sales force's capabilities and energies.



SPRING SALES

Spring.

Under the entry “spring” the Encyclopaedia Britannica says: “it is the season that follows winter and inaugurates, pushes towards summer”.

In spring the fever of bartering rises. Kidnapping for detail. Price lists ready to snap and consumers bitten by the flea of new purchases. Concentric circles of calm water moved by a stone thrown by a quick hand. Harbingers of the rising tide. Opportunities and companies ready to leap. Youth and verve. Everything is possible in May.

May, however, may be late. At that moment you are nothing more than part of the crowd. You are undergoing a forced cohabitation. Share instead of tearing off a richer slice of the business. What to do? **STRETCH OUT BEFORE.**

Indolence.

Hibernation is a slowing down of vital processes. When they hibernate, animals fall into a deep sleep or float in a daze. A similar behaviour can be observed in humans. December arrives; we tend to lower the guard. Indolence drags us into April. In any competitive context this is a critical point. In sales, if you shake off the habit you can make the entire emerging spring market yours.

Arrive earlier.

So what? **ARRIVE EARLIER.** Officially there is a precise moment, every year, when the “tick” of the clock separates the two seasons. One minute is winter, the next is spring. But the start of the spring market dynamic is slow and fluid. Commercial frenzy gradually reaches its peak. You can beat your rivals if you are ready to **PLAY BEFORE.**

Take advantage of undecided and bewildered competitors. While they are weighed down by the winter break, you can send high-impact messages to your customers.

Words traced in the sky, which stand out from the herd of “me too”. Make intrusive presentations. You have the right solution. Now. You left the slow boats to the other participants in the race.

Anticipate the first stretches of the market. Emerge from the tired season before the others. Push to the maximum while they hesitate. You will be closer to the opportunities to close the sale.

By Beau Toskich.



CHANGE YOUR MIND ABOUT THE PROFESSION OF THE SELLER

Sellers are “born losers”.

Imagine your beloved boyfriend approaching you with a face full of pimples and confessing: "Dad, I've decided: I want to be a salesman." Your worst nightmares have come true. You always thought that your boyfriend would become a financial wizard when he grew up or that he would earn enough to guarantee you a peaceful and comfortable old age. Now you have to lower your sights and scale back your expectations.

You are not fooled by appearances. Salespeople are born losers. They are halfway between servility and systematic mystification. You've always made them run. You don't care what they have to sell. Or at what price. You don't trust them. And you're not looking for trouble.

The second oldest profession in the world.

I know. In the last twenty years, I have trained thousands of salespeople. And when I tell others what I do for a living, they look at me as if I'm doing something wrong. Should acquiring superior sales skills be immoral? Should the second oldest profession in the world also suffer from the same bad press as the oldest profession of all?

Four thousand years of bad press are behind us. Unprofessional professional salespeople have too often managed to conclude one-way deals advantageously (only for themselves). To escape the pack, modern salespeople call themselves account executives.

And yet... your son wants to be a salesman. Before bothering a team of psychiatrists, think about it a little.

The salesman.

The salesman is the one who puts good things in people's hands, who doesn't care about their antagonism, their inclination to be left alone, to wallow in the mud. He throws open the doors. He persuades you to take what you like and don't think you can afford. He explains that a temporary debt is better than a continuous frustration. He asks you to stop and savor the scent of the roses. He reminds you of your age. That your peers are fighting coronary insufficiency and that sometimes they make it. That time is a non-renewable resource. That you must take that wonderful object of desire in front of which you have drooled, take it home and make it yours. Today. Not in a year. In a year it tends to become sooner or later. And sooner or later, you know, means disappointment.

Professional buyers are sometimes inert. They are afraid to navigate the open sea. They are very good at rejecting changes: "we have had this supplier for years. Things are going well." Yet in such a changing market, the growth of their company and their career depends on the ability to see new alternatives, to pursue new opportunities. A salesman's ability is often their only hope for effective change. He says to take the boat out to sea and if it doesn't go well to buy another one before the storm.

Your "salesman" boy.

Give your blessing to the boy. If he becomes a salesman, he will thank you when you are old and decrepit. He will come to visit you affectionate and grateful and will make you understand, in one way or another, that you have done him a great favor.

The salesman is a hero. Like the courageous volunteer or the priest who lives for others, the sovereign who imposes on a reluctant people law that make them great in spite of themselves. Selling is not an exchange of products or services for money. Selling means making customers' dreams come true.

By Beau Toskich



THE SWORD AND THE DRAGON THE COMPANY AT THE MARKETING TURNING POINT 21st CENTURY Value, Differentiation, Focus, from Nella to Della

Differentiation through value: the passport to the 21st century market.

Differentiating yourself in the long term only through the product is no longer possible because the competition only needs a few months to copy you and put a product similar to yours on the market but at lower costs. If you get angry and accept the price challenge by pressing the discount button, you trigger a negative spiral because by doing so you inevitably obtain anorexic margins and, no longer being able to invest in quality, you deliver a product or service with falling quality. This is called a lose-lose relationship (*lose-lose*).

To avoid all this, you must act on the *value* button through the formula: $C = P - V$, where C represents the effective cost of the investment determined by the purchase price (P) of the product minus the value (V) that the product itself brings with it. Value that is determined by the savings in customer management costs in using the product itself throughout its life cycle.

No, we haven't discovered *the Egg of Columbus* because we cannot think of wrapping services (albumen) around our product to have a peaceful life. Unfortunately, it's not like that. Instead, it is necessary first of all to obtain the lowest possible price (*best price*) by optimizing both the production processes in terms of activities-methods-technologies and the management costs. To this *hard* part it is necessary to add an important *soft*, component, perhaps the most difficult and complex to implement, consisting of managing the change in corporate culture and commercial behaviour: from product to service.

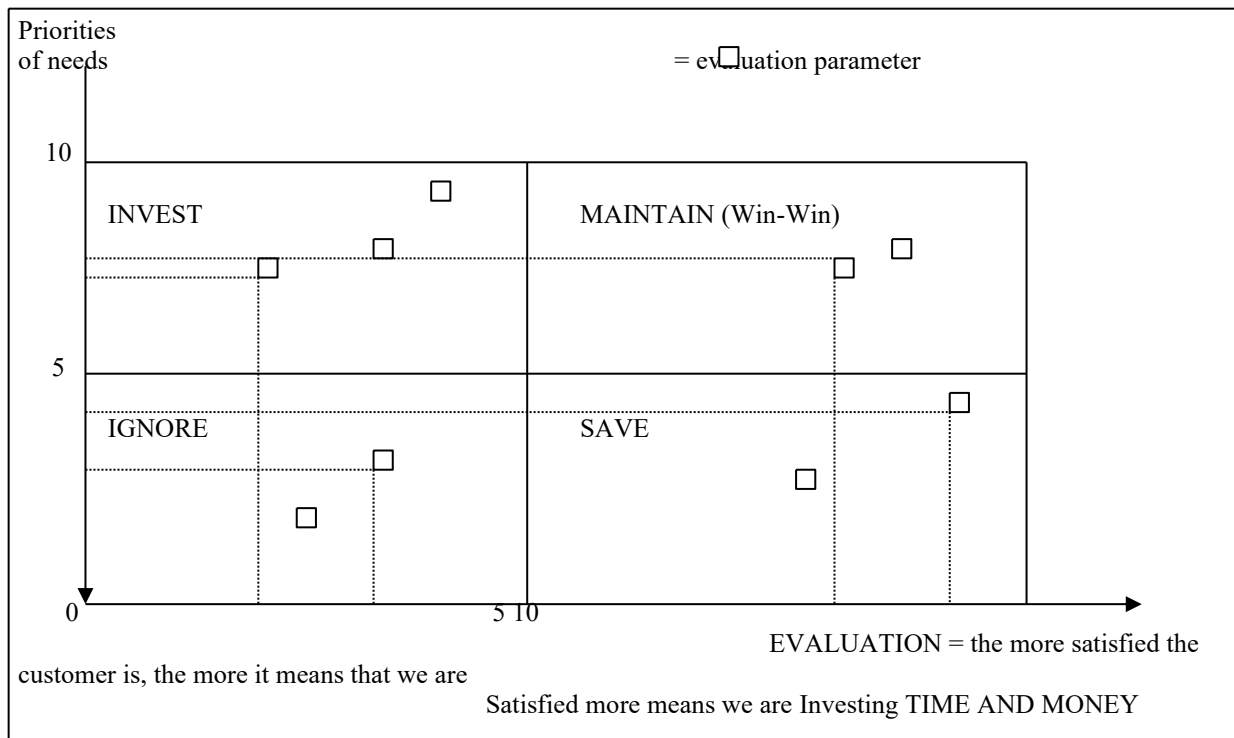
The basic rules for not navigating in the dark: win-win map (focused value).

In order not to sell veal to vegetarians, it is necessary to identify and quantify the value by focusing it on the customer's priority needs. This is possible if I know the customer's business at least as much as my own and identify the *critical success factors*.

At this point, the CSM-Customer Service Management (Customer Service Management) evaluation questionnaire comes to our aid, in which we ask the customer, based on a series of important parameters for his business (*value menu* and critical success factors), to evaluate our products, our services and the quality of relationships with our Company. Furthermore, we ask him to compare us with the competition.

From the analysis of the valued questionnaire, in addition to determining the customer satisfaction index (CSI-Customer Satisfaction Index) and the *competitive differential* compared to the competition (where we are stronger, where we are weak and by how much), we obtain the *map win-win* to be used as a compass for strategic orientation in the management of one's business.

By Beau Toskich



NOTE: evaluation parameter are the votes from 1 to 10 of customer satisfaction with respect to the service, product/functionality received

The customer indicated in the questionnaire that he/she filled out the priorities of the proposed evaluation parameters, using a scale from 1 to 10, in front of which he expressed a vote always from 1 to 10. These data, reported on a Cartesian plane, provide us with the following information:

Save Quadrant = I am very happy with you on these parameters, says the customer, but they are not important to me (so you have to save utilizing time and economic resources elsewhere)

Ignore Quadrant = I'm not very happy with you but they are not important parameters for me (ignore, you have other things to think about, save)

Maintain Quadrant = it is the Win-Win area: they are very important parameters for me and I am satisfied with you (don't rest on your laurels, always keep like this and if you can improve)

Invest Quadrant = on these parameters very important to me, the client always says I am absolutely not satisfied with your products and services (it is the tears and blood quadrant: you absolutely must improve-improve: therefore invest)



From Transaction to Alliance: an exchange of growth.

The customer helps you grow by asking you for more growth. In this sentence there is the synthesis of the Alliance as a sale of a competitive advantage “since I, the supplier, not only give you a product or service but I help you satisfy your customers and beat your competition“. This is the new supplier-customer relationship of the 21st century.

From In to Of: the sword and the dragon.

Sales are not a function in the Company but of the Company. In fact, the seller promises value but the whole team produces and delivers it to the customer: the Company precisely. AND ‘Mrs. Luisa who responds promptly, courteously and efficiently on the phone, is the designer who knows the individual needs of the customer and thinks-designs the product for him, is the assistance technician who intervenes before the fault occurs (scheduled maintenance), is the worker in charge of production who applies quality standards not as procedures in themselves but to contribute to improving customer satisfaction (collective attention).

Yes of course my dear competitor, you can copy my product, sales policies, you can also get ISO certification 9000/14000 and so on but you can't clone my Luisa, my designer, my technician, my worker, you cannot copy my culture, my new DNA: here is the sword that slays the threatening dragon of competition.

Customer Focus Group: a beneficial bond for life.

The technique adopted by the company consists in bringing its customers into the classroom and with them “reasoning about the future of their company (seen as a supplier towards the customers themselves)” on the basis of an alliance relationship.

The new commercial vision as a supplier, the new values and the competitive strategy based on the exchange of value with the customer are then illustrated to the customers of the Focus Group.

We then move on to illustrating and completing, by the customer companies themselves, the questionnaire specifically defined based on their needs and the characteristics of their business.

Subsequently, the questionnaires, appropriately completed, are processed immediately using a product *software CSM-B.C.I.* for personal computers that is simple to use but effective for the information it produces in *output*, more precisely: the CSI-Customer Satisfaction Index, the competitive differential, the win-win map. This both at a synthesis level and specific to each customer company. These results can therefore be discussed and verified in the classroom in real time, activating two important processes, namely: a) a new form of communication and commercial relationship; b) an immediate and shared vision of the commercial positioning of the supplier company's product-service. From here begins the identification of corrective actions on investments, on products, on customers, on the company organization and the analysis of the opportunities constituted by the emerging needs expressed by customers; in practice, the company's strategic development plan is defined.

The compass of strategic re-orientation.

With this simple method, we have obtained the strategic indications that our clients provide us regarding investments, divestments, and the quantification and identification of the "competitive differential" compared to competitors. This constitutes important information to consider in the company development planning process. This information is: quantified, relative, and verified, therefore monitorable over time to measure the effectiveness of the decisions and actions taken for improvement.

From Verbal Driver



THE 20 / 80 RULE OF EFFECTIVENESS.

The phone rings, the e-mail is saturated: orders and continuous requests are pouring in from customers. It's commercial Eden, but alas, at the end of the month, the sales reports tell us different things: there are no margins.

Running faster and faster, trying to shorten the commercial closing times, often burning the sale, all this is no longer enough. There is no improvement, indeed **THE MORE WE SELL, THE MORE WE LOSE.**

What's happening? **YOU HAVE TOO MANY CUSTOMERS WHO ARE SUBTRACTING VALUE** or you are **GIVING AWAY VALUE.**

What to do? Apply the 20/80 rule, i.e. search for that 20% of your customers who originate 80% of your turnover (probably also of your margins) and concentrate on these. Forget the remaining 80% of **VALUE PREDATOR CUSTOMERS** (excluding those with high potential). Forget them, make over-the-counter sales with them or **GIVE THEM TO THE COMPETITION.**

Call these customers "**GOLDEN CLIENTS**" and on these erect high barriers to entry for competitors, seek their maximum satisfaction and loyalty. Visit them often, use the time recovered from customers given to the competition to stay longer with them, to understand their needs and satisfy them.

Remember that **IT IS NOT THE NUMBER OF DOORS YOU OPEN BUT WHAT YOU SAY AND PROPOSE ONCE YOU ENTER.**

But don't forget the **SILENT HIGH POTENTIAL** customers, i.e. those who invoice you little but who have a high purchasing potential (**SILVER CLIENTS**). Devote some of the time you have saved by abandoning value predator customers to the latter.

Don't look at market share, it's no longer worth it today, focus on **CUSTOMER SHARE** and their loyalty.

But be careful that the 20% does not make you a **DEPENDENT CUSTOMER** because you have too few customers.

Milan, October 2025