



Managing For Growth and Value

Overview

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1. Introduction

Managers need a new perspective if they are to create value and real growth. In the words of Peter Doyle:

"Accounting profits encourage an excessively short-term view of business. They also encourage an under-investment in information-based assets - staff, brands, and customer and supplier relationships ... In today's information age, the accounting focus only on tangible assets makes little sense now that these intangible assets are the overwhelming source of value creation."

Our course will help managers to understand the real performance drivers in your business. The primary focus is customers and how the organisation acquires, retains and serves them. We examine the impact of customer satisfaction on loyalty (not as obvious as you might think!), the links between brand and culture and the concept of customer lifetime value.

Managers will learn how to calculate the impact on company value of their actions and how they can decide between competing projects.

2. Who will benefit

All managers; gaining a perspective on how value is created will help managers at all levels of the organisation make better decisions.

3. Course Outline

- Introduction
 - sustainable competitive advantage – how it is achieved
 - what is “value” – shareholder value and economic profit
 - links to share prices
- Shortcomings of conventional accounting
 - P&L – expensing of marketing investments for instance
 - Balance Sheet – absence of key intangibles
- Value and Customer Lifetime Value (CLV)
- Acquisition
 - image – emotions and brand
 - physical performance
 - expectations
 - how customers think
- Retention
 - impact of satisfaction on loyalty
 - SERVQUAL
- Service
 - customer delight
 - moment mapping
 - culture and brand
- Revenues
 - 80 / 20 rule – not all customers are equal
- Calculating Value
 - discounted cashflow
 - economic profit
 - calculating real ROI of projects – eg marketing campaigns, new equipment, training etc



4. Paul Taylor – Lead Facilitator

Qualifications & Memberships

- MA in law, Oxford University
- MBA, City University, London
- Member of the Chartered Institute of Marketing
- Member of the Institute of Management Consultancy
- Accredited facilitator on Ericsson Leadership programme

Career

- 18 years' experience as a consultant and trainer
- Marketing Manager, FTSE 100 company

Experience

- accredited facilitator on the Ericsson global leadership programme, delivering in over 10 countries to 20 different nationalities over a five year period; development and delivery of two-day finance module for Ericsson managers and strategic marketing programme
- the design (including train-the-trainer workshops) and delivery of training programmes for ntl: Telewest / Virgin Media
- strategic management courses designed and delivered for Oxford University Press
- marketing communications and marketing effectiveness courses designed and delivered for Cisco
- four-day business management programme (customer focus, strategy, finance and business planning) designed and delivered for civil engineering firm May Gurney
- finance for non-finance managers and value-based marketing courses designed and delivered for Centrica
- consultancy and project management relating to the promotion of UK Online for Business and Best Practice initiatives for the dti
- lecturing on the Chartered Institute of Marketing postgraduate diploma