

External Constraints Course

This course is for organizations that want to significantly improve their bottom line performance, but can only do so by effectively addressing the external factors constraining their performance - external constraints such as insufficient market demand, poor supplier performance, or other external factors. In order to effectively address an external constraint, the organization must construct and present an offer that:

- Alleviates the impact of the external constraint on the organization's performance, and
- Provides the external constraint with significant, quantifiable bottom line benefits.

Such a win-win is what we call an "unrefuseable offer."

To construct and present such an offer requires that we create a shift in the way that our offer is valued from one that is based almost solely on "price" - where the other important elements of our offer are virtually ignored (the ones that can make or break the deal); to one that is based on "price related to bottom line benefits." Hence, one of the major elements to be addressed in providing an "unrefuseable offer" is quantifying the value of the offer in terms of its impact on the customer's bottom line. Bottom line here doesn't necessarily mean Net Profit - it might mean Return-On-Investment, Inventory Turns, Cash Flow, or keeping within Budget. Quantifying the offer in this way enables the customer to value the organization's offer on the basis of the "bottom line benefits it gets for the price" rather than simply the "price."

The combination of the participant's intuition and experience, and the use of the powerful Thinking Processes developed by the Institute, enables each participant to develop a breakthrough offer, thus alleviating the impact of this constraint on the organization's performance. In addition to structuring the offer itself, the participants will learn how to sell their new offer externally to the market or supplier, as well as internally to their own organization. Furthermore the participants will make sufficient use of the Thinking Processes throughout this program so as to be able to reapply them to other subjects.