

HOW CAN WE TAKE ON THE NEXT NORMAL?

PRINCIPLE #2 :

FOCUS ON VALUE, NOT PRICE



SELF/TEAM REFLECTION

HOW DO WE FOCUS ON VALUE RATHER THAN PRICE?

SELF/TEAM-REFLECTION #1

HOW CAN WE TAKE ON THE NEXT NORMAL?

FOCUS ON VALUE
SESSION 3/7

4 CHALLENGING IDEAS TO GRAPPLE WITH

1. I HAVE WORTH/VALUE.
2. I CAN CREATE AND OFFER WORTH/VALUE TO THE WORLD.
3. WE EXIST TO CREATE WORTH/VALUE FOR EACH OTHER.
4. I AM WILLING TO PAY THE PRICE TO CREATE GREAT WORTH/VALUE.

SELF/TEAM-REFLECTION #1

1. WHICH IDEA IS EASY FOR ME TO BELIEVE IN? WRITE 1 REASON WHY.
2. WHICH IDEA IS STRANGE OR CHALLENGING FOR ME TO BELIEVE IN? WRITE 1 REASON WHY.



DELIVERED BY
KUIK SHIAO-YIN

- Which idea is easier for you to believe in? Write down 1 reason why.

- Which idea is more difficult for you to believe in? Write down 1 reason why.

- If you are in a team, share with them what you wrote above. What agreements/disagreements at work might you have because of the similarities/differences between how each of you think about values?

SELF/TEAM REFLECTION

HOW DO WE FOCUS ON VALUE RATHER THAN PRICE?

SELF/TEAM-REFLECTION #2

HOW CAN WE TAKE ON THE NEXT NORMAL?

FOCUS ON VALUE
SESSION 3/7

“FOCUSING ON VALUE FIRST HELPS US KNOW WHETHER THE PRICE WE WILL PAY IS WORTH IT.”

SELF/TEAM-REFLECTION #2

CONSIDER A LONG-TERM WORK GOAL (PERSONAL/ORGANISATIONAL) THAT IS MEANINGFUL BUT HAS BEEN DIFFICULT FOR YOU.

- 1. WHY IS THIS GOAL SO VALUABLE TO ME? IS IT RELATED TO MY VALUES?**
- 2. WHAT IS THE PRICE THAT I MIGHT HAVE TO PAY TO GET TO THAT GOAL?**
- 3. DOES THE SHORT-TERM/LONG-TERM VALUE OF THAT GOAL OUTWEIGH THE PRICE I WILL PAY?**



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Think of a long-standing situation at work that matters to you but has been difficult.

- Write down 1-3 statements that capture some **long-term goals you have for yourself as a professional**. Based on that statement, what values seem to matter to you as an individual?
- Write down 1-3 statements that capture some **long-term goals you have for your organisation**. Based on that statement, what values seem to matter to you regarding the organisation?
- Write down 1-3 statements that capture the price that you/your organisation will have to pay to live out those values and achieve those goals you just reflected on. Does the value outweigh the price? Is it a price you are willing to pay?

SELF/TEAM REFLECTION

HOW DO WE FOCUS ON VALUE RATHER THAN PRICE?

SELF/TEAM-REFLECTION #2

HOW CAN WE TAKE ON THE NEXT NORMAL?

KEEP STATUS QUO
LOOK I KNOW THINGS HAVE NOT BEEN WORKING LATELY.
BUT WE SHOULD JUST STICK TO IMPROVING ON WHAT WE ARE ALREADY FAMILIAR WITH.

CHANGE STATUS QUO
ACTUALLY, I THINK IT'S QUITE CLEAR WE MUST CHANGE.
LET'S TAKE THE RISK AND DO SOMETHING DIFFERENT BEFORE IT'S TOO LATE.

FOCUS ON VALUE SESSION 3/7

FOCUSING ON VALUE FIRST HELPS US KNOW WHETHER THE PRICE IS WORTH PAYING.

SHORT-TERM PRICE I PAY FOR CHANGE

- SOCIAL: RELATIONSHIPS & CONNECTIONS
- FINANCIAL: BUDGET, INCOME
- POLITICAL: POWER STRUGGLES
- EMOTIONAL: DIFFICULT FEELINGS LIKE FEAR, ANGER

LONG-TERM VALUE I GET FOR CHANGE

- + SOCIAL: NEW RELATIONSHIPS & CONNECTIONS
- + FINANCIAL: NEW INCOME STREAMS
- + POLITICAL: NEW POWER
- + INTELLECTUAL: NEW INSIGHTS
- + PROFESSIONAL: DEVELOPMENT OF SKILLS + EXPERIENCE
- + EMOTIONAL: SATISFYING FEELINGS LIKE AMBITION, JOY

IT'LL COST US TOO MUCH! PEOPLE WON'T LIKE IT.
WE WILL GET PUSH BACK, AND WE DON'T EVEN KNOW IF IT WILL WORK!

I UNDERSTAND HOW MUCH YOU VALUE STABILITY. BUT OUR TEAM VALUES INNOVATION. I VALUE LEARNING SOMETHING NEW.
WHAT IF WE START SMALL? I BELIEVE YOU WOULD VALUE THE NEW INSIGHTS.

Think of the main stakeholders in the situation you've been reflecting on.

- Practise writing down some value-based statements that you might need to communicate to your stakeholders who may be less willing to pay the price for change.

e.g. to reflect to someone the value you hear under their arguments:

"As I am listening to you, I am hearing how much you value (x)...."

e.g. to hear more from someone else about what are the underlying values beneath their decisions

"Can I hear what value you are getting from(x)..." "Please say more about what you value about (x)"

e.g. to communicate to someone the values underlying the decisions you want to make

"This is what I value about (x)..." "This is what I see in (x) that is of great value..."

SELF/TEAM REFLECTION

HOW DO WE FOCUS ON VALUE RATHER THAN PRICE?

SELF/TEAM-REFLECTION #3

HOW CAN WE TAKE ON THE NEXT NORMAL?

FOCUS ON VALUE
SESSION 3/7

Price and Quality Matrix
"FATHER OF MARKETING" PHILIP KOTLER'S
9 QUALITY-PRICING STRATEGIES



SELF/TEAM-REFLECTION #3

CONSIDER YOUR PRODUCT/SERVICES:

**FOCUS FIRST ON VALUE:
WHAT QUALITY/VALUE ARE YOU OFFERING TO OTHERS?**

**WHAT PRICE ARE YOU CHARGING?
IS IT WORTH THEIR WHILE?
IS IT WORTH YOUR WHILE? WHY?
IS YOUR PRICING STRATEGY SOUND?**



Think of the products and services that you offer to the market.

- What would you define as **low, medium, high quality**? Which **benchmarks** are you using?
- What would you define as **low, medium, high price**? Which **benchmarks** are you using?
- Based on your definition and benchmarks, where do your products and services stand?
 1. Is that pricing strategy working well for you? Is it worthwhile for you?
 2. Is that pricing strategy working well for your customers? Is it worthwhile for them?

SELF/TEAM REFLECTION

HOW DO WE FOCUS ON VALUE RATHER THAN PRICE?

SELF/TEAM-REFLECTION #4

SELF/TEAM-REFLECTION #4

CONSIDER SOME DECISIONS YOU ARE TRYING TO MAKE IN YOUR WORK SITUATION:

- WHAT ARE THE QUICK WINS & STRATEGIC WINS YOU MUST INVEST IN?
- WHAT ARE THE COSTLY WINS THAT YOU MUST KILL OFF?



Think of a work situation that involves decisions that could be costly or valuable to everyone involved. Set up a cost/value matrix on a whiteboard. Use Post-Its to put different ideas.

- What would you define as **low and high value**? Which **benchmarks** are you using?
- What would you define as **low and high price**? Which **benchmarks** are you using?
- Use Post-Its to position the different decisions that you are needing to make, according to your definitions of value and cost. What decisions seem to be **quick wins and strategic wins**? What decisions need to be **killed off or considered more casually**? What seem to be priorities to work on?

TO DO LIST

2 SMALL STEPS YOU CAN DO TO HELP YOU FOCUS ON PRICE, NOT VALUE

STEP #1

Apply a Price/Value 2x2 Matrix to a personal or professional situation in your life:

What quick wins and strategic wins should I invest in and what are costly wins to divest?

- <https://www.stephenson.dk/cost-value-matrix/>



STEP #2

Write a memo/LinkedIn article/Instagram/Facebook reflection on what you are learning about focusing on value vs price.

Consider using this as a form of personal or organisational marketing.

Put something of value out there in the world for people to read!

- What value do I want to create in the world? What is valued by the local/regional market now?
- Who are the existing/new customers that would value what I have to offer?
- What is the personal or organisational price that I have to pay to create those valuable offerings?

READING LIST

HOW DO WE FOCUS ON VALUE RATHER THAN PRICE?

ON WHAT WILL BE VALUED IN THE NEXT NORMAL

McKinsey: The Next Normal How companies and leaders can reset for growth beyond coronavirus

<https://www.mckinsey.com/featured-insights/the-next-normal>

McKinsey: From there to here: 50 years of thinking on the social responsibility of business

<https://www.mckinsey.com/featured-insights/corporate-purpose/from-there-to-here-50-years-of-thinking-on-the-social-responsibility-of-business>

Board of Innovation: The Low Touch Economy

<https://www.boardofinnovation.com/blog/what-is-the-low-touch-economy/>

ON FIGURING OUT MY VALUES AND WHAT I VALUE

Jordan Peterson: How to Understand Your Value

<https://www.youtube.com/watch?v=1Jeujb28N1w>

Jordan Peterson: Value is what you perceive and pursue

<https://www.youtube.com/watch?v=-700PfnFzr8>

Simon Sinek: The Infinite Game

<https://www.youtube.com/watch?v=3vX2iVIJMFQ>

Philip Kotler's Price-Quality Matrix

<https://www.smartinsights.com/marketing-planning/marketing-models/pricing-quality-model/>

Cost-value Matrix

<https://www.stephenson.dk/cost-value-matrix/>

ON THE DIFFERENCE BETWEEN PRICE AND VALUE

FORBES: The Important Differences Between Price and Value

<https://www.forbes.com/sites/forbesfinancecouncil/2018/01/04/the-important-differences-between-price-and-value/#5e66d2364237>

READING LIST

HOW DO WE FOCUS ON VALUE RATHER THAN PRICE?

FOR FURTHER UNDERSTANDING OF VALUE INVESTING

Howard Marks' The Most Important Thing

<https://www.nateliason.com/notes/the-most-important-thing-howard-marks>

Seth Klarman's Margin of Safety

<https://jamesclear.com/book-summaries/margin-of-safety-risk-averse-value-investing-strategies-for-the-thoughtful-investor>

Seth Klarman Interview

<http://csinvesting.org/wp-content/uploads/2014/08/Seth-Klarmanm-Interview-Financial-Analyst-Journal.pdf>

Ray Dalio's Principles

