

# Contents

<i>List of figures</i>	x
<i>List of tables</i>	xii
<i>Contributors</i>	xiii
<b>PART I</b>	
<b>Introduction</b>	<b>1</b>
1 Introduction: Quantifying and documenting value in business markets	3
ANDREAS HINTERHUBER AND TODD C. SNELGROVE	
<b>PART II</b>	
<b>Selling value—Value quantification capabilities</b>	<b>13</b>
2 Interview: Processes and capabilities for value quantification	15
ANDREAS HINTERHUBER AND ROBERT RUSSELL	
3 Muddling through on customer value in business markets?	28
TODD C. SNELGROVE AND JAMES C. ANDERSON	
4 Interview: Nurturing value quantification capabilities in strategic account managers	39
ANDREAS HINTERHUBER, TODD C. SNELGROVE, AND BERNARD L. QUANCARD	
5 Salesforce confidence and proficiency—The chief cornerstone of effective customer value management	49
GARY KLEINER	

**PART III**

**Selling value—Best practices in value quantification 59**

- 6 Value quantification—Processes and best practices to document and quantify value in B2B 61  
ANDREAS HINTERHUBER
- 7 Quantifying your value so customers are willing and able to pay for it 75  
TODD C. SNELGROVE
- 8 Best practices for defining, quantifying, and sharing value 91  
PEKKA TÖYTÄRI AND RISTO RAJALA

**PART IV**

**Buying on value—Value quantification and B2B purchasing 103**

- 9 Interview: Selling value to purchasing 105  
TODD C. SNELGROVE AND BO-INGE STENSSON
- 10 Using best value to get the best bottom line 108  
KATE VITASEK
- 11 Value selling: The crucial importance of access to decision makers from the procurement perspective 123  
ROB MAGUIRE
- 12 The sourcing continuum to achieve collaboration and value 138  
KATE VITASEK

**PART V**

**Value quantification and organizational change management 151**

- 13 Interview: Implementing value quantification in B2B 153  
ANDREAS HINTERHUBER AND MATTHIAS HEUTGER
- 14 Interview: The ring of truth—Value quantification in B2B services 161  
ANDREAS HINTERHUBER AND PASCAL KEMPS

**PART VI**

**Buying and selling on value—Value quantification tools 179**

- 15 A question of value: Customer value mapping versus economic value modeling 181

THOMAS T. NAGLE AND GERALD E. SMITH

- 16 Why start-ups should consider using value propositions 189

LENNART FOOS AND MARKUS KIRCHBERGER

- 17 Creating and sustaining competitive advantage through documented total cost savings 205

TIM UNDERHILL

**PART VII**

**Epilogue 215**

- 18 A call to action: Value quantification in B2B buying and selling 217

TODD C. SNELGROVE

*Index* 219