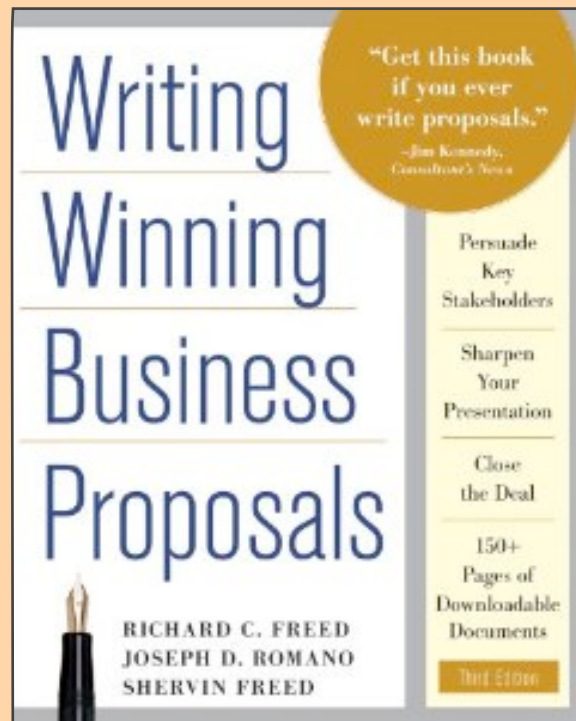


Deliverables & Benefits

Definitions and Examples

Richard C. Freed



For Readers of *Writing Winning Business Proposals*

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Introduction

Think of deliverables as the universe of important outcomes you must *deliver* to the client before you can achieve the project's objective. Therefore, deliverables occur before the objective is achieved, and they deliver benefits along the way.

Generally, deliverables are much more specific and "narrower" than benefits, and benefits (primarily insight benefits) are much "vaguer." That doesn't mean, however, that deliverables are more important. An insight deliverable like a market forecast is only a market forecast. What's beneficial about that forecast is the knowledge and understanding it provides, knowledge that can be acted upon to create change.

Because benefits imply (and with implementation benefits, specify) value, they are a key factor in whom a client selects. And yet, one of the biggest deficiencies in many selling processes and in many proposals is the lack of communication about how the potential client's organization, collectively, as well as the buyers, individually, will benefit by selecting you. The organization's benefits are captured on the Logics Worksheet, Cell 6. The buyers' benefits are captured on the Psychologies Worksheet, Cell 1 and Cell 2. Other benefits are captured on the Themes Development Worksheet.

During business development, focus on benefits, talk about benefits, orient yourself toward benefits. When a high-powerbase buyer's eyes light up about a particular benefit, know your proposed project well enough to be able to say, if appropriate, "I agree with you about that benefit's importance; however, the project's current scope doesn't include a deliverable to produce it." If you get buy-in about that deliverable, you will have changed the overriding question and hence objective, broadening the scope of the engagement. You will have increased the engagement's scope, not so much by increasing its price (although that will almost certainly occur) but by increasing its value.

The purpose of categorizing benefits, as they are below, is to help you generate benefits you might otherwise ignore. For your practice and your business line, begin and continue to add to lists of benefits by category and project type. The benefits of your doing so should be obvious.

Insight, Planning, and Implementation Deliverables

Deliverables: the outcomes, which often generate benefits, produced during the process of achieving the engagement’s objective(s)	
Insight Deliverables	<p><i>Something you can hold in your hand. For example:</i></p> <ul style="list-style-type: none"> • learning objectives for a training program • results of a competitive assessment • a forecast for a new drug
Planning Deliverables	<p><i>The wide range of outcomes necessary for producing a plan, whether conceptual or implementable. For example:</i></p> <ul style="list-style-type: none"> • resources required for a new drug’s marketing campaign • implementation timetables (or any sort)
Implementation Deliverables	<p><i>Something you can readily witness or observe, often capable of being measured and/or evaluated. For example:</i></p> <ul style="list-style-type: none"> • a program for training a sales force • improved targeting efforts on the part of a sales force

Examples of Insight, Planning, and Implementation Deliverables

Insight Deliverables	Planning Deliverables*	Implementation Deliverables†
<ul style="list-style-type: none"> • Prioritized list of alternatives • Economic models • Validated assumptions • Specifications for... • Established criteria • Initial hypotheses set • Competitor profile • Market profile • Best practices • List of co-branding partners • Identification and quantification of... • Description of existing... 	<ul style="list-style-type: none"> • Cost estimates • Process chart • Resource requirements • Detailed action plan • Conceptual plan • Schedule of activities • Delineated team roles • Implementation templates • Proposed layout of... • Optimal distribution network • Process changes required across functions 	<ul style="list-style-type: none"> • Improved performance measures for vendors • Expanded capacity • A program for training the sales force • A trained sales force • Improved targeting efforts for the sales force • Optimized IT infrastructure • Improved distribution network • An implemented (anything)

*Depending on the context, some of these could be insight deliverables

† Note the form of the adjectives that begin many implementation deliverables. They end in -ed because they indicate that something will have changed from one state to another, which one would expect with implementation.

Insight, Planning, and Implementation Benefits

<p>Benefits: those good things that will accrue to the prospect as the engagement objective(s) is in the process of being achieved (i.e., as deliverables are completed) and after the engagement objective(s) has been achieved</p>	
<p>Insight Benefits</p>	<p><i>Often something you hold in your head:</i></p> <ul style="list-style-type: none"> • understanding, awareness, or knowledge • E.g.: after determining the likely revenue for a drug (a deliverable), understanding the level of investment justified for launch
<p>Planning Benefits</p>	<p><i>An enabler for achieving results:</i></p> <ul style="list-style-type: none"> • "a road map for...," "an understanding of the magnitude of the effort," "direction...," "enhanced abilities/capabilities for action" • E.g.: a revised call & targeting plan (a deliverable) leading to greater knowledge of how many reps need to be deployed where <p><i>Group buy-in:</i></p> <ul style="list-style-type: none"> • "commitment," "consensus," "confirmation" • E.g., after training the sales force in the value of a revised targeting program (a deliverable), increased belief/motivation to execute it fully, rather than continuing to call on their old familiar doctors
<p>Implementation Benefits</p>	<p><i>Often a change in business performance</i> and therefore a measurable result that should be quantified whenever possible to help determine the basis for calculating ROCI (return on consulting investment):</p> <ul style="list-style-type: none"> • the ROI achieved from a higher value on a drug for which the consultant helps the client do a licensing deal • a more productive sales force • a greater return on promotional spend through better targeting

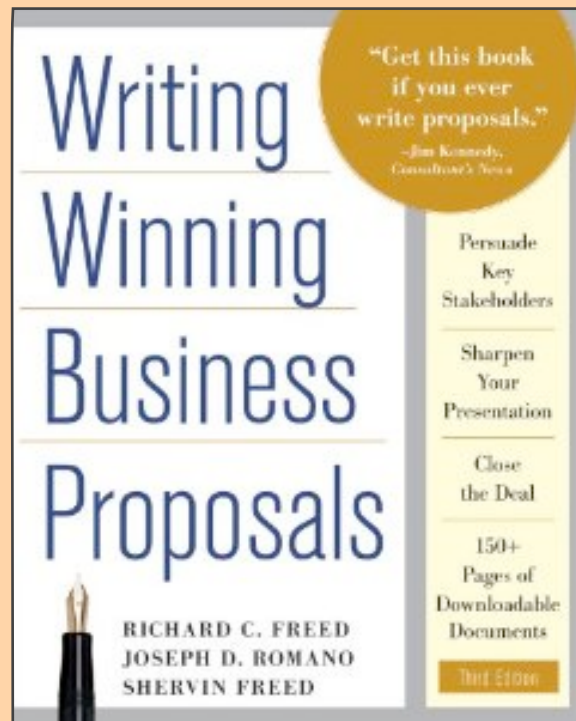
Economic, Relationship, and Product/Service Benefits

These additional categories of benefits are not mutually exclusive of those above*	
Economic Benefits	<p><i>Enhancements in productivity and increases in revenue that come from recasting the economics of the client's organization</i></p> <ul style="list-style-type: none"> • increased market share • lower inventory • reduced suppliers' prices • improved stock price
Relationship Benefits	<p><i>Improvements in relationships with stakeholders (i.e., customers, suppliers, employees and shareholders)</i></p> <ul style="list-style-type: none"> • improved investors' relations • minimal stress on the organization due to effective change management • better communication with suppliers
Product/Service Benefits	<p><i>Marketplace insights as well as the innovation, conception, design, or delivery of leading-edge products and services</i></p> <ul style="list-style-type: none"> • improved distribution of product to customers • better understanding of future market potential • improved sales
<p>* Note, for example, the definition of Product/Service benefits, which includes insight ("conception"), planning ("design"), and implementation ("delivery")</p>	

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