Right to Win: 4Cs Multiplier Guide (Refined Definitions + Example Ranges)

Credibility = Knowledge × Trust
Question: Can you schedule a meeting with the CEO within seven days?

Definition: Do they believe we *understand* them, and do they *trust* us?

- *Knowledge*: Understanding of their strategic imperatives and the steps required to achieve them. Including their industry and operating model.

- *Trust*: Earned through successful delivery (e.g. Stepping Stone Deals), peer recommendations and delivery on undertakings given.

- **Good Score Example**:
  Knowledge = 9 - i.e. - aligned to CEO agenda, detailed understanding of the industry and related innovations.
  Trust = 8 i.e. – highly recommended by peers, industry recognition and consistent delivery of undertakings (including projects etc) by the individual and company → **72**

- **Low Score Example**:
  Knowledge = 4, ie, telling the client about one's own company, shallow understanding of client.
  Trust = 3 inconsistent delivery (projects etc) lack of presence in market and peer recommendations → **12**

Capability = Competence × Quantum

Question: Can you reference this solution in the industry in the region?

Definition: Can we *do the job*, and have we done it *often and locally*?

- *Competence*: Are you rated in the top 5% of suppliers to your reference organisation in terms of the Quality and fit of your solution?

- *Quantum*: Number of times you've done this in the same industry, geography, size.

- **Good Score Example**:
  Competence = 9 – Client recognition of delivery, growth in account in the solution area
  Quantum = 9 - delivered many times in sector → **81**

- **Low Score Example**:
  Competence = 4 – average with the pack of providers, delivering only to SLA
  Quantum = 2 (only 1–2 times, no local case studies) → **8**

Commitment = Outcome × Satisfaction

Question: - Is this client currently buying from us?

Definition: Have we *delivered what we promised*, and are they *happy* with it?

- *Outcome*: Delivery to all contract terms.

- *Satisfaction*: Client sentiment on both what and how we delivered is high.

- **Good Score Example**:
  Outcome = 9 (fully met scope and SLAs)
  Satisfaction = 9 (positive NPS and expansion underway) → **81**

- **Low Score Example**:
  Outcome = 3 (missed deadlines, partial delivery)
  Satisfaction = 2 (client frustration or disengagement) → **6**

Control = Mastery × Influence

Question: Can you see your companies fingerprints on this deal?
Definition: Are we *world-class* at this, and is it *important to the client*?

- *Mastery*: Are we the best in the world at this solution?

- *Influence*: The Client values our distinctiveness.

- **Good Score Example**:
  Mastery = 9 (proprietary method, recognised leader)
  Influence = 9 (aligned to client's strategic need) → **81**

- **Low Score Example**:
  Mastery = 3 (no unique IP or value)
  Influence = 2 (solution not relevant to current priorities) → **6**

Notes –

Questions – can only have YES or NO answers

If the answer is YES the score can be up to 100%

If the answer is NO the maximum score is 50%