

## A MILLS GROUP WHITE PAPER



# **DISTINCTION OR EXTINCTION**

## **How to differentiate your firm, your services and your people.**

### *Harry Mills*

If the success formula for selling real estate is location, location, location, then the success formula for marketing professional services is differentiation, differentiation, differentiation.

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### **Differentiation, Differentiation, Differentiation**

If the success formula for marketing property is location, location, location, then the success formula for successfully marketing professional services is differentiation, differentiation, differentiation.

The great sin in marketing professional services is to sell undifferentiated services. Yet the vast majority of professional firms do just that. They continue to sell me-too services. But when you sell undifferentiated services you are simply inviting the client to buy on price — to shop around for the cheapest provider.

How then do you differentiate your services?

What are the proven strategies?

### **Leadership is the Number One Differentiator**

Leadership is the most powerful way to differentiate your practice.

When buyers of professional services look for success criteria to establish a benchmark they invariably start with the market leader. Being the number one player gives you automatic credibility. Clients are much more likely to believe what you say when they know you are the market leader.

Leadership confers industry prestige. Staff from the leading firm invariably receive more invites to deliver keynote addresses at industry conferences and get sought out by the media for expert commentaries on business issues.

Market leadership allows you to charge more. The number one player in a segment or niche should be able to charge a price premium of 20 percent over its number two rival. McKinsey, the world's number one strategy consulting firm consistently charges fees 25 percent higher than its closest rival.

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Because buyers, especially large companies, value the peace of mind that comes from buying from the market leader, it's much easier for the number one player to grow market share quickly. Eventually the number one player can become so dominant and influential, that it can become, what high-tech author Geoffrey Moore calls the market gorilla. This leaves the number two and three market players to become the market chimps while the remaining players compete as monkeys fighting over the remaining scraps.

The advantages of being a market leader are such that if you can't dominate the main category, you should choose a segment where you can be the leader. For example, a law firm might be the second or third player in its local intellectual property market. But in the subcategory of copyright law the same firm might be able to credibly claim the number one spot. This is where the firm should consider positioning itself.

### **Leadership positionings**

Leadership comes in multiple forms. Here is a list of possible leadership positionings.

- Market share leader      the biggest
- Quality leader            the most reliable products/services
- Service leader            the most responsive, e.g.: handling problems
- Technology leader        the pathfinder/first to break new ground
- Innovation leader        the most creative
- Flexibility leader         the most adaptable
- Relationship leader        the most committed
- Prestige leader            the most exclusive
- Knowledge leader         the best functional/technical expertise
- Global leader             the best positioned for world markets

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- Bargain leader                    the lowest price
- Value leader                      the best price utility<sup>1</sup>

### **McKinsey magic**

When it comes to positioning yourself as a market leader, no one has done it better, or does it better than McKinsey. For over 50 years McKinsey has been the world's pre-eminent strategy consulting firm. With annual revenues in 2001 of \$3.4 billion and 82 offices in 44 countries McKinsey's tentacles stretch into and across boardrooms and governments on every continent.

McKinsey's market leadership owes much to the vision and relentless drive of Marvin Bower who led and shaped the firm from the mid 1930's until his retirement in 1992.

Back in the 1940's the management consulting industry consisted largely of battle-hardened veterans touting their experience and skills to corporate America. Since most businesses had dozens of seasoned troops of their own, Bower couldn't see what real competitive advantage these wizened consultants had to offer clients.

Bower believed intellect was more important than experience in solving complex business problems, so he set about recruiting the best brains from Harvard and the other elite business schools. The Baker Scholars, Harvard's top 5 percent, were targeted, courted and snapped up in their droves.

Bower particularly admired the Harvard Business School's case study approach to business problems because it forced students to think on their feet while being interrogated by their professors. Bower thought Harvard was the ideal boot camp for McKinsey consultants who would later be judged by their clients for their ability to impress and dazzle their clients with their verbal agility.

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<sup>1</sup> Based on T.J. Kosnik (1989) *Corporate Positioning*, Harvard Business School, note 9-589-087, p. 13.

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McKinsey built on this skills platform by giving its recruits intensive presentation and one on one interpersonal skills training. McKinsey made presentations and proposals a visible point of difference. With McKinsey you expect, and usually get, a stellar presentation.

A professional firm is judged by the quality of its clients. Under Bower, McKinsey targeted large prestigious corporates such as IBM, AT&T and American Express. At the same time McKinsey abandoned less glamorous clients.

Bower shifted the focus of McKinsey's work onto high level strategic issues, at the same time dropping "low level" time-management and job evaluation studies.

This high level strategic focus allowed McKinsey to pinpoint the corporate executive suite. In the 1950's Bower adopted a "top management approach". This meant McKinsey would not work for a client unless it had the support of the firm's chief executive officer. Competitors thought this restriction would cost McKinsey work. But Bower understood real influence and power moves from the top down.

Today, McKinsey's access to, and influence with top CEO's is unmatched. First name links with CEO's are reinforced by the extraordinary number of former McKinsey staff who have become CEO's of major corporates.

Today when McKinsey recruits staff, it further differentiates itself by promoting itself as a breeding ground for future leaders. The business press reinforces this image by referring to McKinsey as "the leadership factory".

McKinsey shuns advertising. Bower didn't believe a professional firm should be seen peddling its services. To spread the gospel, McKinsey staff published books on management, published articles in the *Harvard Business Review* and invited clients to dinner lectures and seminars presented by McKinsey staff. In 1964 McKinsey launched the *McKinsey Quarterly* which now rivals the *Harvard Business Review* in influence. A few years ago McKinsey established The Global Institute to give it a

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credible voice on world economics, further extending its reputation with world leaders.

McKinsey's leadership strategy has been stunningly successful. McKinsey remains the largest of the global strategy firms. It dominates its strategy consulting market with 40.6% (2001) market share, twice that of its nearest competitor, Booz Allen. It continued to command huge fee premiums over its rivals, while more than 80 percent of the firm's clients are repeat buyers.

### **Market Specialization is a Proven Winner**

When clients choose between competing professional firms they often differentiate on expertise. A firm of specialists packed with experts commands much higher fees and is far less vulnerable to price competition than a firm of generalists.

When clients consult a generalist — a general practitioner — in virtually any field they expect and do pay much less for advice than when they seek advice from a specialist.

Positioning guru Jack Trout has for years argued that a specialist business is much easier to market because you can focus on one core service, one core set of benefits and one core message.

Specialization however, demands sacrifice. You have to be prepared to say no to work outside your specialty. Medical specialists do this best; you don't see cardiologists taking on hip replacements during a market slump.

### **Wachtells — the “super specialists”**

The rewards that come from differentiation by specialization normally outweigh the sacrifices of size. America's most consistently profitable law firm is Wachtell, Lipton, Rosen & Katz. Founded in 1965, with just one office in New York and 173 lawyers, M&A specialists Wachtell, Lipton, Rosen & Katz, earned \$3,165,000 profits per partner in 2001. The revenue take per lawyer was a staggering \$1,890,000.

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While Wachtell ranks one in profitability it ranks just 47 in gross revenue on the AmLaw 100.

It's hard to find a professional firm who better understands the power of specialization. Here is how Wachtell's positions and differentiates itself on its website.

“Wachtell, Lipton, Rosen & Katz provides a unique service to our clients and enjoys a global reputation as one of the most prominent business law firms. We specialize in matters that require special attention, extensive experience, high expertise and the reputation of our partners.

We are privileged to be involved in a very high percentage of the largest and most sophisticated merger and acquisition transactions, and also to routinely be called on to assist clients in their most sensitive and critical matters, including “bet the company” litigation and government investigations and proceedings. We bring a focus and intensity to our work that is unparalleled.

We operate with a ratio of partners to associates of one to one, and matters undertaken by this firm are afforded the direct personal attention of partners having expertise and sophistication with respect to the issues.<sup>2</sup>”

Here is a professional service firm that lives and breathes differentiation.

NYU, Professor of Marketing, Bill Starbuck's research on Wachtell reveals:

“Wachtell's extraordinary success derives from its *individuality*. Not only does [it] *differ* in important ways from all organizations, it *differs* in important ways from the mass of law firms and ... from other highly successful law firms. Wachtell is quite *distinctive*, and other law firms have *not imitated* its *distinctive* properties ...

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<sup>2</sup> www.WLRK.com

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Wachtell's success with M&A cases arose partly from its ability to innovate, partly from its uses of teamwork, partly from its willingness to practice law 168 hours a week, partly from its self-confidence, and partly from the personalities and abilities of its founders.”<sup>3</sup>

Recognition and reward as a specialist takes time — and follows a similar pattern across most professions. I've summarized what it takes to take advantage of the rewards that flow from specialization in exhibit 1.0.

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<sup>3</sup> Charles J. Fombrun, *Reputation*, HBSP, 1996, pp. 26–27.

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### Exhibit 1.0. The Rewards of Specialization

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	<b>Generalist</b>	<b>Specialist</b>	<b>Expert</b>	<b>Authority</b>
<b>Stereotype</b>	"Jack of all trades"	"Fresh faced consultant"	"Grey haired sage"	"Thought Leader"
<b>Experience/Qualifications</b>	Basic qualifications plus years of experience create value for client	Typically starts with specialist postgraduate qualification.  Usually requires 3 to 7 years to master tools, disciplines and competencies.	After 10 years has solid track record in handling large, complex, high risk, challenging projects.	Honors and awards by professional peers for contribution to thought leadership or profession.
<b>Typical Work</b>	Relatively small, routine tasks.  Refer large complex tasks to specialists or experts.	Challenging work comes with proof of increased competency. Initially builds reputation on 2 <sup>nd</sup> and 3 <sup>rd</sup> tier clients.	Usually works with industry leading clients.	Able to pick and choose work.  Sought out for high risk, "can't afford to fail" projects.
<b>Promotion</b>	Downplays lack of specialist knowledge by promoting practice and experience through newsletters, brochures and networking.	Initially builds reputation within profession by servicing on specialist committees of professional association.  Writes articles for trade journals.  Run seminars for clients on narrow "safe" technical topics.	Runs profession sponsored seminars for generalists within profession.  Becomes "expert" news commentator on industry related issues.  Delivers keynote addresses to national industry forums.  Writes major articles and white papers	Author seminal books.  Invited to speak at international conferences.  Can command high fees on speaking circuit.
<b>Relative Income</b>	1.0x	1.5x	3-4x	5x plus

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Specialization is a highly successful business model. The real profits from specialization come when you can repeatedly sell the same solution over and over again. Typical profit margins then increase from the twenty percent you can achieve on an initial project, to the seventy or eighty percent you can earn from delivering a variation of an earlier solution.

### **Innovative Thinking Can be Sold**

Innovative thinking can be a compelling differentiator.

#### **BCG — the master packagers**

Few present, package and promote innovative ideas better than the Boston Consulting Group. Before the 1960's, McKinsey totally dominated the corporate consulting market with its ideas on how companies should be organized. However, BCG's founder, Bruce Henderson believed McKinsey's focus produced inward looking companies. Henderson believed corporate success came from an external focus, and from having the right strategy in place.

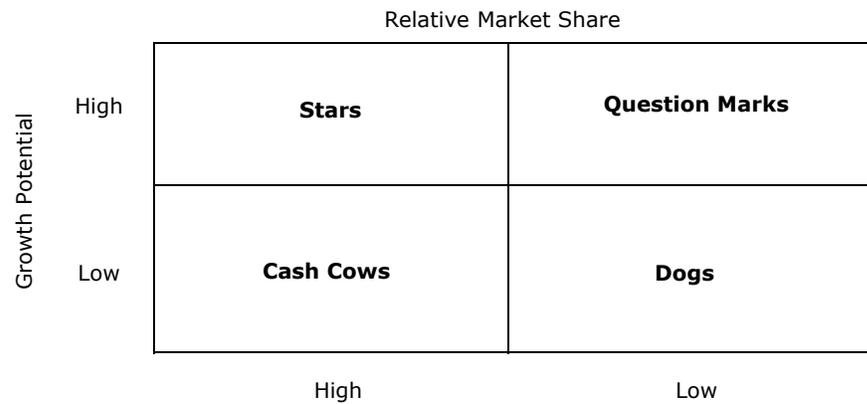
Under Henderson, BCG turned theories on business strategy into practical easy-to-use, practical business tools. The tool, which made BCG famous, was the *Product Portfolio Matrix* — or cash cow diagram as it is sometimes called. Henderson solved the problem of how conglomerates manage a mix of unrelated companies with an elegantly simple four-quadrant matrix. Here it is:

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### **Exhibit 2.0 The Boston Matrix**

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Businesses in the lower left quadrant are called “cash cows”. These are slow growing businesses who generate lots of cash. Companies in the lower-right quadrant are called “dogs”. These are low growth firms who consume cash. Companies in the upper right quadrant are called “question marks”. There are firms in fast growing markets who have yet to achieve their market potential. The companies in the upper left quadrant are the “stars”. Those are the high growth businesses that generate most of the cash they need.

Managers loved the visual simplicity of the memorable labels. At a glance, managers could see how to manage their complex business portfolio. The formula was simple: milk your cash cows and use their surplus cash to feed your question marks and transform them into stars. Dogs should be abandoned or sold off.

CEO’s lapped up the idea. The business press lauded BCG’s insightful thinking. Business schools began teaching the matrix. Words such as “cash cow” and “dog” became part of everyday business talk. By the 1980’s the “cash cow matrix” was the most popular portfolio tool used in US firms.

Henderson’s success at packaging and selling innovative ideas encouraged dozens of sharply focused consulting firms to form and try to emulate BCG’s success.

### **Being First Gives You an Edge**

Starting first in a market with an idea or service is a proven differentiator.

McKinsey virtually invented the field of modern management consulting. It is still perceived to be number one. Harvard was the first business school in 1908 and still represents the gold standard.

Being first to market allows you to set the standards and position yourself in the most profitable segments. Being first allows you to exploit the publicity value and memorability that comes from introducing something new. Most people remember it was Roger Bannister who ran the first sub four-minute mile. But who was the second runner to crack the barrier? No one remembers.

In 1993 Michael Hammer and James Champy launched a whole new field of business consulting called reengineering with the publication of their book *Reengineering the Corporation*.

*Reengineering the Corporation* sold nearly two million copies. *Fortune* magazine called reengineering, “the hot new management tool” and the business press hailed it as the new cure all, for what was then currently ailing business.

The book’s publicity helped Champy’s consulting firm’s CSC Index to more than double its revenues in the year following the book’s release.

Reengineering turned out to be the hottest consulting fad of the 1990’s. By 1994 eight out of ten *Fortune* 500 companies were reengineering their business processes and the reengineering market had exploded into an annual \$5 billion to \$6 billion-consulting fees market.

CSC Index’s pioneering work placed them in the perfect position to exploit this ‘made in heaven’ market opportunity. But foolishly, they squandered their “first mover” advantage.

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CSC Index made no credible attempt to protect its intellectual property. Instead they made it remarkably easy for their bigger, better resourced competitors to rework and repackage their ideas by running public workshops on their methodology. Anderson Consulting (now Accenture), in particular, exploited the golden profits that were to be made in reengineering and hired hundreds of extra consultants to exploit the demand created by reengineering, leaving CSC Index far behind.

It didn't help that Michael Hammer and James Champy went down different paths, writing separate follow up books, advocating different approaches to solving the problems created by reengineering.

If the CSC Index story is a lesson on how to squander away the initial advantage that comes from being first, then the Stern Stewart story is a case study on how to fully exploit the rewards of being a pioneer.

Stern Stewart & Co is a global consulting firm that specializes in the measurement and creation of shareholder wealth. Stern Stewart pioneered the development of tools based on modern financial theory.

Cleverly, they labeled, packaged and trademarked their approach, calling it EVA® (Economic Value Added). They aggressively pursued legal action against copycat companies. More importantly, they continued to add to their initial ideas by developing EVA tracking and valuation software and the preparation of EVA databases.

Stern Stewart's MVA (for Market Value Added) performance rankings of publicly owned companies are now published by leading business magazines in nearly all of the major economies. Stern Stewart also publishes, in conjunction with BankAmerica, the highly respected *Journal of Applied Corporate Finance*. This magazine plus the regular publication of books by Stern Stewart Consultants, that update and revitalize EVA means that whenever prospects think of EVA, they still think Stern Stewart.

### **Become a Guru**

Until the early 1980s few professionals achieved celebrity status apart from a few high profile lawyers who had achieved fame through the notoriety of the clients they defended.

Then in 1982, Tom Peters coauthored the best selling book *In Search of Excellence* with a fellow McKinsey consultant Robert Waterman. *In Search of Excellence* represented a new breed of business book. Packaged for mass appeal, with racy anecdotes, snappy writing and vivid examples, the book went on to sell a phenomenal 5 million copies.

Now a star in his own right, Peters left McKinsey. Peter's evangelical speaking style made him a hit on the speaking circuit and soon he was pumping out a succession of additional books, as well as tapes, videos, courses and seminars.

Peters had become a "guru", a label given to an increasingly large brand of celebrity professionals who use their self-promotional skills, evangelical fervour and message packaging talents to brand themselves as "stars".

Gurus can quickly become millionaires. Apart from Tom Peters, think of Michael Porter, Peter Drucker, Gary Hamel and Charles Handy. All charge huge consulting fees in the range of \$10,000 a day. Speaking fees typically range from \$15,000 to \$50,000.

The press love to quote gurus because they add character, flesh and personality to discussions of dry, abstract ideas. Traditional academics love attacking the intellectual superficiality of much guru thinking calling it "business pornography" and "intellectual wall paper". But the fact is, a significant portion of the business market likes its ideas cut up into easy to digest, chewable chunks.

Having a guru at the head or part of a professional firm adds considerable prestige as well as income. Harvard's Michael Porter's guru status, for example, has been an important factor behind the rapid growth of his associated consulting group, The Monitor Group which in 2001 earned \$300 million in fees.

### **Books Set You Apart**

For a professional, there is no more powerful credibility builder and personal differentiator than a book. Having a book commercially published puts a halo on a professional's resume which will last the length of the author's working life. Books also add enormously to a firm's reputation.

McKinsey have long understood the power of books to sell their thought leadership and expertise. Since 1980, McKinsey staff have authored over 60 books. Some of those books have become classics of management thinking further adding mystique to the brand.

The success of James Champy's book *Reengineering the Corporation* which he coauthored with Michael Hammer in 1993, saw his firm, CSC Index grow its annual revenues in one year from \$70 million to \$160 million.

A successful book can turn the author into a celebrity and launch a high profit speaking career. Getting a book on the New York Times bestseller list typically allows the author to charge from \$15,000 to \$25,000 a day as a celebrity speaker.

In 1995, *Business Week* caught two consultants, Fred Wiersema and Michael Treacy actively trying to manipulate the *New York Times* bestseller list. To push the book further up the bestseller list, staff from Wiesema and Tracy's consultancy firm purchased 10,000 copies of their book, *The Discipline of Market Leaders* in small quantities at bookshops all across the USA.

The fact, that the consultancy was willing to spend \$250,000 funding the buy-up, gives an idea of the consulting income they expected to flow from authoring a bestseller.

Books are such powerful credibility builders it's not uncommon for a busy professional to outsource much of the labour intensive writing to a ghostwriter while he continues to earn fees.

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Books provide marvelous marketing and promotional vehicles. When Alan Levins, an attorney at Littler Mendelson, co-authored *The Boss's Survival Guide*, the firm's Client Relations Department developed supporting collateral material for all of Littler Mendelson's 380 attorneys. Littler Mendelson's name and logo appear on the book's cover and the firm created a client seminar based on the book. Littler's promotional efforts combined with the publishers' efforts turned *The Boss's Survival Guide* into a bestseller benefiting both parties.

### **Differentiate the Way You Deliver Your Service**

When you join a professional firm, you quickly learn most of your colleagues follow the same and seemingly tried and proven-way, of delivering their service. But there is nothing inherently superior in the conventional way most professionals deliver their services. The conventional way, in most cases, is simply “the way we’ve always done it.”

When professional service firms put the conventional way of operating under the microscope they often discover new and different ways to create extra value for their clients.

In his book *High Impact Consulting*, Robert Schaffer compares the conventional way most consultants work with a fundamentally different way of consulting which he calls High Impact Consulting. Compare Schaffer's high impact model with the conventional consulting model in exhibit 3.0. Notice how Schaffer exposes the inherent weakness in the conventional consulting model, and in its place offers a highly plausible alternative – one that has considerable market appeal.

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### **Exhibit 3.0. Conventional Consulting Versus High-Impact Consulting**

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#### **Conventional Consulting**

##### **1. Defining the project**

Project goals are defined in terms of the solutions, systems, recommendations, or techniques to be provided by the consultant.

##### **2. Determining the project's scope**

The project scope is determined by the systems or technical issues to be studied.

##### **3. Designing the project**

Projects are large-scale, with long cycle times and the speed and maneuverability of a glacier.

##### **4. Working on the project**

First the client passes the problem to the consultant; then the consultant does the job and passes the results back to the client.

##### **5. Deploying consultants**

Large consulting teams do the work, with little client involvement.

##### **Consequences**

Big up-front investments and long cycle times before value can be assessed; high risk and frequently low returns; may be little or no client learning.

#### **High-Impact Consulting**

Projects are defined in terms of measurable improvements in clients' bottom-line results.

The project's scope is determined by assessing what the client will be willing and able to absorb and implement.

Projects are divided into steps to produce rapid results and to gain the experience that enables further progress.

The client and consultant work together as partners at every stage of the project.

Consultants provide focused support to client teams, who take major responsibility for the project.

Low risk, high returns; consultant time highly leveraged; short cycle time, so there is little investment before seeing a payoff; client capabilities expand with each cycle.

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Schaffer has used his high impact consulting model to differentiate his Connecticut based firm, Robert H. Schaffer & Associates from his competitors and in the process has created a highly successful consulting firm servicing a galaxy of notable clients.

### **Win an Award**

In 1988 *Business Week* launched its business school rankings. Much to everyone's amazement Harvard ranked second. Kellogg came in number one, while tiny Tuck ran third.

Much to the MBA's schools' surprise the results influenced the choices of the following years applicants. Suddenly the MBA factories were forced to pay attention to the opinions of their "clients" and the decision criteria recruiters used when searching for new hires.

All of the professions have their own equivalent of the MBA rankings. The advertising industry, for example, has the Clio Awards, the Mobius Advertising Awards and the John Caples Awards for Direct Marketing. And recognition in these can be a powerful differentiator. Just as the award of an Oscar for a film can boost this film's sales, so too can the right award boost a professional firm's revenues.

Awards allow you to showcase your work and win peer and client recognition for your expertise.

When Californian based engineering consulting firm, Mazzetti & Associates shows its clients it has captured a raft of awards for superior mechanical and electrical work, it provides the comfort and peace of mind prospects look for.

When Deloitte Touche Tohmatsu is honoured at the 2001 *International Securitisation Report Awards* with three first place categories for the best securitisation firm in Europe, North America and Asia Pacific, it has the industry endorsements it needs to legitimately proclaim, it is the best service provider in the securitisation industry.

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When New York based law firm Skadden, Arps, Slate, Meagher & Flom was ranked as the “Firm of 2001 for the Americas” by *Global Counsel 3000* magazine and selected by *Chambers Global: The World’s Leading Lawyers 2001–2002* as the “USA’s Business Law Firm of the Year”, it has the third party endorsements it needs to credibly position itself as “a leader among law firms.”

### **High Price is a Differentiator**

Price influences client perceptions of quality.

If you price high, clients assume you deliver quality. Lots of clients still believe you get what you pay for. Since buyers of professional services often have few objective ways of distinguishing good from great quality, high price is often a determinant in defining excellence.

Paying a high price can actually improve satisfaction since it confirms we have received the best that money can buy. We expect professionals who charge high fees to know what they are talking about. We are more likely to discount or ignore the advice of a lost cost provider.

Most professional service firms price somewhere in the middle. They say, we are not the dearest, but neither are we the cheapest. But what they are really communicating is, we are not the best, but neither are we the worst. What persuasive value proposition does this communicate?

The message is, if you want to differentiate yourself as a provider of premium services you should charge premium prices.

### **Discovering Your UVP (Unique Value Proposition)**

In the 1950's adman Rosser Reeves said the key to successful advertising was to find something in a product or service that made it unique. Reeves labeled this key point of difference the USP — the unique selling proposition.

But professional services rarely have a single unique selling proposition point. Successful differentiation in services usually comes from multiple features and benefits which collectively add up to a *Unique Value Proposition*.

Most services share a number of common features with their competitors. These are the *points of parity*. Usually these are the basic features you must have, to be a legitimate, credible provider.

The features that differentiate your services are the *points of difference*. Market success comes when you discover the potent combination of your points of parity and points of difference, which are your unique value proposition (UVP).

### **Testing Your UVP**

While there are multiple ways to differentiate your services, a successful UVP should meet three criteria.

- Does the Unique Value Proposition generate client value?
- Can the UVP be communicated?
- Is the UVP sustainable?

*Generate Client Value.* To be successful a UVP must add value. Does it reduce costs, improve performance or raise satisfaction? Remember, in the final analysis, it doesn't matter how compelling you believe your UVP is; the only opinion that truly counts is the customer.

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*Can the UVP be communicated?* To be successful you have to be able to communicate and sell your UVP. Because service benefits are often invisible or intangible this can be difficult.

*Is the UVP sustainable?* Service differentiators can be easy to copy. So, you have to create a UVP that is difficult to emulate.

To sum up, in hyper-competitive market place you have to: differentiate your people, differentiate your firm and differentiate your services.

Distinction or Extinction, that's the choice.

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### **Author**

Harry Mills is one of the world's leading authorities on the selling and marketing of professional services.

The Chief Executive of The Mills Group, an international consulting, marketing and training firm, Harry Mills has spent more than 18 years consulting and training over 3,000 partners and managers in accounting, legal, consulting, IT and professional service firms all over the globe.

Harry Mills' professional service clients include three of the Big Four giants: PricewaterhouseCoopers, KPMG and Ernst & Young plus the likes of IBM, EDS, Cap Gemini and Oracle.

Harry Mills is the best-selling author of 22 books on sales, persuasion and negotiation, including *Clinch That Deal*, *Sales Secrets* and *The Mental Edge*. *Clinch That Deal* has been translated into 14 languages and was the Executive Book Club's book of the month in the U.K. The American Chamber of Commerce called Harry's latest book *Artful Persuasion: How to command attention, change minds and influence people*, "one of the best books ever written on persuasion".

U.S. business publisher AMACOM have commissioned two further titles: *The StreetSmart Negotiator: How to Outwit, Outfox and Outsmart Your Opponents* and *Bottom-line Marketing for Professional Service Firms: How To Out-Sell, Out-Market and Out-Earn Your Competitors*.

A regular keynote speaker at international conferences Harry also appears regularly on television and radio to commentate on business issues.

### **The Mills Group**

Over the last seventeen years, The Mills Group has built a reputation as an international leader in the marketing and selling of professional services.

Our reputation is based on:

- Working with the worlds leading professional service and IT consulting firms. Our clients include KPMG, PwC and Ernst & Young, Cap Gemini, IBM, EDS and Oracle. Working with professional service clients from all industry sectors: law, accounting, consulting, IT, recruitment, architecture and engineering.
- Providing world class consulting, training and coaching that produces increased profits, improved productivity and enhanced performance.
- Publishing leading edge business titles in our areas of expertise. Books by our staff on the marketing of professional services, sales, negotiation and motivation have been translated into 18 languages and distributed in more than 42 countries.
- Our proprietary Marketing Makeover® process which delivers breakthrough rather than incremental results.
- Working with Australiasia's leading companies. These clients include: AMP, Westpac, Toyota, BMW, Ericsson, NEC, Unisys and Qantas.

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### **Mills Group Contact Details:**

The Mills Group services an international client base. Our team operates out of Australia and New Zealand. Head office is located in New Zealand.

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