

Roy Osing



BE DIFFERENT or be **dead**

BE DIFFERENT or be dead
The ONLY Workshop
CAM Annual Conference
Nov 15, 2011



YOUR BUSINESS SURVIVAL GUIDE



BE DIFFERENT Agenda

- **Roadmap**
 - Context for BE DIFFERENT: why it is critical to BE Remarkable, Worshipped, Distinctive and Indispensable.
 - Overview 11 BE DIFFERENT Practices
 - Explore the 2 components of Serving Customers
 - Process for creating The ONLY Statement
 - Create The ONLY for your organization

BE DIFFERENT

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BE DIFFERENT or be **dead**

BE DIFFERENT
or be dead

YOUR BUSINESS SURVIVAL GUIDE

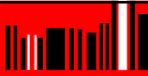
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BE DIFFERENT or be **dead**

HOW to Distinguish Yourself From the Faceless Herd

YOUR BUSINESS SURVIVAL GUIDE



Today...

11 Ways to BE DIFFERENT...

- ✓ReLEVANT
- ✓A VaLUE creator
- ✓ReMARKABLE
- ✓DiSTINCTIVE

BE DIFFERENT



BE DIFFERENT...

BE DIFFERENT ... Life or Death for organizations today

BE DIFFERENT

The Competitive Herd...

- Growing at a **breathless** rate
- 'Edge' seekers
- **Un-differentiation** "Raining Down"
 - Copying
 - Products
 - Services
 - Features
 - Price



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The Competitive Herd...

- ✓ Followers
- ✓ Sameness Addicts
- ✓ Fit-in Fanatics
- ✓ Mass Market Maniacs
- ✓ One-Size-Fits-All Phobics

BE DIFFERENT


B - DFRNT Guide Book

- To **StAND OuT** from the Herd...
- You MUST deliver **VALUE** which is
 - **RELEVANT** (something people really care about), AND
 - **UNIQUE** (something that **ONLY** you provide)

BE DIFFERENT

It's all about creating...

- ✓ UNIQUENESS
- ✓ DISTINCTION
- ✓ REMARKABILITY
- ✓ GASP WORTHINESS
- ✓ INDISPENSABILITY
- ✓ MEMORABILITY
- ✓ UNFORGETTABILITY
- ✓ AUTHENTICITY; JOY



BE DiFFERENT

BE DiFFERENT

Because if you DON'T, you will be

- ✓ CoMMON
- ✓ IgNORED
- ✓ InVISIBLE
- ✓ DiSPENSABLE,
- ✓ AND....
- ✓ DEAD (sooner or later)

BE DiFFERENT

BE DiFFERENT

- “You don’t become indispensable merely because you are different. But the only way to be indispensable is to be different”
....Seth Godin, Linchpin



BE DiFFERENT

A Guide to BE DiFFERENT

- Focus on EXECUTION
- Create VALUE for The WHO
- BE Intimate
- DAZZLE!



BE DiFFERENT

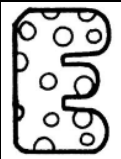
BE DiFFERENT Practices

- Focus on EXECUTION
 - Your Plan is the ante for the Game
 - It won't guarantee success
 - WIN = The Plan + Flawless Execution
 - A Plan with mediocre execution will fall short of expectations
 - AND will be like all others!


BE DiFFERENT

B-DiFFERNT 1 – Execute

- STEP 1
- Create a Strategy Process built to...



EXECUTE!
EXECUTE!
EXECUTE!



BE DiFFERENT

B-DFRNT 1 – Execute

- **3 GUT ISSUE questions = a Strategy for ACTION**
 1. HOW BIG do you want to be? – **The SIZE**
 2. WHO do you want to SERVE? – **The WHO**
 3. HOW will you compete and WIN? **VALUE; RELEVANCE; UNIQUENESS** – **The WHAT**

BE DIFFERENT

The ONLY Statement


- The ultimate manifestation of *BE DIFFERENT* is the ability to express your distinction in The *ONLY* Statement
- “We are the **ONLY** ones that....”



BE DIFFERENT

The ONLY Statement

- “You don’t want merely to be the best of the best. You want to be the ONLY one’s who do what you do” – Jerry Garcia, *The Grateful Dead*



BE DIFFERENT

The ONLY

MUG Solutions, Vancouver:
 'We provide the **ONLY** solution that permanently stops people from depositing biohazard contaminants through manhole covers.'



BE DIFFERENT

The ONLY

St John Ambulance, Vancouver
 'St John Ambulance is the **ONLY** Safety Advocate that provides First Aid Solutions Anytime, Anywhere.'



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B-DFRNT 2 – Execute

- Get you your Plan '**Just about Right**'
 - 20% plan; 80% execute
 - Execute flawlessly
 - Plan Imperfection is ok
 - Bre Pettis on Done...

The Cult of Done Manifesto

Account that everything is a draft. It helps to get it done

There is no editing stage

Banish procrastination

The point of being done is not to finish but to get other things done

Laugh at perfection. It's boring and keeps you from being done


Failure counts as done. So do mistakes.

Done is the engine of more

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B-DFRNT 3 – Execute


- **Cut the CRAP**
 - Old stuff no longer relevant
 - CRAP = bandwidth to execute ‘The New’
 - Beware of ‘Custodians of the Past’
 - Assign a Cut the CRAP Champion



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B-DFRNT 4 – Execute


- **FOCUS. Focus. Focus.**
 - You can’t Execute ‘The New’ if you try and do too many things
 - Roy’s Rule of 3
 - Focus on the critical few
 - That delivers 80% of your strategy



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B-DFRNT 5 – Execute

- **Plan on the Run**
 - Learn from Execution of ‘The New’
 - Adjust your strategy as you go
 - Be ‘good’ at anticipating; ‘great’ at reacting
 - Plan, Execute, Learn, Adjust, Execute ...



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BE DIFFERENT Practices

- Focus on EXECUTION
- Create VALUE for The WHO
 - Think VALUE Creation
 - Focus on your Loyal Customers
 - To hold 'em and for growth

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Marketing Today...

- LAZY & BORING
- UNDIFFERENTIATED; INVISIBLE
- PRODUCT FEATURE CREEP
- BENCHMARKING TO COPY
- MASS MARKET MANIA
- ROUND-THE-CORNERS FOCUS
- TECHNO ADULATION
- VALUE BLUR




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B-DFRNT 6 – Value

#1. CREATE VALUE

- The Herd thinks product & price
- It's NOT about WHAT we do
- It's about The WHO and what THEY:
 - want
 - desire



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VALUE: "I feel..."

- ✓ Delighted
- ✓ Understood
- ✓ Respected
- ✓ Amazed
- ✓ I received MORE than my money's worth
- ✓ Honored & Trusted
- ✓ Confident
- ✓ Content

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Smartphones...

• Features or Experience Creators...

 VS. 

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B-DFRNT 7 – Fans

#2. **FOCUS ON YOUR FANS**

- People who care about what you do,
- Are connected
- And will 'Sneeze' you to others
- **BEWARE!** Special Offers for NEW customers insult your LOYAL Fans



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B-DFRNT 8 – Paks

#3. PACKAGE VALUE


- Move from a product focus to PACKAGES of VALUE
 - Add stuff to your core offerings
- Brand it unique
- Price it premium
- Discounted bundles NOT ALLOWED ☹

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VALUE Pak...

'We Move Lives':

- ✓ Move on-time, on budget, secure (Core)
- ✓ Real Estate Service
- ✓ Home Maintenance Plan
- ✓ Community Introduction Package
- ✓ Furniture Deals
- ✓ 'First Dinner on us' Gift



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VALUE Pak...

'Roy's Whistler Get-Away':

- ✓ Vehicle detailing
- ✓ Lift ticket for the day
- ✓ Dinner at Umberto's
- ✓ Bottle of Brunello
- ✓ Martinis at Fairmont Chateau Mallard Lounge



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BE DIFFERENT - Paks

- VALUE Paks ... Powered by
 - Customer Learning
continuous learning
 - Customer Secrets
stuff no one else knows



BE DIFFERENT

Secret Gathering.....

- Listen
- Ask questions
- Clarify
- Listen
- Show interest
- Be attentive
- Listen
- It's about THEM, not you!



BE DIFFERENT

BE DIFFERENT: The Dead

- Created 'mind-blowing experiences'
- The best seats/deals went to their loyal Fans
- Enabled Fans to record music
- Communicated constantly with Fans
- Every concert was DIFFERENT
- Songs 'on the run'



BE DIFFERENT

BE DIFFERENT Practices

- Focus on EXECUTION
- Create VALUE for The WHO
- BE Intimate
 - ReMARKABILITY = intimate, trusted connections with people
 - NOT short term commercial transactions

BE DIFFERENT

Flogger or Builder?

Two Choices:

\$ = Flog stuff
OR
\$\$\$ = Build Relationships
(& have Customer's buy stuff)

BE DIFFERENT

B-DIFRNT 9 – Intimacy

- RELATIONSHIPS & INTIMACY
 - Sell Relationships NOT Products
 - Engage NOT Transact
- Long term success is about BONDING not flogging



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BE DIFFERENT Practices

- Focus on **EXECUTION**
- Create **VALUE** for The WHO
- BE *Intimate*
- **DAZZLE!**
 - GaSPWORTHY organizations are created when people are left Breathless
 - It's about FEELINGS, SERVING and HUMANITY

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Serving Principles

- Create a **Servant Leadership** culture
- **Serve customers** don't 'service' them
- Service cars not people!
- Let the **customer control** YOU!
- Don't apply YOUR rules and policy
- Do business the way THEY want you to



BE DIFFERENT

B-DFRNT 10 – Serve

- Serving = **CORE SERVICE** + ...
 - What they **GET** from you.. Clean hotel rooms, good food, completed flights...
 - **Satisfy** 'em
 - **Meet** expectations 24X7X52
 - You get **C's**
 - If not, they will leave you in a **HEARTBEAT**
 - And **SCREAM** how BAD you are

BE DIFFERENT

Harley Core Service

1. We deliver a "Awesome" Product:
 - ✓ In the shape expected
 - ✓ In the timeframe expected
 - ✓ Performing as expected
2. Customers are treated as WE would wanted to be treated
3. A commitment made to a customer is ALWAYS kept.




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Mover Core Service

What's your Core Service?

- 1.
- 2.
- 3.



BE DIFFERENT

B-DFRNT 11 – Serve

- Serving = CORE SERVICE + **SERVICE EXPERIENCE**
 - How they *FEEL*
 - **DAZZLE** 'em with it
 - Make it *GASPWORTHY*
 - Leave 'em *BREATHLESS*
 - You get **A's**
 - Loyalty, Raving Fans & Sneezers



BE DIFFERENT

BE DIFFERENT – DAZZLE

- I was pleased that my furniture was delivered on time and on budget.
- I was relieved that none of my furniture was damaged.
- I liked that the crew were careful with my stuff, that they respected my home and that they were very friendly.
- But what really blew me away was _____

BE DIFFERENT


The Dazzle Factors

1. Treat people as individuals
 - Vary the Treatment = delight
 - One level of service = inconsistent satisfaction
2. Hire Human Being Lovers – Hire for Goosebumps!
3. Trash 'Dumb Rules'
4. BE Flexible – Allow the frontline to Bend the Rules

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The Dazzle Factors

5. Provide Dazzling Recovery from your Service Blunders
 - Fix your screw-up
 - Your mistake
 - Your broken promise
 - WOW 'em – do the unexpected
 - Leverage the 'secrets' you know about them



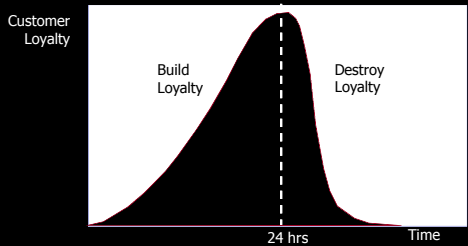
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Dazzling Recovery...



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Service Recovery



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Zappos DAZZLE

1. Spend as much *time on the phone* with a customer as they need. 5 hour call!
2. Accept returns on shoes unconditionally and without question
3. Surprise the customer by upgrading the delivery option they chose

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Harley DAZZLE

1. We will apply our Personal Touch to every customer experience.
2. When things go wrong, Recovery will be our number one priority. We will rely on our empowered Frontline staff to take the lead.
3. We will treat every bike delivery as a BIG Event that we will celebrate with our customer.



BE DIFFERENT

MoverDAZZLE

What's your DAZZLE?

- 1.
- 2.
- 3.



BE DIFFERENT

A Guide to BE DIFFERENT


- Focus on EXECUTION
- Create VALUE for The WHO
- BE Intimate
- DAZZLE!



BE DIFFERENT

BE DIFFERENT Break

BREAK TIME ☺



BE DIFFERENT

The ONLY Process

- ***The WHO*** – WHO to SERVE?
- ***The WHAT*** – WHAT do you provide that is relevant, compelling, remarkable, 'gaspworthy' and UNIQUE?
- ***The ONLY*** – craft your ONLY Statement
- ***The TEST*** – is your ONLY RELEVANT? Is it TRUE?
- ***The Action*** – determine key steps to implement your ONLY

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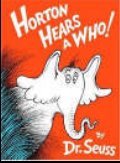
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Identify Your WHO...

- Define your **WHO**....
 - Customer groups who care about what you do
 - FANS who Sneeze you to others
 - Your top revenue producers



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Identify Your WHO...

- Define your **WHO**....



BE DIFFERENT

The ONLY Process

- **The WHO** – WHO to SERVE?
- **The WHAT** – WHAT do you provide that is relevant, compelling, remarkable, 'gaspworthy' and UNIQUE?
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Define Your WHAT...


- **WHAT** do you provide The **WHO** that makes you
 - RELEVANT
 - REMARKABLE
 - GASPWORTHY
 - UNIQUE
 - INDISPENSABLE
- Observe your competitors; Focus on what your customers want from you



BE DIFFERENT

Define Your WHAT...

- **WHAT** do you provide The **WHO** that makes you
 - RELEVANT, and
 - REMARKABLE



BE DIFFERENT

The ONLY Process

- The WHO – WHO to SERVE?
- The WHAT – WHAT do you provide that is relevant, compelling, remarkable, 'gaspworthy' and UNIQUE?
- The ONLY – craft your ONLY Statement
- The TEST – is your ONLY RELEVANT? Is it TRUE?
- The Action – determine key steps to implement your ONLY

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Craft your ONLY...

- The ONLY – craft your ONLY Statement
- ‘We are the ONLY ones that ..’



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The ONLY Principles...

1. Make it about VALUE
2. Make it about The WHO not You. It's not about the product or service you provide; it's about the benefit it delivers to people.
3. Make it BRIEF: 'If you can't describe your position in 8 words or less, you don't have a position.' – Seth Godin

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The ONLY Principles...

4. BE Specific – make it clear to the WHO what you do that no one else does, AND to create direct line of sight for your employees to understand the behaviors required of them.
5. NEVER talk about price!
 - Easy to copy by The Others
 - Doesn't make you Remarkable
 - Makes you Boring & Forgettable
 - Conveys a Race-to-the-bottom strategy

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The ONLY Principles..

6. Avoid adjectives, comparatives and superlatives:

- 'better'
- 'best'
- 'most'
- 'great'
- 'excellent'



7. Avoid Aspirations

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Avoid Stuff Like...

- '...Offering quality products, great prices and excellent service in an easy-access location is definitely the foundation to our success.'— carpet company
- Working together as one, a collective organization, our goal is to provide a top level of service at a competitive price – moving company

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Avoid Stuff Like...

- 'Utmost in service and selection, fit is crucial.' — shoe company
- 'Helpful friendly professionals who enjoy assisting patients. It is their goal to maintain exceptional service as their top priority.' – hearing consultants



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Avoid Stuff Like...

- ‘... The hottest devices... On Canada’s best network.’ – telecom company
- ‘... Ranked as the 4th safest financial institution in North America, with more than a century of experience.’



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Avoid Stuff Like...

- ‘...is your #1 reliable, quick and flexible moving company! We provide top quality moving and storage services throughout Canada...’



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Other ONLY's

“We provide the ONLY solution that permanently stops people from depositing biohazard contaminants through manhole covers.”




“...the ONLY music service in Canada that offers online music lessons and composition services for advertisers, filmmakers ..”

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Other ONLY's

- 'AMJ Campbell is proud to be the **ONLY** moving company that accepts the Sears card as payment.'



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Other ONLY's

"**ONLY** ... provides personal development coaching to build on your individual strengths, as well as specialized electives tailored to your specific career aspirations..."

"... the first and **ONLY** all-female automotive service center in North America..."

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Other ONLY's

"... the **ONLY** ones who teach Positive Networking and give people the confidence to connect with anyone, for both business & personal success"

"... the **ONLY** city lifestyle guide willing to recommend businesses & activities that match your MOOD ..."

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Other ONLY's

"ONLY is 'ALL-Ways On' for our Partners, providing personalized technical solutions on-time, every-time"

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'ALL-Ways On'

- We are open for business 24 hrs every day: products, people & technology
- We NEVER run out of product
- We make it right when we make a mistake
- We have people, not machines to take your call
- We do what we say we will do
- We SERVE our Partners not sell to them

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Other ONLY's

"St John Ambulance is the ONLY provider of First Aid, Health & Safety Solutions Anytime, Anywhere."

St John Ambulance 

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Other ONLY's

"... Executive MBA is the **ONLY** program in Canada that enables you to earn two MBA degrees – a Cornell MBA and a Queen's MBA."



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Other ONLY's

"... is Canada's **ONLY** television service devoted exclusively to business, finance and the markets"

"... is the **ONLY** partner that guarantees an increase in your sales results!"



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Brand it; ONLY it

- The Brand – 'With **HSBC Premier** you can open accounts in over 30 countries, move money between them instantly on-line from wherever you are, securely and without service charges.'
- The **ONLY** – 'Only HSBC Premier keeps your money connected with your life.'



BE DIFFERENT

Brand it; ONLY it

“Introducing Live Agent ONLY for Business; ONLY from Rogers”



“Introducing FidoANSWERS ONLY from Fido”



BE DIFFERENT

Create Your ONLY...

- Craft your ONLY Statement....
- ‘We are the ONLY ones that...’



BE DIFFERENT

The ONLY Process

- The WHO – WHO to SERVE?
- The WHAT – WHAT do you provide that is relevant, compelling, remarkable, ‘gaspworthy’ and UNIQUE?
- The ONLY – craft your ONLY Statement
- The TEST – is your ONLY RELEVANT? Is it TRUE?
- The Action – determine key steps to implement your ONLY

BE DIFFERENT

The TEST...

- TEST your **ONLY** Statement with your **Frontliners** and **The WHO**.
- Don't get mesmerized by what YOU think!
- **Question #1: Is it Relevant?** Does it:
 - ✓ Address what they care about?
 - ✓ Deliver what really matters to them?
 - ✓ Deal with their top secrets, desires and priorities?

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The TEST...

- **Question #2: Is it true?**
- **Your Frontliners:** Communicate it to them. Do they believe it? Do they feel confident in delivering it? Training needs?
- **The WHO:** do they believe the claim? Do they see your uniqueness vis – a – vis The OTHERS? Can they describe it?

BE DIFFERENT

The ONLY Process

- **The WHO – WHO to SERVE?**
- **The WHAT – WHAT** do you provide that is relevant, compelling, remarkable, 'gaspworthy' and UNIQUE?
- **The ONLY –** craft your **ONLY** Statement
- **The TEST –** is your **ONLY RELEVANT?** Is it **TRUE?**
- **The Action –** determine key steps to implement your **ONLY**

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The ACTION...

- Develop your **ACTION...** a six – point Plan to execute your **ONLY** inside and outside your organization
 - Test your **ONLY**
 - Communicate internally
 - Translate into behaviors
 - Define metrics
 - WHO feedback system
 - ‘Bake’ into Performance Plans



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Wrap up – An Invitation

- Check-out my site bedifferentorbedead.com
- **Blog Articles**
- **BE DIFFERENT** or be dead **Quiz**
- Planned **Events, Seminars & Workshops**
- Register **your views** on any topic
- **Ask Roy** for F.FREE Advice & Guidance

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A Special Offer for YOU!

- For CAM Members **ONLY**
- **2-Day** Session to create a **BE DIFFERENT** Strategic Game Plan
- Incorporate all **BE DIFFERENT** Practices
- Execute on Day 3!
- Engage you and your **Team**
- **Implementation** support
- Your **investment** \$6500

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Fan Response...

“Roy was a critical force in guiding St John Ambulance to create a new and **DIFFERENT Strategic Game Plan** for our future. The Game Plan our Leadership Team created (in less than two days!) under Roy’s leadership and prodding is practical, pragmatic and compelling. Our **ONLY Statement** clearly separates St John from our competition. Roy adds more than great facilitation. His **BE DIFFERENT** expertise and rich experience allowed us to cut through the clutter and get to a winning Strategy **FAST**. In addition, his guidance and mentoring in implementing our Plan has enabled us to make amazing progress in a few short months! I heartily recommend Roy to ANY organization wanting to renew its direction and get on with it **FAST**”.—Craig Wilson, Chair, St John Ambulance, Vancouver

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Roy Osing

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THANKS for inviting me today!

YOUR BUSINESS SURVIVAL GUIDE
