All right, we need to get cracking. Who are we missing? We do need to get cracking. On your table you should have one of these, the inner circle clients see this all the time, this is just a very quick overview of the subjects that inner circle clients cover on their coaching program, just so that guests get a feel for and don’t spend hours studying it, you can study it at home. We work through a lot of subjects over a period of 18 months – 2 years and if anybody thinks that I can educate them and help them to understand and implement those 25 steps in less than 18 years you probably want to take my place because I haven’t a clue how to do it in less time than that. It really does take 18 months plus to understand those concepts, step by step, by step, and implement them in your business. It just can’t be done in six months. I find it humanly impossible to even teach you how to do it or show you the concepts.

So, this is what the Adviser Gym clients work through, step, by step, by step. You can see in the first part, where are we going, that we are on box 3, ideology, vision and direction. So, guests, what you’ve done is you’ve come in on a workshop which is part of a series. It stands alone and it stands on its own two feet but you need to recognise that the inner circle clients see this as part of a series. Does that make sense? That’s where they are, ideology, vision, direction.

Martin, you look wonderful! I love the knees! How are you feeling?

*Very good.*

I told them you might join us. We have a seat for you over on that table there. So, this is Martin Wilson, and leg. I’ll get you your chair, I’ve just whipped it. So, when I get out of line Martin jsut gives me a good kicking when I’m talking rubbish. It just backfired that day!

So, I just wanted you to get a context. This is your responsibility as leader. It’s not to create content, not to... you’re going to do that anyway, as a financial planner, you’re going to create content for clients, this is all about pensions, this is about retirement, this is about cash flow planning, that’s the content of your business. You role as the leader is to suggest the context. This is what we’re trying to do overall, Mr and Mrs Client and this is the context of what we do here at the Adviser Gym, 25 steps, it’s a lot of stuff there. What we’re doing is ideology, vision, direction and sort of touching upon designing a success structure.

Let’s turn to Page 20. I talked to some of you, asking a number of you about your markets and your niche markets. Some of you chose, remember the positioning strategy? The first one was niche market, do you remember that on the previous page? Some of you chose niche market and I thought, I asked the question of a number of you to tell me about your niche market. There were some really interesting answers and I realised you need to be on one of the four marketing workshops because the first one is about what on earth is a niche market and how do you define it and how do you get one for yourself that’s right for you and how do you go and attack it and become the dominant factor in it.

Most of you described things that had nothing to do with a niche market at all, but that’s the norm amongst technicians. You started talking about pensions and they have nothing to do with a niche market. They have to do with your technical speciality and the processes you run in your business. That’s not what a niche market is all about. So, if you’ve chosen niche market you might want to talk to me in the tea break about niche market but, actually, that’s a whole day’s workshop, how to work through a niche market successfully.

So, you’ve touched upon something and you’ve had a stab at it and I’m saying, actually, not quite, we need to spend some time on that. If that’s what you think you’re going for then you need to learn how to do it and pensions and stuff has nothing to do with a niche market, so we need to rethink that one. But, you know what, that’s the standard answer, that’s just how I thought when I was a financial planner. What’s a niche market? Well, it’s kind of pensions and retirement planning. No, that’s not what a niche market is at all so don’t think that you are unusual, that’s the normal response.

OK, let’s turn to Page 20 and have a look at these four elements on this page, market, service product, price. What I would like you to do is take a highlighter, a coloured highlighter and the top two, market and service, I want you to encircle just those top two with a colour. This is a way of positioning your business in the minds and hearts, as Craig said, of clients and owning that space. Take a different colour highlighter, make one big circle to encapsulate those two, that’s one big circle. The top two. So, that was the first exercise. The second exercise is, take a different colour highlighter and encircle the bottom two with one big circle. Does that make more sense? So, one big circle for the top two and one big circle for the bottom two, make them very different.

Now, you need your pen and by market you put who? When your business is driven by market, the question you ask is who am I going to talk to? It’s got nothing to do with what do I do? Who are they? Who am I going to talk to out there? Describe them, what market do they live in and operate in. That’s called market driven business or market driven position. You choose a position, defined by who they are out there. So, they may be, for example, all golf players in this part of Berkshire within a 10 mile radius of Donnington Valley. That’s who I deal with. That’s a market driven business. Does that make sense?

So, what do you think the next top right hand box is about, number 2. Tell me what you think that’s all about.

*Is it the service for that particular market, based on their problems.*

Ok. This is about the quality and depth of the service that you’re delivering. So, let’s give some examples, go back to number 1. Give me the example of quite a well known brand name that’s chosen a particular market to play in and only that market. They only deal in that one particular market place of human beings. They are market driven.

*??? (7.55)*

Ok, what is the one particular market they deal in and no others?

*Human beings.*

*I was just about to say executives but obviously they do a lot of other things?*

They do a lot of other things as well. No, I want a market driven company that’s... I’m going to the edge of this, now, the extreme, they only deal in one market.

*Saga.*

Saga, tell me the market.

*Old people!*

You and I were getting very close until then. I could go right off people! Define old!

*Older than me.*

*50 upwards.*

I think it’s 50 upwards. Ok. What do they deliver to the 50 upwards.

*Everything!*

*Car insurance. Affinity marketing that is beneficial to them because...*

Give me some examples of products they deliver to that market.

*Insurance.*

Yes, that’s where they started, wasn’t it? Insurance for the over... now it’s holidays but can you see that’s market driven, very specific market. if you’re 35, 45, they’re just not interested, go somewhere else. Go away.

*As one of them said to me “sir, I’m afraid we don’t insure toy boys!”*

Ok. So, question, in your positioning do you wish, as a financial advisory business to be market driven?

Service, give me an example of a company that is just unbelievably overwhelmingly hot and internationally known for nothing but service.

*Singapore Airlines.*

They are pretty well known, yes. Anybody ever flown Singapore? They have even got their own perfume so that the air always smells as they want it to smell. Do you realise that? Tell me another one. What about England, come on, tell me about England. A name where you mention the brand name and everybody says, “yeah, top notch service”.

*Marks and Spencer*

*John Lewis.*

Yeah, Marks and Spencer, possibly. I want to go higher than that, better than that.

*Rolls Royce.*

Yes, but that’s a product. I’m talking just only service, maybe using other people’s products but service is what you expect when you walk in there.

*I was going to say NHS but...*

 I think my daughter would say “I don’t think so!” An international name that rich people from all over the world will come just to say “I’ve been there.”

*Harrods.*

Why did they own that space in your brains so well? The question behind that is why don’t we own that space in our prospective market’s brains so that when someone stands up in a workshop and says “tell me about...” they think of your company name. That’s what positioning is all about. Does that make sense? That circle you’ve drawn at the top, market and service, is what’s called a distribution positioning. That is I decide by the market and the way that I deal with that market, this is my way of engaging with a particular market. This is the way I develop relationships with the market. So, I focus all of my attention on the quality of the relationship with a particular market. that’s this area up here.

Now, drop down to the bottom area and tell me what you think this is all about. Tell me a product that is a global name and just comes out like that. We mentioned drinks today and the product was?

*Coca cola.*

Now, what is so passionate about coca cola, what are they passionate about?

*Life.*

Yes, they are but they have particular concentration on their product.

*It’s the real thing.*

Who has the recipe for coca cola? Only coca cola. It is locked away in a vault and if you try and give it away you are in serious legal trouble, it’s that passionate a product. You will never get a coca cola product recipe. They are first to market, they spend their whole being and energy developing and developing, and developing that product to perfection and keeping the rest of the marketplace out and who tries to follow them for 50 years?

*Pepsi.*

Pepsi, always number 2. First to market, dominate it, keep pushing it and pushing it to its edge. Talk to me about a price driven global brand name.

*Primark.*

Primark, yes, make it bigger than that.

*Wal-Mart.*

Wal-Mart, yes, what about UK.

*Tesco.*

Yes, give me an airline that’s price driven?

*Ryan Air.*

*Easyjet.*

That’s what they are known for. That product is price driven, that’s what they’re all about. They’re not interested in developing relationships with you, they’re not interested in what marketplace you come from, they couldn’t give a monkey’s, what they want is bums on seats at a price. And they do the best they can and charge you extra. That’s the positioning. Do you see the positioning? That’s their positioning. They don’t want to compete against British Airways, it’s a different marketplace.

So, this one here, is a production, price is a product driven. So, all of the energy is driven into the research and development of the product. What is the difference in the way that the clients perceive the value, Hilary?

*Well, generally they see the top ones as being better, higher quality.*

Yes, higher priced. They perceive more value in the top. Now, I’m not saying, therefore, that’s what you must do. Now I’m going to ask the question, what do you want to do? Now, what I’d like you to do is think carefully about what that means.

I’ll give you another example. Talk to me about a men’s cosmetic product in which tens and hundreds of millions are spent on product research and development.

*Gillette.*

Gillette. Look, what is their latest brand name?

*Don’t ask me!*

I have forgotten how to spell shave. What is their latest brand name, anybody know?

*Fusion.*

And they have just come out with another Fusion, they’ve got Fusion Power. But it’s Fusion. They spend millions, tens and hundreds of millions on product research development and then pushing the name. Product, totally, and they’r enot interested in price, either. Who competes against them and constantly chases them?

*Wilkinson Sword.*

Yes, and they have to go by price because Gillette owns the space of product at any price they want you are going to have to pay it. So, now, it’s like £21 for a couple of packs of Gillette. It’s a nightmare because they own the space, as Craig said, they own the space, therefore they can charge really what they like. Does that make sense?

So, here is the question, on the next page, you will see that when you get it right those are the benefits but it has to be crystal clear which space you own, which positioning game you are playing. If you’re not clear what you are playing then nobody is clear, your team doesn’t know what you are doing, your clients haven’t a clue what you are up to, you’ve got to make it clear but first of all you have to make a business decision as the leader.

So, on the next page, Page 22, I want you to think about what we’ve just touched upon, on Page 20, talk about it with your team mates and make a decision today. Make a decision today, you can change your mind when you get out of the workshop but, today, make a decision, which positioning game do I want my business to play and why?

So, I want you to spend five minutes thinking that through and writing and then five minutes discussing it amongst yourselves. So, we are taking the dream now and we’re positioning the dream in somebody’s mind and heart.

Martin, we spent the whole morning talking about dram and Martin Luther King and vision and stuff and they actually got it. It was faster than I did. Now, I want you to own the minds and hearts of the people. You’ve done much of the homework on Page 19 or 18 so it should go more smoothly, then let’s spend 10 minutes discussing it, two minutes each with your colleagues. What have you chosen and why.

Can anyone give me an example of a product based financial services organisation playing in your space?

*Hargreaves Landsdown.*

What is their product?

*Investments for pensions.*

Low cost investment largely, you can have anything you like as long as it smells like an ISA. Product driven and they’ve created an amazingly successful marketing organisation which the marketplace, the stock market loves, so don’t knock it. it’s a fabulous business model because they know what they are playing and they’ve made the decision and the reason why most IFAs aren’t successful in that way is they haven’t a clue what game they[re playing in and they’ve never made a decision because nobody has actually asked them. It’s got nothing to do with intellect, it’s just nobody has actually asked them to make a decision. This is your chance.

Ok, who’s chosen distribution over product? And who is your market? It’s a tough one, isn’t it? If you’re choosing distribution you either have to go purely for the most amazing service they could ever possibly find in my geographical location, or something like that, and nobody else could touch it, which is really hard unless you know what everybody else is doing around you. Or, you go for a particular type of human being with a particular demography and nobody else. It doesn’t mean you won’t get to see other people you will but this type of human being will know you better than anybody else on the market. So, for example, what is my distribution strategy? What is my market, first of all?

*Your market?*

Adviser Gym?

*IFAs.*

Yes, it’s not complicated is it? But, only...