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*The publication for two-way radio sales and service professionals.*

## Management Memo

### Book Review

#### Marketing Your Consulting and Professional Services

by Richard A. Connor, Jr. and  
Jeffrey P. Davidson

John Wiley & Sons  
\$19.95 (hardcover)  
219 pages

Two-way radio dealers and service shop operators have skills and experience which can be marketed beyond the sales counter and workbench of the shop. As land mobile professionals, these men and women are increasingly being asked to consult on new telecommunications projects. Consultation, thus, offers you, the PMRSS member, a potential additional income stream and a means of expanding your share of the marketplace.

In *Marketing Your Consulting and Professional Services*, the authors, Richard Connor and Jeffrey Davidson, provide what they call a "blueprint" for the professional who wants to enter the consulting field or who wants to market his or her company's services more effectively and profitably.

Based on a client-centered or leveraged approach, the book tells how to generate more profits by actually providing service to fewer clients. The authors define client-centered marketing as "organized and coordinated activities designed to develop and enhance relationships and manage the firm's image with clients and other receptive and influential people." A client-centered marketing program can help a consultant (1) retain key clients; (2)

expand services to existing clients; (3) upgrade or replace marginal clients; (4) manage the firm's image with clients and targets; (5) generate controlled, profitable growth; (6) offer services designed to satisfy the needs and expectations of clients and prospective clients; and (7) attract desirable prospective clients.

Four major elements comprise the client-centered marketing model: performance, referrals, targets, and promotion. According to the authors, "The performance element focuses on several aspects of an existing professional practice: (1) The recent financial growth in terms of fee, volume, and billable hours. (2) Existing clients and the potential they represent for growth and problems. (3) Existing markets and the potential they represent for growth and competition. (4) Existing services and their degree of client-centeredness and 'cutting edge.' "

Referrals can be divided into clients and nonclients who can presell a consultant's services to prospective clients. Targets refer to targets of opportunity—existing clients, prospective clients, desirable potential clients, and desirable market niches—and targets of influence. Promotion focuses on personal and nonpersonal (direct mail, publishing, advertising, and public relations) promotion.

*Marketing Your Consulting and Professional Services* discusses step-by-step techniques to promote the client-centered marketing model. It shows how to target professional services, assess clients, prospect for new contracts, make use of promotional media such as the local press, and promote one's own skills such as writing effective proposals and action letters.

The book is a guide which is meant to be used: There are checklists to be checked, surveys to be completed, and wide margins for making notes. Each chapter begins with a preview of what the chapter

will cover and ends with a brief summary of what should have been learned. ■