



Who Is Jeffrey Fox

and Why Is He a Fierce Competitor?

By Tom Mazza

ABOUT 2 YEARS AGO I BOUGHT A BOOK THAT I COULDN'T PUT DOWN—IT LITERALLY CHANGED THE WAY I LOOKED AT MY BUSINESS. The author's name was Jeffrey Fox and after I read the first book, "How To Become a Great Boss," I subsequently purchased and read a few of his other tomes. Since discovering his work and later meeting him, I have incorporated multiple Jeff Fox principles in my company. He has truly inspired me and the groups of my clients whom he met. I knew you had to hear him, too. Fox will give the Keynote Address at The 2010 Limo Digest Show this November.

With Fox's experience, he will be a powerful speaker, and, in my opinion, he may be our best ever. While he does not have the name recognition of a Donald Trump, George Foreman, or Suze Orman, his message is perfectly tuned for the time we live in. He is a five-time member of the New York Times Business best-seller list, has a who's who client list of Fortune 500 companies, and is a dynamic speaker.

Fox is the founder and president of Fox & Company Inc., a marketing consulting firm that specializes in marketing strategy development, innovation enhancement, selling skills training, branding, and various applications of a proprietary value-selling methodology called dollarization.

He graduated from Trinity College in Hartford, Connecticut, and earned his MBA from Harvard Business School. He served as Trustee of Trinity College, and has won several alumni awards including Person of the Year. He is a member of the board of directors of Saint Francis Hospital, one of the nation's top 100 hospitals.

Fox believes that economic downturns separate the winning companies from the struggling, and he shows that tough times also give solid companies, strong managers, and potential rainmakers the opportunity to seize market share. *Smart Money Magazine* says that his book is a reminder of "why people are in business in the first place—to sell, to succeed, to serve."

As Fox writes in "How To Be a Fierce Competitor": "Winning companies do not sell products or services; they sell outcomes. Great marketers sell what the customer gets from the product. Rolex doesn't sell time, it sells status. Timex doesn't sell status, it sells time. Titleist doesn't sell golf balls, it sells lower golf scores. Harley Davidson doesn't sell motorcycles, it sells individualism.

Pfizer doesn't sell pills, it sells cures. If Pfizer were in the business of selling pills, it would not make vaccines or serums, and it would not acquire companies that solve other medical problems. Every Pfizer scientist—and every Pfizer salesperson—knows what business she is in, why the company exists."

TOM MAZZA: *Jeff, I really enjoyed "Fierce Competitor." The key point that I got was that in tough times it becomes even more important to work on growing your company and capturing more market share. Why do so many good companies retreat?*

JEFFREY FOX: Companies retreat and hunker down in tough times due to timid leadership; whereas in tough times the fierce competitors increase sales calls, sales training, and customer out-

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reach, and the timid companies cut advertising, R&D, and sales commissions. Timid companies think they are cutting costs but, in fact, they are cutting investments that get and keep customers. Timid leadership plays for a tie, or to keep the losing score low. Fierce competitors play to win, and, thus, they win.

TM: *I hate meetings. I have a short attention span and I find myself screaming inside to push the meeting along or end it. Am I in the minority on this?*

JF: Meetings are one of the most insidious money wasters in business. Meetings must be "money meetings." They should be about how the company, attendees, or both, will make money today or tomorrow. Every meeting minute must be a "money minute." No money; no meeting.

TM: *Over and over again I have heard business leaders say that our greatest asset is our people, but you disagree strongly in "Fierce Competitor." Please explain.*

JF: People are not a company's most important asset. A company's most important asset is profitable customers. Other more

important assets are good brand names, intellectual property, company reputation, strategic real estate, and cash. People are often a company's most important strategy to acquire assets (which is why you hire the best people, and train them like crazy). But people are not a company's most important asset, and that is true for the 15 million or so one-person companies in the U.S. No customers; no company.

TM: *Our business, the luxury chauffeured transportation business, is not a necessity. People can take a cab, drive themselves, or use a shuttle service. Our industry really got whacked in the recession. From your view, do we have a reason for optimism in 2011 and beyond?*

JF: Fierce competitors work to make their own economies. They create new services, markets, and industries. Fierce competitors believe that if they don't have 100 percent of the business, then there is business to get, and they go out to the marketplace and get it. If I were a limo company, I would promote the dollarized value of the service. Limos save customers time, parking fees, auto wear and tear. Using a limo for business flatters customers, encourages transactions, and provides privacy and civilized transport. Limos are safe, secure, and astonishingly reliable. You can

use a phone, a laptop, text message without worry of an accident or getting a ticket. There are lots of prospects who erroneously think that taking a limo is profligate. When those customers learn that a limo is an office and a business tool, they will adopt the service. Where would you rather conduct a business meeting or sales call with two or more people: in a spacious, quiet limo, or crammed in the back of a sweltering cab? Limos are not a luxury; they are part of one's marketing mix.

Join Fox as he delivers the Keynote Address at The Limo Digest Show on Monday, November 8 at 11:30 a.m. He may change the way you think and motivate you to evolve in the future business climate. **LD**



Tom Mazza is the industry's leading expert and consultant. He is the co-producer of the industry's most widely used video training programs and the education coordinator for The Limo Digest Shows. Contact Mazza through tommazza@aol.com.