“We aim to advise the world’s leading professional service firms on generating profitable growth.”
Supporting the professions around the world
This is a period of intense change for the professions. There are new competitors, an uncertain marketplace, challenges over traditional methods of working and clients looking for ever more value. Yet it is also a time of growth and of increased international opportunities.

When we created the Møller Professional Service Firms (PSF) Group, part of The Møller Centre for Continuing Education within Churchill College, our intention was to offer firms an unrivalled service in strategy, consulting and training. We formed a deeply experienced team who had themselves worked inside some of the world’s leading professional service firms and who truly understood their culture and their business challenges. With access to the educational and research resources of the University of Cambridge, we are able to offer the highest standards to our clients.

Today, you will find our Partners working across every continent, with professionals in accounting, law, management consulting, real estate and pretty much every other type of professional service firm. We believe that there is something very distinctive about these firms, about the whole concept of the professional partnership. Whether it is teaching leadership, innovation, market strategy, remuneration, business development, talent management, pricing, fee negotiation, project management or coaching, professional service firms require support that is tailored around their unique needs. By focussing our activities on these firms, we can deliver the depth of expertise needed to support profitable growth in the current business environment.

Our ethos is for Møller PSF Group Partners to carry out cutting edge research, to teach at some of the leading business schools in the world and to work with fellow professionals in firms of all sizes across the world as well as on site at the The Møller Centre in Cambridge. We can only maintain our leadership through our work with our clients, as they face the real world issues that impact their businesses. So this is our opportunity to say thank you for your support of our own, growing, team of more than 40 Partners and Associates.

Kevin Doolan
Managing Partner, Møller PSF Group
Our view of business development

Business development encompasses a range of attributes that professional service firms (PSFs) and professionals need to engage in, develop and practice over time to be successful. Growth and profitability is a strategic priority for most Firms, yet relatively little time and resources are available to support that objective. We offer a fully integrated and a customised approach to helping Firms resolve this dilemma.

To support PSFs to generate profitable growth and support the appropriate mind set amongst Partners, we advocate an integrated approach, which should include:

- Researching and understanding the specific issues and challenges being faced by Partners and their teams;
- Addressing all relevant areas related to winning work, maintaining client relationships and generating fees;
- Providing practical business development tools and approaches that have been proven to work in a PSF environment;
- Striking an appropriate balance between theory (the why) and practice (the how), as well as between the individual (action) and the broader group (institutional and mutual support); and,
- Offering long term support for change through a structured approach, by coaching or mentoring of individual teams.

Our approach is underpinned by a thorough understanding of the business development process in PSFs. Within our practice group we have expertise and acknowledged sector experts in all areas. All of our Partners have published articles and/or books on business development topics, which means that we can deliver targeted interventions.

“Business development creates long-term value for an organisation from customers and relationships. Having effective business development capabilities is the key to sustainable and profitable growth.”

Ori Wiener
Head of business development practice

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Market positioning / marketing strategy
We have services which combine the best of the experience and expertise of our Business Development and Strategy practice groups.

Strategic market assessments:
Our market assessments cover the full range of issues affecting the Firm, from macro-economic and socio-political risk to competitor analysis. They are typically focused on specific needs such as assessing drivers of growth in a market to identifying causes of a Firm’s under-performance and identifying the best model and structure to adopt in a new market.

Competitive intelligence:
We provide leaders of PSFs with accurate, relevant and up-to-date intelligence (both quantitative and qualitative) on their competitors, clients and markets. This can be essential in maintaining an accurate and on-going view of the Firm’s competitive market position and management of emerging threats and opportunities.

Key client identification:
We have developed a unique proprietary process for assessing the client list of a PSF by creating a future-focused view of the likely spend by clients on services that Firm is able to deliver. This provides a clear and well-substantiated view of clients who should be prioritised as ‘key clients’. We also advise on enhancing key account strategies and business development programmes.

Marketing strategy:
We review market challenges and opportunities with you, and develop a solution based on market research, segmentation and supporting data. We agree on targeting strategies and use of appropriate marketing tools and techniques, working on positioning to build a view of the product.
Pitching and influencing skills

Our pitching and influencing skills programmes look at how effective presenting can hugely benefit a Firm.

Through our programme Partners will gain knowledge of how to structure their pitch for the audience’s benefit and how to positively influence any audience during formal presentations.

Part of our programme will focus on a six point preparation model that will allow participants to achieve their goals and deliver with credibility and conviction. The preparation model looks at:

• What do you want to achieve? (The objective of your presentation);
• The audience you will be delivering you;
• Brainstorming your content;
• Selecting the right content and structure for your presentation;
• Opening and closing sections; and,
• Practice, Practice, Practice!

Research tells us that visual elements of a presentation, be that images on a screen or the presenter themselves, equates to 55% of a successful presentation. This can be achieved through eye contact, gestures, stance, etc. whereas 38% relates to the delivering voice, such as the pace or power, with just 7% weight towards the words being spoken.

On completion of this programme participants will be able to effectively deliver pitches with confidence of achieving the goals they set out to achieve. In many cases this will be winning new/more business for the Firm.
Practical business development skills for PSFs
This programme was designed by our Partners Tom Bird and Jeremy Cassell and is based around their best-selling sales book ‘Brilliant Selling’.

Partners at PSFs need to pay attention to the fundamentals of selling like never before in order to keep ahead of the game. This programme is designed to provide the tools and techniques required to instantly improve business development performances. As well as enhancing key skills, Partners will find out how to use their personalities to perfect their techniques and understand client needs so that they are always one step ahead.

Skills developed on this programme include:

• How to ask the right questions to reveal your clients true motivations;
• How to create client loyalty and keep the competition out.

C³ Model of Influencing™
Our practical model of influencing is created from research into highly effective business developers that defines the foundations for success in influencing.

In a difficult new economy, focusing on how to sell yourself and your Firm plays a huge part in differentiating and standing out against competitors.

Those who have influence with their clients will have the most success in business development. But how do you go about gaining influence? Our C³ Model of Influencing™ programme takes Partners through the foundations of successful influencing. Confidence, credibility and connection are the key skills to master.

Skills developed on this programme include:

• Know when to use credibility or connection and how to influence your prospect;
• How to use your body language and voice to gain instant credibility.
F.A.I.R. Pricing

F.A.I.R. Pricing is built upon original research conducted by our Managing Partner, Kevin Doolan, and upon his book “Mastering Services Pricing”, published by the Financial Times. It is based on a four stage process to enable professionals to regain their “pricing confidence” and to build strong and sustainable relationships with clients.

The four stage process includes:

1. **Foundations** - How do Firms compare? What is the importance of market positioning? Cost plus pricing and beyond and the lever effect.
2. **Appropriate** - How important is price to clients? The three types of services and their prices, and the five P’s of service pricing.
3. **Implementing** - Pricing confidently and fee negotiation, drivers of value and alternative fees, tactics, difficult conversations and RFPs.
4. **Rules** - Creating pricing rules, using a rate card and pricing analysis tools, discounts and write-offs and profit improvement projects.

During this programme Partners, Senior Associates and Business Services personnel generate a shared understanding and language around the pricing of professional services and a clear, timetabled action plan.

This programme can have a positive impact on the Firm, as it allows Partners to understand and implement the key factors in creating a healthy relationship with clients when discussing pricing.
Fee negotiation
This programme is designed to improve the fee negotiation competencies and confidence of Partners and Senior Associates within PSFs. The programme addresses key issues and provides a simple to apply, yet highly effective framework and technique for raising negotiation performance.

Key teaching points include:

- Appropriate planning;
- Getting the timing right;
- Setting effective targets and actions;
- Delivering credible opening positions;
- Managing the flow of concessions; and,
- Applying creativity to generate additional value.

The programme is highly interactive and provides significant scope for discussion amongst Partners regarding the appropriate way of implementing techniques within the Firm’s culture and strategy. This will support the Firm’s efforts to strengthen alignment amongst Partners and will generate additional data for the board in connection with the proposed framework of financial performance.

Our fee negotiation programme has been delivered successfully to more than 2,500 Partners and Senior Managers of major international and domestic PSFs. Previous participants have reported being able to generate significant additional fees which have delivered a very substantial rate of return on the programme fee within three months of attending.

“This course should be mandatory. The content was good, delivered well and maintained interest. In my 18 years at this Firm I have been on many courses and this course was in the top two I have attended in terms of relevance and utility.”

Partner at top international law Firm
Fee matter management

Our analysis of matter profitability has shown that PSFs typically leak more profit during the execution phase of matters than during the up-front fee negotiation. There is a close connection between the price setting, fee negotiation and matter management stages of a matter. Critical to successful fee matter management is a clear definition of project scope and the team’s ability to monitor a matter’s progress against the project scope.

This programme focuses on the fee elements of matter management (rather than legal process) and builds on key learning points raised in our pricing and fee negotiation programme.

As part of our approach we will interview three to four ‘best in class’ professionals of matter management within the Firm. The interviews would seek to identify common approaches and methods that work in the Firm. Deploying this information in the workshop will help overcome potential objections from participants that a particular approach or method “will not work at this Firm”.

This programme can have a positive impact on the efficient management of matters, so that profitability from a matter is maximised.
Client relationship management (CRM)
We offer consultancy in the theory and key principles of CRM. We have capability to review a Firm’s existing CRM processes and practices. We can then propose ways to refine the CRM to make it more effective.

Key client identification:
We have developed a unique proprietary process for assessing the client list of a PSF by creating a future-focused view of the likely spend by those clients on services that Firm is able to deliver. This provides a clear and well-substantiated view of which clients should be prioritised as ‘key clients’.

Key account management:
Having identified key clients, it is important that the Firm has key account strategies and manages them effectively. The Firm can do this by furthering the understanding of existing key clients and opportunities for increasing repeat work. It includes the concepts of Client Value Added, Client Satisfaction and Cross-Selling.

Client relationship management (CRM) systems:
What are the key features of a well-functioning and beneficial CRM system? How do you design (or refine) the processes and practices around your CRM? What are the critical reporting outputs you require from your CRM, and who needs them, when and for what purpose?

The psychology of relationship management:
The Firm’s relationships with its clients are built on personal relationships held by Partners with key individuals in the client. There is a lot of theory around the neuro-science of good relationships, and we make extensive use of TRACOM Social Styles and our C3 Model of Influencing™. Gaining insight and skills in these tools can significantly improve relationship management.
Our Business Development team

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Published books and articles by our Business Development Partners
Brilling Selling - Tom Bird and Jeremy Cassell
The Financial Times Guides to Business Training - Tom Bird and Jeremy Cassell
High Impact Fee Negotiation and Management for Professionals - Ori Wiener
Mastering Services Pricing - Kevin Doolan
Harvard case study on Pricing services (HLS 13-17) - Kevin Doolan
Our other practice groups

**Strategy**

Our strategy group provide the full range of advisory services that one would expect of a premium management consultancy, specifically tailored to the needs of professional service firms.

Some of the services offered include a strategic market assessment, scenario planning, competitive intelligence, strategy development and key client identification.

**Leadership**

A challenge for every firm is to up-skill their Partners as rapidly and efficiently as possible. We can help with our consulting, research, coaching and mentoring, bespoke and open education programmes for leaders.

We work with leaders of professional service firms to help them meet the challenges they face in today’s continually evolving and increasingly competitive markets. We also help develop the leaders of tomorrow.

**Talent**

Professional service firms can win or lose depending on the quality of their people. The challenge is how to continually identify and motivate talented people. Motivating individuals and developing them to their full potential helps firms differentiate themselves via outstanding service delivery - and also ensures the firms can continue to provide innovative and leading edge solutions for their clients.

Our talent practice tailor their services to meet the needs of each client, including talent development and retention initiatives, enhancing employee engagement, coaching and mentoring of Partners, induction and transition programmes.
Coaching
Coaching is one of the most powerful techniques that can be deployed to support and develop leaders – and to effect and sustain behavioural change. Partners invariably operate under incredible pressure as they continually strive to cope with multiple demands and to deliver to numerous deadlines. Coaching is therefore particularly relevant to professional service firms.

Our team of specialist coaches and expert facilitators support our clients in every aspect of their work. By managing and scheduling tailored coaching sessions our coaches ensure that the time and effort invested in learning and development is fully leveraged and truly adds value to individuals and to teams.

Our clients
While our advisory work is almost always covered by non-disclosure agreements, the Møller PSF Group’s clients include many of the world’s most preeminent professional service firms, including several of the ‘Big 4’ advisory firms, some of the prominent global law firms on both sides of the Atlantic, investment banks and a range of other consultancies and financial service firms. Our clients also include some quite modest-sized firms. Serious prospective clients may be referred to our existing client base for references about our work, where this is appropriate.
The Møller Centre is a place that brings together the worlds of academia and business, an environment conducive to learning, providing the very highest standard of education and customer service – a true ‘Centre for Excellence’.

Our focus on leadership development is inspired by the unique connection between two great leaders, Sir Winston Churchill, and Maersk Mc-Kinney Møller whose vision and benefaction created The Møller Centre at Churchill College.

Our mission is to engage with clients to acquire knowledge for professional development, personal and business success in an executive environment. Our programmes are delivered under the Royal Charter of Churchill College, University of Cambridge. We understand the dynamics of leadership in organisations and their strategic challenges, and we strive to provide a learning experience which is fresh, relevant and practitioner-led.

Our programmes can be delivered in the purpose-designed collaborative learning environment at The Møller Centre.
For further information