

Essay List

PCA'S NITCH by Philip Crosby

PCA serves a specific market: those organizations whose managements are serious about quality and want to make a permanent change.

We make these clients successful through the use of original material consisting of films, workbooks, textbooks, and the tools of implementation. We add to that the personal assistance of experienced professionals. We only work with clients who come to us.

No one else does what we do, even though they say they do. They do not have the concepts, material, or experience. Therefore, although we have competitors, we have no competition.

We should not get ourselves into a situation where we are "bidding" against another organization. Since they have not made the investment in material that we have, they quite possibly can be less expensive. To enter into a bid competition indicates that we think they do what we do. It provides them with a seal of approval.

We must not do that.

Our relationship with clients has to be on the basis that they are serious about quality improvement and we are the only credible source of making that come about. We hold ourself separate from dealing with someone who is comparison shopping. We do not enter such situations, we stand above them. We do not give them credibility by acknowledging them.

It is up to our professionals who deal with clients to know our concepts and products so clearly that they can see how everything fits together. They must establish a relationship with the senior executives of the client, not just the coordinator. They must make it clear that we are a unique company with a unique success record.

No one else has successes like we do; all they can do is help a small, product oriented area. We turn around a whole corporation. Our professionals need to know the stories of these successes, they need to know what clients say about us. They need to know about the companies that tried some of the competitors and learned that they had wasted their time and money.

If some potential client insists on such an approach, we should decide to not compete and tell them that we will talk with them later when they are serious about quality.

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