



### Michael Treacy

Michael Treacy brings over 30 years of experience helping companies achieve profitable growth. His ideas about customer value propositions, operating model designs, double-digit growth and management discipline have been used by companies across the globe to reshape strategies, bolster competitive positions and improve company performance.

Dr. Treacy's ideas have been shaped by his experiences as an academic at MIT, as an advisor to some of the most successful firms, and as an entrepreneur who has established and led several successful firms. During his career, he has encountered and surmounted almost every obstacle to sustaining exceptional performance and has built many extraordinary firms.

He is the founder of Treacy & Company Inc., a management consulting firm that advises companies on issues of growth and innovation. The firm has served some of the world's best known companies in financial services, industrial products, healthcare, high technology and consumer goods. In addition to his consulting and research activities, Dr. Treacy, through Treacy & Company, funds and launches new ventures. Among his ventures are GEN3 Partners, a firm based in Boston and St. Petersburg, Russia dedicated to creating science-based product innovations and First Help Financial, a firm that provides automobile financing to new immigrants.

Dr. Treacy has published two books and numerous articles over the past two decades and is a frequent contributor to the *Harvard Business Review*. One of his books, *Double Digit Growth: How Companies Achieve It No Matter What*, has been a *Business Week* bestseller. It presents a common sense approach for achieving superior, profitable growth. His earlier co-authored book, *The Discipline of Market Leaders*, has been a *New York Times* bestseller; it outlines the principles of leadership in a competitive marketplace - focused on an unmatched customer value proposition delivered through a unique operating model design. Dr. Treacy is currently writing a new book, *Growth through Innovation*, which focuses on sustaining profitable growth as a problem of *strategy, innovation and management discipline*.

Formerly a Professor of Management at the Sloan School of Management at the Massachusetts Institute of Technology, Mr. Treacy received his PhD. from MIT and his engineering degree from the University of Toronto.

### Speech Topics

#### Double-Digit Growth

Your organization can achieve it, even if others can't. Michael Treacy demonstrates, through fresh and compelling case examples, that the foundation of steady double-digit growth is a discipline that can be developed by any management team. With a structured growth discipline, firms are more likely to achieve high growth by "grinding it out" than they are by "betting the farm" on risky strategies. Based on his book of the same title, Michael Treacy presents four key insights about the management discipline of double-digit growth firms.

### **Customer Loyalty – Myths and Realities**

Customers aren't loyal to suppliers. They're loyal to only one thing - best value. This topic focuses on the myth of customer loyalty and the realities of customer retention. While many corporations have invested in expensive loyalty reward programs, complicated customer relationship management schemes, and lots of loyalty consulting advice to attract and retain customers, the results have been marginal at best. To keep your customers and gain new ones, you must understand the advantages that incumbency bestows and how to use those advantages to create powerful value that wins the customers' business again and again.

### **Value Leadership: The Discipline of Market Leaders**

Do you want to be the leader in your industry? Do you want to provide the best offering for your customers whether that is the best products, the best solution or the best total cost? Do you want to have the capability to offer your customers better value year after year? This session uses the principles of Treacy's co-authored best seller, *The Discipline of Market Leaders*. Translated into 18 languages, with about one million copies in print, this book revolutionized thinking about markets and competition.

### **Growth Beyond the Core Business**

Every company eventually looks to expand its growth horizons beyond its core market. Whether it's simply targeting faster growing market segments or acquiring a business in an entirely separate market, these moves bring new competition, added complexities, and unknown risks. Michael Treacy examines what it takes to grow successfully beyond a company's core market. Through case examples, you'll gain practical insight into the challenges of growth in related markets. He dispels several myths about competitive advantage and humorously describes some of the all-time worst attempts to grow beyond core businesses.

### **Sales Excellence: Building a System for Growth**

It takes a system to create a sale. Not just an energetic sales force, not just a valued product but an entire system - sales processes, performance information, roles and controls - is needed to create sales excellence. Michael Treacy discusses leading edge examples of sales effectiveness and draws out important implications for change within your sales system.

### **Successful Cross Selling**

Many a company has set out to build growth by selling products and services from one division into the customer base of another division, only to be stymied by passive sales resistance and customer indifference. This session examines what it takes to grow and successfully implement a cross selling program. Through case examples of successes and failures you'll explore four essential ingredients of a successful cross-sale program

### **Outsourcing and Offshoring**

Outsourcing (when a firm contracts with an outside supplier for work) and offshoring (when a company moves domestic work overseas) are controversial and complex innovation strategies that are, nevertheless, gaining in appeal in order to meet the needs of an increasingly demanding global market. In this session, Michael Treacy explores the competitive factors that are driving the adoption of outsourcing and offshoring initiatives and reviews the industries, processes, and functions that are affected by these strategies. He looks at the actual impact of outsourcing and offshoring on jobs, company performance, and competitiveness. This presentation will, in part, draw on Mr. Treacy's personal experiences with offshoring. Treacy has built a firm that creates new product innovations for large American firms using science and technology sourced from Russia and Eastern Europe. So the debate is this: is this a company outsourcing and offshoring R&D jobs - or onshoring intellectual property that ultimately creates a multitude of new jobs? And which workers and firms are harmed and helped in the process? Many a myth will be shattered in this session with common sense analysis and straight talk.

### **Revolutionizing Product Innovation**

In markets crowded with “me-too” products it is more important than ever that product leaders aim higher, for truly breakthrough products. Yet, only one in seven early stage product developments ever make it to market.

How can a company grow product research and development while simultaneously lowering the time and risk of innovation? What is the best method to determine the lifecycle of your current products? How do you predict the technology that will launch your products into their next lifespan?

This remarkable session will answer these questions and discuss case examples of companies that have revolutionized their product innovation efforts. Mr. Treacy will draw on his experiences as a co-founder of GEN3 Partners, a product innovation firm based in Russia and the United States that works with a wide range of companies around the world on some of their most important product innovation challenges. Of GEN3’s many innovations, perhaps the best-known was their work for Proctor and Gamble that yielded the creation of Crest Whitestrips®, the most successful new product launch P&G has ever had.

### **Sustaining Growth in a Changing Health Care Marketplace**

Whether a provider of health care services, an insurer of health care costs, a manufacturer of health care products, or a service provider to those firms, expanding health care costs has provided plenty of growth in revenue and profits for everyone. But medical inflation has also laid the seeds for significant changes in the health care marketplace.

Whether the health care marketplace ever becomes truly consumer-driven, whether employers completely shift health insurance from a defined benefit to a defined contribution, and whether the government is prepared to fully allow market forces to reshape health care delivery, are all open to debate. What is not debatable, though, is that this marketplace will continue to transform, in reaction to spiraling costs, at an accelerating rate.