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TACKLE GROWTH CHALLENGES
and WIN

Chapter 2

WIN NEW CUSTOMERS
AND SELL MORE TO
THE ONES YOU LOVE



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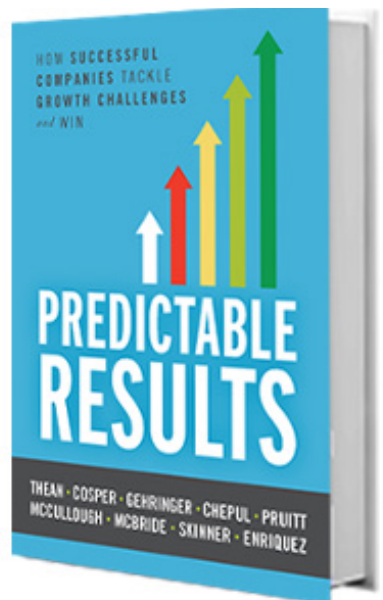
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CHAPTER 2

WIN NEW CUSTOMERS AND SELL MORE TO THE ONES YOU LOVE

How clarifying the core customer brought about a Winning Move that led to 400 percent growth in three years.

- **Patrick Thean with Tiffany Chepul**

When I first met Dr. Stephen C. Vogt, he and his team were doing a lot of things right. At BioPlus Specialty Pharmacy, they have an inspiring purpose to do more than just dispense medication for hepatitis C and other complicated conditions or illnesses. They are committed to helping patients adhere to their often expensive and difficult therapies—treatments that last for months and often require patients to inject themselves at home. These treatments frequently come with unpleasant side effects. A missed dose could ruin the chances of a cure or even survival. Their commitment to preventing that from happen-ing was so strong, they once chartered a private jet and a courier to deliver medication to a stranded woman in New Jersey in the days after Hurricane Sandy. Dr. V, as he is known to those who work with him, is great at inspiring his team.

BioPlus also had many strong execution rhythms in place—annual planning, quarterly planning, weekly meetings, and daily huddles. “We are doing a lot of things right,” Dr. V said, “but I want to be better. I want to be prepared for things we may not be prepared for.” He believed his team needed to up their already impressive game to respond well to changes on the horizon. They held a strong position in their industry, but he wanted them to be number one.

At their annual planning session in the fall of 2012, I noticed that they did not fully understand and appreciate their core customer. This is the primary person they serve. Many midmarket companies have only a surface or “demographic” understanding of their core customer, describing their core customers in a generic fashion based on age, education level, or market segments. It sounds like “female, with a college degree, between thirty and fifty years of age.” Dr. V and his team did essentially the same thing. This is a very common mistake, a pitfall most companies fall into. So I asked them to work hard on identifying their core customer. I wanted them to be able to focus on a single primary customer and identify the person’s greatest need that they could solve—and in so doing, differentiate themselves from their competition. “Dr. V, I want you and your team to ask yourselves, ‘Who’s our who?’ And you only need one who. If you can do this, you can focus on this person’s greatest need to create offerings that are irresistible. Don’t worry about chasing anybody else. Just focus on this person as your core customer.”

Less than four months later, although they were well over the \$100 million mark, their stellar growth began to slow. Their goal had always been to grow at a minimum of twice the rate of the market, and that just wasn’t happening. Worse, they weren’t on track to make it happen. They needed a Winning Move that would appeal strongly to their core customer and put them on a new track of growth.

Working on clarifying their core customer and discovering how to satisfy this customer’s greatest need could not have come at a better time. They needed clarity and commitment to their core customer as the strong foundation to develop Winning Moves for growth. If you do not clearly understand who your core customer is and what is their greatest need, your Winning Moves will not be as focused and powerful as they need to be. Once you can answer the question, “Who’s my who?” you can work on creating Winning Moves that matter using the clarity you have on your core customer’s greatest need. Without that clarity, it is easy to water down your Winning Moves to make them easier to deliver and miss the mark of delivering something great and

different that your core customer will want above what your competitors are delivering. Competitors fighting for mindshare and market share are given an opening—and they’ll do what they can to move in.

All the simple moves have already been made. Only the intensely difficult ones are left for the bold to capitalize on. Here is how Dr. V and his team did it and grew their revenues by 400 percent over the next three years!

How Well Do You Know Your Core Customer?

Dr. V and his executive team sat around the table in the meeting room at the Hilton in Orlando, looking concerned. I was pushing them to face the reality that they needed to understand their core customer better if they wanted their key strategies, or Winning Moves, to be successful. When you have a deep understanding of your core customer and their critical needs, you can develop and execute Winning Moves that 2X, 3X, or even 5X your business, regardless of the economic, regulatory, or competitive environment you face. “If you want to win and do something really special, you need to figure out how to sell your what to your who,” I said, “but you have to start with your who. If you do this, your company will be focused on the right things to help you to grow.” As they spent time during that meeting thinking deeply about their core customer, they came to the realization I thought they might—they did not know their core customer as well as they thought they did.

I was describing ideas that Robert Bloom had shared with leaders in his book *The Inside Advantage*. “You must think of your customer or potential customer in the singular—as one living and breathing person,” he writes. “That person you can get to know, and you can develop a close relationship with him or her. Knowing your customer—fully understanding his or her needs,

When you have a deep understanding of your core customer and their critical needs, you can develop and execute Winning Moves that 2X, 3X, or even 5X your business, regardless of the economic, regulatory, or competitive environment you face.

preferences, and prejudices—is vital to creating a robust and effective growth strategy for your business. Quite simply, you’ll have a much better chance of selling your product or service to someone you know and understand.”³

BioPlus sold limited distribution specialty medications. Pharmaceutical companies often only partnered with a handful of specialty pharmacies to distribute those medications, because they are expensive, are used to treat rare or complex conditions, and often require special handling and patient engagement. BioPlus’s focus on helping patients stick with their therapies had been a big help in growing their market share, but they needed to do more. What did that look like? They weren’t sure, because their core customer wasn’t clear in their minds.

At first, they thought they had four core customers: the physician who refers patients to them, the payer (insurance companies, Medicare, Medicaid, etc.) who pays for the treatment, the pharmaceutical company that supplies the specialized medication, and of course, the patient who takes the medication. Because they weren’t focused on a single core customer and didn’t understand who they were servicing, they had trouble developing a growth strategy that worked.

This is not a question that can be answered in a single planning session. I suggested that Dr. V get into a weekly or monthly rhythm of working with his team on an answer. It is important to commit to a rhythm of coming together with the team to solve this and other strategic problems; otherwise, before you know it, another year will have passed and your strategy will be weaker. Here is the difference between Dr. V and many other CEOs: he took action! He set up a regular Think Rhythm to spend time on this question with his team. His team met every week to work on answering this question. He asked, “Who

³ Robert Bloom and Dave Conti, *The Inside Advantage: The Strategy That Unlocks the Hidden Growth in Your Business* (New York: McGraw-Hill, 2008), 16.

is our who?” over and over. He was obsessed! They had to find the answer. They looked at their business model. They tracked the flow of money. They considered where they had been successful in the past.

They didn’t spend a week on this, or a month. They spent four months coming back to this question again and again, week after week during their think time, testing their assumptions and digging deeper to find the best answer. Eventually, they felt they had it. They had to have two divisions, retail and commercial, because each had a separate core customer with very different needs. For this story, I’m going to focus on their retail customer. Their answer to the nagging question was “the person who refers and influences the specialty pharmacy prescriptions of many qualified patients.”

This was the definition of the person who had the biggest potential impact on their business. It could be a clinic or hospital administrator or a pharmaceutical rep in the field, but most often it was a physician who specialized in treating a certain disease, like hepatitis C. They weren’t the payer, and they weren’t the person who would take the medication, but they were the influencers and decision-makers who were the source of patients and therefore the source of revenue.

That definition brought great clarity and focus to the team, but it was really just the first step.

Path of Progress: Discovering Who Your Core Customer Is

- **STEP 1:** Develop a Think Rhythm to work on your core customer.
- **STEP 2:** Gather and analyze data about your customers. Who’s most profitable? Who does your team like to work with? Interview your best customers. Ask them about their unmet, critical needs. Look for patterns in the data.

- **STEP 3:** Write your core customer statement; describe the person (not the market segment) in 20 words or fewer.
- **STEP 4:** Identify any secondary decision-makers. Is there someone else involved in the purchase decision or who must be satisfied with the product?
- **STEP 5:** Use what you learn about your primary and secondary core customers to focus your sales, product, marketing, and delivery teams on the right customers and their needs to help you drive revenue.

Learning What Your Core Customer Really Cares About

BioPlus's promise had always been that they would create a care plan that would get the patient to the finish line with the therapy, because that would create the best outcomes. And the outcomes of their patients were better than with any other specialty pharmacy because of that focus on therapy management. When Dr. V went to their best retail customers (based on the new core customer definition), they told him about their successful outcomes again and again, and he felt so proud.

But again and again, they said something that no business leader ever wants to hear: "The patient outcomes are great ... but you are so hard to work with."

They complained about how many calls they had to make for every patient they referred, how much paperwork they had to fill out, and how difficult it seemed to get patients onboard. He knew they weren't wrong. Ease of use is an overriding problem in the health care industry, but it's an essential part of customer experience design in any industry. The Temkin Group recently asked leaders at 252 companies with at least \$100 million in revenue how good they

were at designing the customer's experience. Fifty-six percent said they were mediocre or poor at designing for ease of use.⁴

"I went back to the team and told them what I was hearing," Dr. V recalled. The team didn't deny the feedback or fight it. Instead, they spent more think time on it.

The team knew that they had to be the best at one thing. They decided that they would become the best in the world at onboarding a patient. "There is not a doctor's office in the country that is built to withstand all the administrative overhead required to successfully navigate the barriers to getting a patient started on a specialty medication," Dr. Elvin Montanez, senior vice president at the time (now COO), said recently. "Physicians and other customers were telling us this was the number one thing that bogged them down." These medications can be incredibly expensive, from \$1,000 to \$10,000 a month, and payers (health plans) legitimately put up hurdles to make sure that there are justifiable reasons for their use.

During a think session, they invited one of their sales reps, who was out in the field selling to doctors, to join them. Her feedback was, "We take too long to get somebody onboard." That sentiment lit a fire of inspiration in the team. Imagine if you've been diagnosed with a scary, even life-threatening, disease, and your doctor has told you that there is a medication that could cure you or extend your life by months or years. Would you want to wait two weeks, a week, or even a few days to hear whether your insurance company would cover it? Would you want to wait to hear from one pharmacy only to find out they couldn't be the supplier, so you had to start over again with a different pharmacy? The longer it took to find out, the longer it took for the doctor to confirm the treatment with the patient, the longer it took for the medication to ship, and the longer it took to get the first dose. "Our retail customer's

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⁴ Bruce Temkin, "Epidemic of Emotionless Experience Design," April 21, 2016, <https://experiencematters.wordpress.com/2016/04/21/epidemic-of-emotionless-experience-design/>.

number one need is time saved,” said Dr. Montanez.

The BioPlus team thought they had been doing well by letting doctors’ offices know in two or three days whether they could be the provider for the medication and whether the insurance plan would cover it. Most other specialty pharmacies took much longer. Instead of ignoring the feedback, they asked the questions that great companies ask: why? and what if? Why did it take them even two days? With all the electronic information at their disposal, and all their technological capabilities, why did it take them so long to get back to their who? Those days, even weeks, were incredibly stressful for patients and for the physicians who were trying to save or prolong lives.

In one pivotal meeting, somebody on the team asked, “Instead of two days, what if we got back to them in two hours?” Dr. Montanez recalled how they felt in that moment: “A little bit crazy.” Dr. V, their inspiring CEO who had always pushed them to be the best, questioned their idea. Why not commit to a day? he asked. That would still be better than what they had been doing and what their competitors were doing. He was concerned about their reputation, and the investment and effort required to make it happen. His team pushed back. The more they talked about it, the more they believed it could be done if they focused and really dedicated themselves to it. And the more they believed it should be done.

Their dedicated think time about their who generated a new brand promise that had the potential to transform their company—as well as an entire industry. A strong brand promise can be a phenomenal Winning Move, because it should attract more of those in your core customer pool and help you retain or grow your revenue from your current core customers. It is one of the first things a potential customer learns about you. If your brand promise isn’t working hard, as part of your core strategy, to help you win more customers, you’re letting it languish in the land of untapped potential. The more they talked about the two-hour guarantee, the more they believed the potential became much greater. First, though, they had to figure out how they

were going to get it done.

Why Some Companies Never Really Understand Their Core Customers

Many companies struggle to focus on and understand their core customer. Why? They're overly focused on reaching everybody. They're afraid that focusing on a core customer will mean not enough market potential. And they care too much when non-core customers don't buy. But you don't always need a huge market share to grow successfully and be profitable. You also won't necessarily find success if you design products, services, and Winning Moves based on a desire to capture everyone. Ignoring parts of the market that are not aligned with your path to success is okay; strategy is about saying no more often than it is about saying yes. You need to know your core, and create the things they need and want. Focus on them and no one else.

"A Little Better" Isn't A Very Good Strategy

One of the mistakes we often see in strategy discussions is teams benchmarking their performance against their better competitors, and then shooting for something just marginally better. Instead of incremental improvement, look for opportunities for big-step, curve-jumping improvements in your strategy think time. You might already have an ability you can leverage to do something great in your market.

Validate, Test, and Involve Everybody in Problem-Solving

"Mayday, mayday!"

Amanda Brown, senior director of admissions, wrote this comment on

a Rhythm software page in mid-December 2013. Her team had just hit a serious low in its fulfillment of the two-hour brand promise. Only 87.6 percent of referrals were processed in that time frame. It was unacceptable. It was their first Red status for any week since implementing the brand promise.

The fact that less than eight months ago her department had not even existed didn't matter. The fact that the software and many of the internal processes and systems necessary to fulfill the brand promise were new didn't matter. The fact that the number of referrals they had to handle that week was one of the highest of the year didn't matter. What mattered was the 12 percent of doctors and patients who were kept waiting, and the company's reputation for accomplishing something that none of their competitors could even consider doing.

Responding to referrals in two hours was not as easy as flipping a switch. Important things almost never are. The shift required technological innovation, company reorganization, and reevaluating many aspects of their internal systems and processes. And that was just what they had to do to get started. With the help of Tiffany Chepul, their Rhythm consultant, the BioPlus team validated and tested their assumptions about this Winning Move, and then made adjustments, quarter after quarter, to fine-tune and perfect it. It takes disciplined execution, observation, and adjustments to transform a Winning Move idea into a Winning Move that bears fruit!

For instance, all pharmacy operations are dictated by software in today's modern health care world. Doctors generate prescriptions and submit them via electronic fax or directly through their own software. These orders, or referrals, are received by the pharmacy's software, and then a person has to address them and trigger the next steps. It sounds great, but the software is often poorly designed for efficient operation by the people who use it. It often doesn't play well with other systems in partner companies, like payers. It can be difficult to customize. BioPlus had to solve some of these

basic problems and invest in developing better proprietary software systems to make the two-hour response possible. Even if they decided they couldn't fulfill that two-hour guarantee, the investment would improve operations and efficiency, so it was worth it.

A change like this can't be only about technology, though. It needs people devoted to making it happen. Dr. V and Dr. Montanez created the admissions department—the first team they had ever had that was entirely focused on meeting the critical needs of the company's retail core customer and fulfilling the brand promise. They put A players who had been responsible for benefits investigation and prior authorizations, like Amanda Brown, into leadership positions. They developed a learning guide and training program so they could staff up efficiently. They worked with the technology team and Dr. Montanez to figure out what changes were needed.

They would give it a month. If they could get to 80 percent fulfillment of the two-hour plan, they would be golden; they would be able to roll it out as their new brand promise. The team created a key performance indicator (KPI)—percent delivered in two hours—and Red-Yellow-Green success criteria so that they could track how they were performing week by week in the Rhythm software. But the team leaders believed they should push for better than 80 percent. Green should be 95 percent, they argued. Still, Dr. V and Dr. Montanez were convinced that anything above 80 percent would be spectacular, so Red was anything below that mark.

In March of 2013, they began. And in the first week of April, the team had a 100 percent success rate! For the last half of the quarter, just a couple of months after changing the way they operated, they never dipped below 98.9 percent!

As planning for the third quarter began, Tiffany discussed the previous quarter with Dr. V and the leaders of the admissions department. Although their success had been fast and phenomenal, she knew they would need to

maintain their keen focus on a few critical numbers and establish priorities to make the brand promise work in the long term. She reviewed the plans for the upcoming quarter and the priorities for each department, checked for alignment with the company's priorities and the annual plan, looked for redundancies and gaps, and reported back to the team so that they could adjust as necessary. They felt ready to bring the brand promise to the world.

The speed with which BioPlus executed their new Winning Move was amazing. When I asked Dr. V how that happened, he attributed it to inspiration that generates alignment. "My whole career I've tried to get health care teams to work together. From hospitals to home-care companies to specialty pharmacies, and you don't ever quite get there. It's just the nature of the health care business. But when you have a great vision, which was to be the best in the world at something, it inspires others to act. Walls came down. Silos came down. Different departments worked together; they formed committees to figure this thing out. It had a life of its own, and everyone felt a part of it, owned it."

The harder a change is, the more vivid the inspiration needs to be to generate the energy and alignment necessary to make it happen. Dr. V made this an initiative that involved everyone in the company. The secret to speed is to make such initiatives cross functional. Success comes from being able to handle the unpredictable, and we don't know what we don't know. So inspire everyone to get involved, learn, and be excited about change initiatives. Encourage people across department lines to be helpful and find ways to contribute. Then walls or silos will come down, and unpredictable problems can be caught and overcome.

The theme of the second quarter for the entire company was "Brand Promise: Two-Hour Guarantee." The company's number one priority, which Dr. Montanez was accountable for, was completing the process changes necessary. The admissions team was involved, obviously, but so was the IT team, the billing team, the pharmacy team (which had to review and verify

prescriptions), and others. Every week, Dr. Montanez's team entered their status for the KPI, and when it was Yellow, they actually paid attention. They asked questions and involved other leaders from other departments, who provided ideas and comments. As members of other teams and departments collaborated and brainstormed improvements, walls and silos came down. They made the right adjustments with help from different team members from different departments.

Critical Execution Questions For Your Brand Promise

- Have you verified that your brand promise aligns with the critical needs of your core customer?
- What are the few key activities that fulfill your brand promise?
- What actions need to be taken to make sure those activities are possible?
- How can you measure and track your success on delivering your brand promise with one or two KPIs? And what are the realistic yet ambitious success criteria for these KPIs?
- Can you establish a brand promise guarantee that can be a Winning Move in your market?

To download the Brand Promise Tool, go to PredictableResults.com.

Adjustments Help a Winning Move Bear Fruit

All the effort paid off. BioPlus had identified a perfect moat-building move: they were offering something their core customer desperately needed

but that none of their competitors were willing to do. The success of this promise began influencing every area of the business. The sales team was hearing from people who provided referrals: “This is the best thing I’ve ever heard.” Referrals began to climb. Potential accounts who had never worked with BioPlus or had quit working with them began sending them new patients. Pharmaceutical companies were taking notice. Dr. V was asked to come speak to their leadership teams about what they were doing. One asked if BioPlus would handle their entire portfolio of limited distribution therapies. Payers were just as interested. They understood that more efficient systems would result in savings in the long run. Suddenly, organizations they had been trying to partner with for years were coming to them. Everybody wanted to be a part of it.

BioPlus’s new Winning Move was so successful that the team believed that doctors who treat other complex conditions would love working with them. They decided to push into the oncology and hematology markets just a few months after beginning the two-hour guarantee. They were right in their assumptions. The number of referrals began to grow, and grow.

All the success put a strain on the admissions team, which often happens. Growth in revenue requires growth and improvement in every part of the business. As referrals rose at the end of the third quarter, the admissions team’s KPI slipped into the Yellow. With their dashboards visible to the entire company, they were able to adjust in real time and based on what they saw on the horizon. Their steady thinking, planning, and doing rhythms had them prepared. Each week, they spent time reviewing their status and discussing potential improvements. They changed their fax intake process, they automated emails to physicians and other referral sources, and they added staff. They even helped patients pay for their medications. Soon after BioPlus announced its new brand promise, it unveiled the Pay It Forward campaign. For every referral that met the two-hour guarantee, the company would donate two dollars to an organization that provides financial support to patients in need who have high copays or deductibles. For every referral that didn’t achieve the

promise, they would donate ten dollars.

One of the coolest adjustments they made, though, was the all-hands-on-deck approach that was possible because of how they leveraged their technology. Dr. Montanez had computer screens mounted on the walls of every room that his team uses. Those screens show every patient who is in process (coded for privacy) and a color-coded status. Any patient with less than an hour left to fulfill the brand promise is yellow. Patients with less than 30 minutes are orange. And patients with less than 15 minutes are red. And everybody on the team who has bandwidth has the responsibility for helping any other team member with an orange or red patient.

Amanda's team pushed for higher standards over the months. In planning for the fourth quarter, they were the ones who said that Green should now be 98 percent, and anything less than 95 percent success should be considered Red—failure. Unfortunately, at the end of the quarter, that's where they were. With the success of the oncology market push, the number of referrals in the last weeks of 2013 and the first quarter of 2014 more than doubled (compared to early in the year). So they continued to adjust. They hired more people, leased new space, and continued to automate what they could. By the end of the first quarter of 2014, they were SuperGreen—greater than 98 percent success—every week. And they have generally stayed there ever since.

The BioPlus team was very diligent and disciplined in their planning and execution. Many people underestimate the importance of execution, and I have seen many great Winning Move ideas die on the vine because of it. Great execution comes in the form of a strong and repeatable rhythm of planning, doing, and observing in order to make adjustments. It relies on clear success criteria that everybody agrees to, so people know what to work on, what to adjust, and when to celebrate as they cross the threshold into Green territory. Repeating this formula, quarter after quarter, is the best path to steady progress.

In the last three years, BioPlus's brand promise has helped them grow at incredible rates, far outstripping the market growth rate. Without the KPIs and dashboards to steadily track their progress week by week, the transparency that helped them identify negative trends, and the discipline to consistently review their performance, their assumptions, and new ideas for improvements, the BioPlus team could not have executed their brand promise so fast and so well. But it all began with defining their who.

BioPlus's ability to execute Winning Moves to fulfill the critical needs of their who has helped them dominate the market and grow 150 percent every year for the last three years. More than that, it has helped them change and inspire their industry. Competitors are finally beginning to catch up with the two-hour brand promise, but BioPlus has more Winning Moves up their sleeve—because they spend time every week and every quarter thinking about how they are meeting the critical needs of their who. They have already taken over the incredible burden of submitting appeals when a payer denies coverage for a certain treatment. It means they have to employ a team of clinicians to build a clear, strong medical case, but 80 percent of their appeals are approved, and that makes it worth it—both in how it improves the bottom line and how it helps them achieve their vision of enriching people's lives.

The Big Ideas

- A deep understanding of your core customer and their critical needs is essential in order to develop and execute Winning Moves that can 2X, 3X, or even 5X your business, even in tough economic, regulatory, or competitive environments.
- Develop a Think Rhythm weekly, monthly, and quarterly to answer important foundational questions about your company proactively—such as “Who is our who?”—so you are ready when the market shifts. Nobody has time to stop and think in the middle of a crisis. That's the

worst time to try to answer big questions.

- Focus on developing Winning Moves to address your core customer's greatest needs.
- Validate and test the assumptions for your Winning Moves. You need to be clear about what markers of success are related to your assumptions. How will you know if your ideas are succeeding? Track your progress, adjust, and get it right. Many companies celebrate after coming up with ideas. In fact, you should celebrate only after your idea bears the fruit that you had expected. Validate that the idea works—and works to the degree that you expected it to. The details of success lie in the execution of these ideas.
- Executing a dramatic Winning Move requires inspiration, diligence, and discipline. Too many companies give up at the first sign of possible failure. Instead, involve the entire enterprise and make the initiative cross functional. Get everyone involved. Success comes from being able to handle the unpredictable. Confining the new idea to a single department or team won't prepare them for the unpredictable or give them the resources to solve the unpredictable.
- When you are executing a new brand promise or a new brand promise guarantee, track your progress weekly with KPIs, dashboards, and success criteria to keep your teams focused on making the right changes happen.
- No Winning Move is perfect in concept. Success happens through the adjustments you make month by month, quarter by quarter, based on what you learn each week.

For tools and insights to help you work on your core customer and develop a brand promise and Winning Moves that meet their critical needs, go to PredictableResults.com.

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