



CASE STUDY | BEYOND CUSTOM

HOW ROB MILLER HOMES CLARIFIED ITS VALUE AND GREW PROFITABLY

Applying the principles of *Define Value, Drive Growth* to strengthen positioning, organizational clarity, and profitable growth in a highly competitive luxury homebuilding market.

IMPACT SNAPSHOT

25 YEARS

FOUNDER-LED BUSINESS MILESTONE

\$14M -> \$20M

SUSTAINED ANNUAL REVENUE GROWTH

IMPROVED

CLIENT FIT & MARGIN RATE BY OVER 20%

CORE POSITIONING

Beyond custom builder

Separates RMH from builders who use “custom” without delivering a truly differentiated experience.

A uniquely personal building experience

The emotional center of RMH’s value—trust, relationships, and homes that reflect the people who live in them.

WHAT CHANGED

- ✓ Clearer ideal client profile
- ✓ Stronger differentiation from production & premium custom builders
- ✓ Sharper sales conversations rooted in client value
- ✓ Team alignment around the uniquely personal experience

SITUATION

Rob Miller Homes is a founder-led, high-end residential construction company celebrating 25 years in business. As it grew deeper into the luxury custom market, its ideal client, competition, and the level of differentiation required to win all changed.

The word “custom” had become too broad. RMH was competing against premium custom builders with sophisticated portfolios and long reference lists, while also drawing prospects who only wanted a modified production home, and to whom RMH could look expensive. RMH needed clearer language to articulate its value to the right-fit client.

CHANGE

Using the principles of *Define Value, Drive Growth*, RMH ran a structured discovery process to learn why clients and subcontractors chose the company. Its best-fit clients were design-driven, wanted something truly unique, and wanted to feel heard and cared for throughout the build.

Two unique value propositions emerged—“**beyond custom builder**” and “**a uniquely personal building experience**”—moving RMH past generic custom-builder language. The work also aligned the team around guiding principles that reinforced how RMH would consistently deliver its value in the marketplace.

OUTCOME

RMH sharpened its positioning, clarified its ideal client profile, and focused its sales efforts around a clearly differentiated client experience. Revenue grew from approximately \$14M annually to consistently around \$20M over a recent three-year period, while profitability also improved.

UVP SOLUTIONS LESSON

As a business grows, its clients and competitors change, so its value proposition must evolve with them. Strong companies continually redefine value, align their teams, and compete on what clients truly value, not on price alone.

“WE DO NOT THINK OF BUILDING HOMES AS A TRANSACTION. WE SEE IT AS AN OPPORTUNITY TO BUILD LIFELONG RELATIONSHIPS.” - Rob Miller | Owner

