

MARKETING MIRACLE!

*How to Multiply Your Sales 100 Times
in Just Two Steps*



Marketing Miracle!

How to Multiply Your Sales 100 Times in Just Two Steps

James Skinner, Mark Victor Hansen, and Roice Krueger

“Marketing Miracle!” is about getting your customer ready to buy. There are two essential things to do.

Give this book to anyone you know who markets or sells! It will increase their sales and yours as well!

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The Authors

JAMES SKINNER is the founder of two global financial groups that manage billions of dollars of assets. He is also recognized as one of the world's foremost business thinkers and appears regularly on Japanese television.

MARK VICTOR HANSEN is the co-creator of the *Chicken Soup for the Soul* empire and is the best-selling nonfiction author of all time. His goal is to make the planet work for all humanity!

ROICE KRUEGER co-founded Franklin Covey, the world's largest training company, and has supervised consulting projects for 80 percent of the Fortune 500.

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Two Steps to Increase Your Sales a Hundredfold

When we look at marketing, your customer needs to be put in a situation where they are ready to buy.

How do you do that?

There are only two things you need to do.

The reason we developed this concept was this: We were starting to market our book idea, and my marketers in Japan asked the question, “What will make the difference in marketing this thing?”

We then developed this concept, and ten minutes later we were running at a 93 percent closing rate.

That’s impressive.

I’ve never had a 93 percent closing rate on anything except for the door in my house.

It’s all about Expectation and Relaxation!

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The First Step: Expectation

The first thing you need to do is generate expectations.

If your customer doesn't have an expectation of what your product or your service is going to provide, they are not going to buy.

Should that expectation be large or small?

Well, preferably large.

Customers want to have a big expectation.

They're expecting that something very good is going to happen if they buy.

You expect that if you buy this food, it is going to taste *really, really good*. Would that make you want to buy the food?

When I grew up in Portland, Oregon, we had the world's first major shopping mall, a place called Lloyd's Center, developed by a Canadian firm. It was an open-

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air mall with an ice skating rink, not like the inside malls we have today.

You'd walk along, and there was a place called "Morrow's Nut House." Morrow's Nut House sold nuts and other confections that had the most amazing smell.

You could stand in the mall and watch people attempt to walk across the mall in a straight line.

It couldn't be done.

Everyone would walk down the mall, and then they would veer to the right because of the smell that came out of Morrow's.

They always left their doors open. For them, open doors meant a higher closing rate. With the doors open, the smell would waft out into the mall and everyone would go, "Oh...heaven! This way."

So Morrow's would create an expectation. It was probably the most profitable nut house on the planet

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because they have created this expectation of these wonderful flavors and everyone turns and walks right in the door.

So how do you create expectation?

Method 1: Benefits

Here's the first thing: There have got to be benefits. The customer wants to know "What is the benefit to me of buying this product or service?"

Always put yourselves in the customer's place.

It's as if they listen to a radio station full-time: WIIFM, or What's In It For Me?

If I get the benefit of the smell, and the taste is as good as the smell, I'm going to go right in there and buy at the nut house. You have to see it through the perspective of the individual and their desired benefit. Maybe they want a health benefit from it. Or maybe they want a filling-of-their-hunger benefit.

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We've sold seminars for years and years to corporate entities. I've never seen a corporate entity buy a seminar based on the content of the seminar, because that doesn't create an expectation.

The expectation is always about the benefit.

If your employees come to a seminar, you will expect to begin to see behavior X or behavior Y from your employees.

For example, there was an organization in Japan that ran a chain of fast-food stores and asked us for help. When we went to them, we said, "What are your training needs?" They said, "We have a number of individuals who are tasked with training and coaching all the store managers for our various outlets all around the country. They have a problem. Their problem is that they have a very compulsive style of leadership. For example, they tell their employees, 'You need to do this!' and 'You need to do that!' So all the store managers say, 'Yes sir! Yes sir!' and when they leave, all the store

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managers say, ‘Forget you!’ So we need to change the leadership style.”

I told them we have a different program with a different leadership style. Our style focuses on having people build a relationship with the person they are trying to lead.

They bought it without ever even asking the name of the program. All they wanted to know was the benefit.

Benefits work whenever you do them.

My recommendation is that you write down ten benefits. Whatever product you’re selling, write down ten benefits.

For example, if I’m selling my product to a prospective buyer, and I say, “Here’s what the product is, and here are the benefits.” Now I ask the prospective buyer, “Take a pen, look at these benefits, and highlight the ones that you like.” He highlights one, he hands it

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back to me as a salesperson, and I say, “Oh! That’s the best one.”

Whatever it is, always say, “That’s the best one!”

He buys for what he wants, not the one I want.

You need to realize that different customers want different benefits.

I walked into a clothing store in Vancouver, British Columbia, one time. There was a salesclerk by the name of Mohammed. I will always remember. I walked up to him and looked at his name tag and said, “Mohammed, I want to do some efficient shopping today. I am here for a very limited amount of time, only for a seminar, and then I have to fly out again.” He looked up at me and said, “Sir, that is the only kind of shopping we do here,”

This immediately created the expectation that he was going to meet my needs in this dimension of benefit that was important to me.

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You want to make sure that your customer has the expectation that you are going to give them the benefit they need. If not, they are going to go next door—or in today's world they will go to the next country or the next continent, it doesn't matter. There are people all over the world who want to provide them with those benefits. They need to have the expectation that we have what they need.

I'll tell you a big secret about the Marketing Miracle: if you demonstrate to your customer that you understand the benefit that they desire, they will believe that you can provide it until you prove otherwise.

So, your benefit is a promise, and the size of your promise creates the size of your result.

What I'm saying is that all business is done based on a promise or a benefit package, so why not create bigger benefit packages?

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For example, a long time ago, I trained a salesperson named Jim Griffin, and he hired me as a consultant for \$100 an hour. Two or three years ago he called me up and said, “I’m building my own insurance company. I’ve made a fortune, but there’s some things not done in insurance. I want to do them. Would you give me \$40,000 dollars for 5 percent of my company?” I said, “Absolutely!” Everything he touches turns to gold.

I called him up a year ago because we needed a new kind of insurance.

He said, “Did I miss something?” I said, “You missed something.”

Tom Sullivan, who is a blind man, does 12 major sports better than anyone else. The first time Tom met with Arnold Palmer (Arnold is one of the best golfers along with Tiger Woods), he said, “I want to golf with you. I’ll bet you \$1,000 I can beat you.” Arnold said, “I play professionally! I can’t golf against a blind man and take his \$1,000!” Arnold finally broke down after Tom

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insisted, and he said, “OK, anytime, anywhere.” Tom said, “Tonight at midnight.”

Tom called me up and said, “Mark, blind people, disabled people, diseased people, people without limbs can’t get any insurance.” This is true. My friend Kristin, for example, can’t get insurance because she just had a liver transplant.

People who can’t get insured are the people who want insurance the most.

There are 78 million uninsured Americans (out of 300 million) that no other company will sell insurance to. So we’ve started a division that only sells to disabled people.

I say, “Grow rich in a niche”, an impregnable niche that nobody had decided to address. Now 78 million people is a huge niche. And by offering them what nobody else will deliver, we immediately create an expectation centered on benefits!

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Method 2: Mystique

The next method that you can use to create expectation with people is mystique, the sense of mystery.

I'll give you just a quick example of this. My friend Ricco DeBlank is the general manager of the new Ritz-Carlton Tokyo. Before their opening he came to me to consult on the price for the rooms. The Ritz-Carlton Suite, which is on the 53rd floor, is the highest room of any hotel room in all of Japan. At 53 stories, the hotel is the highest building in Japan right now. Ricco said, "I've been toying around with the price of about 2 million yen," which is about \$16,000. I said, "I think it's a great idea." That makes it the most expensive hotel room in all of Japan. So that's what they priced it at, at a \$16,000 price point.

Because it had become the most expensive room in all of Japan, all the press wanted to do articles on it, and they all did these amazing magazine spreads, but Ricco wouldn't let any of them see the Ritz-Carlton Suite.

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Mystique. It's a mystery. If you want to see it, you've got to buy it.

Ricco is now building mystique around his entire hotel.

I stayed there during the pre-opening, the night before the hotel opened. The next morning we were there for the ribbon-cutting. All of Japan wants to see the hotel now, because he's created this big mystique.

At the pre-opening, groups of people lined up to go up the elevator, but there was a sign posted that said, "No admittance except for registered guests." People were astonished. "We can't go up to the coffee lounge?" "No." "We can't get to the restaurant?" "No." "But we all want to go!"

For two weeks he wouldn't let anyone into the hotel who wasn't staying there as a registered guest.

This creates mystique.

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In Canada, another example is a man who performed on stilts playing the accordion. Guy Laliberté.

Guy along with his partner Daniel Gauthier, decided to reinvent the mystique of the circus.

Guy said, “Ringling Brothers is going down. Barnum and Bailey is going down, and yet people *love* entertainment. I am going to reinvent the circus.”

This was in 1984. Now he has taken his show to 120 cities. More than 50 million visitors have paid to come and see his shows, which are constantly evolving. One of his permanent Las Vegas shows is called “Mystère.” You all know this industrial-strength reinvented circus as Cirque du Soleil.

Once you’ve seen one show, you’ll want to see more. Cirque's employees and artists represent more than 40 nationalities and speak 25 different languages.

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They are magical, mystical, and mysterious. They leave you wondering how they did the things they do!

The principle is this: Most people want to tell everyone everything about their product, their business, and their company. But the best marketers know when to hold back and *not* to show their wares. We all like a little mystique in our lives, and it makes us even more interesting.

I live in a house that was previously inhabited by a man who was the owner of a very small company that makes chocolate bars. They are called Snickers and M&M's. Their whole company is filled with mystique. It's the Mars culture. When you go into the company, they talk about "Mars humans and other humans." They're not a public company. They like to keep the mystique going on. Everyone knows the product, but nobody knows the behind-the-scenes details. How many people can tell me where the Mars headquarters are?

What goes on behind the scenes is very quiet. So as a marketer, you want to make a conscious decision

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about what to show, what to hold back on, and what to keep people enchanted with.

If you go to Disneyland, Disneyland is full of mystique. You have the Magic Kingdom out on stage, but they don't like to show you what goes on behind that stage because it ruins the enchantment. That's why if you go to Disneyland, Mickey Mouse doesn't talk. He makes gestures, but they want to keep the mystique regarding the personality of Mickey. That has made Mickey a best-selling character for over 50 years now. That is something you need to be aware of as a marketer.

Method 3: Story

What we want you to understand is that every product and every company is a story. The whole process of business, sales, and marketing is the process of telling a story.

The story becomes a choice that the customer has to make as to whether or not they want to be a part of that story.

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For example, if you want a Ferrari and live in Singapore, what is the point? One can drive across the entire island in 30 minutes on a bicycle! You don't need a Ferrari; it's impossible to get it out of first gear and still be in the country. But there are a lot of Ferraris in Singapore. The reason is that a Ferrari is a story.

Let's say I'm trying to sell a Ferrari. I'm going to say, "Let me tell you the *story* of the Ferrari. When you have this Ferrari, there will be lots of very beautiful women in very short skirts in pretty much the same color as the Ferrari that you bought, and they will want to follow you around." If the person likes that story, he then has to *buy into* the story.

For the first time you probably know what it means to get a "buy-in." You have to buy his way into the story so you can now be a part of the story.

The great thing about stories is that if your prospect doesn't like the story, what do you do? You get a different story.

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How much does that cost?

Nothing!

Marketers need to constantly create attractive life stories that many, many customers want to buy into.

If I were selling a Rolls-Royce instead of a Ferrari, I would be telling a very different story. It would be a story of elegance and opulence. Nobody thinks of driving a Rolls-Royce as fast as a Ferrari, and it doesn't have the same young image. It's a different story, a classic story, and also a safety story. Rolls-Royce has a phenomenal safety philosophy. They can be made bulletproof, and they have a double braking system so that in the event that one of your brake series fails, the other will take over. So I have a different story to tell to a different group of people.

I want you to understand that this is not just about business. It's not just about selling product. If you have a company, you also have to sell your company to

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prospective employees. So you also have a story of the salient points of the company, and then they choose to buy in or opt out of your company.

Another example: If you are sharing your religion with somebody else and there are benefits and mystique surrounding the religion, what are the advantages of being a part of this particular religious community? You then have a story of what it is like to live your life within that religion, tradition, or set of values that people will find either attractive or not attractive.

A country today is also a story. In Singapore, when Lee Kuan Yew wrote his memoirs, he called it *The Singapore Story*. His goal is to make this a story that will attract very intelligent, highly educated people from around the world who will then want to move to Singapore and conduct business there to help build up his country.

If the story of the country is unattractive, what will people do? They will leave and will opt into a different

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story and a different culture because people have mobility as never before in human history.

This marketing thing is not just about product. It is about everything that you are affiliated with that you want other people to participate in.

I met with an executive one day who had started a Web site called MyFamily.com, which has a sister company, Ancestry.com. At the time I went into see him, his company was growing at a rate of 20,000 new users a day. I was impressed and asked him how he did it. He said, “I tell the story of our company.”

He invited me to attend a company meeting. During this meeting, I heard him tell his story, the vision for the company that he had as he was engaging his employees. At other times, when he got on the telephone, he was talking to customers, clients, and vendors about this vision, he was still telling the story.

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He spent 96 percent of his time telling the story of the company. Think about that. That is the power of a story.

I met the man who runs the sister company, Ancestry.com. His name is Paul Allen. He sat with Bob Allen and me and said, “Let me tell you our story. Then I want to hear your story, and maybe we can put our two stories together and make a third story.” This was October 17, 2002, and we wanted to go to number one on Amazon.com in one day. This was before spam laws, and because Paul had told us his story, we sent out e-mails with a perfectly ethical bribe of \$250 worth of written material by Bob and me.

Jeff Bezos, head of Amazon.com, had challenged us in the media. He stated, “Nobody can melt down my system.” We sent out 3 million e-mails from Ancestry.com. At the time it came online at 6 a.m., we were number 87,000 in books sales. By 10 a.m., we were number 750. It melted down Amazon.com, and Jeff immediately called us saying, “What did you guys do? No one can sell more than I can! You melted down my

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whole system! I need you guys to fly here and meet with me,” which we did. By 3 o’clock he’d figured out how to do it, and for the next six weeks we were number one.

We had sent out 3 million e-mails and people said, “Wow, we have to have a copy of *The One Minute Millionaire*.” That was a story—the people wanted to make \$1 million in a minute. And, we’ve had people do that as a result of reading that book.

Walt Disney said, “The most important person in any company or organization is the storyteller.” For every employee who comes into Disneyland or any of the Disney enterprises, the first training they go through is called “Disney Traditions,” where they learn the stories behind Disney’s success.

The Second Step: Relaxation

Once your customer has expectations, they know the benefits they are going to get, and the mystique enchants them and keeps them interested, we know there is a story they want to be a part of. They want to live that

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story through you or with you or with your product. At this point, you have to allow them to achieve relaxation.

Relaxation is “a state where you are free from tension or anxiety.”

Is it reasonable to expect that people experience tension or anxiety when someone is trying to sell them something?

They may think, “Oh, he’s trying to sell me something. I’ve got to protect myself and protect my wallet,” because so many of us have been abused by unethical salespeople or unethical marketers.

Or perhaps products did not meet the expectations for quality that we had.

This causes us to experience anxiety or tension, which limits the potential to buy into the story, mystique, or benefits that are being offered to us.

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If your clients have worked very hard for their money, are they going to be protective of it? Yes, and rightfully so.

We want to have three techniques in our toolbox that we can use to help remove the tension and anxiety in our customers. This way, the customer can get the benefits, participate in the mystique and enchantment, and enter into the story that they want to have as a part of their life.

Method 1: Risk Reversal

The first of these three techniques is called **Risk Reversal**. How do you take the risk away from your customer?

Anytime we buy, there is a risk associated with what we're doing. We might not get all the benefits that we want, or we might waste our time trying to learn a new product that doesn't fulfill our expectations. With technology, this happens all the time: you get a new piece of software, you learn how to use it, and maybe it

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doesn't fulfill your expectations of what that software was supposed to do.

You have time risk; you have money risk; you even have a possible reputation risk—such as looking silly in front of all the people with whom you work during a presentation. There are many types of risks that your client is going to be feeling.

If we offer you an invitation to come to a seminar, you'll spend money to be there; you'll give up time to be there; and you'll tell people that you're going to a seminar with a specific group.

So potential clients have many types of risks they're going to encounter, and your job is to try to remove as much of that risk as possible so it's easy for them to feel comfortable enough to open up their wallets and buy.

I'll give you an example of this. When Stephen Covey started to sell the concept of *The 7 Habits of Highly Effective People* through a seminar format, there were six of us in the company. I worked with him when people

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would say, “The 7 Habits of Highly Effective *what?* Stephen who?” We went out to sell a seminar at a cost of \$12,000. Buyers had the opportunity to meet with us once a month for 12 months. But, they were still asking, “Stephen who?”

We wondered how on earth we could sell this concept, because clients didn’t know who Stephen was, didn’t know of *The 7 Habits of Highly Effective People*, and they didn’t understand the idea of “Executive Excellence.” So how did we get people to relax and reverse the risk?

It was very easy. We guaranteed 100 percent of their money back if they weren’t *totally* satisfied.

Risk Reversal.

By the way, we never refunded even \$1 because no one ever asked for it back. That was total risk reversal that allowed people to feel safe to put the money in.

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I have seen some really phenomenal examples of risk reversal. My favorite is the Changi Airport in Singapore. When you go to the Changi Airport and shop their boutiques with a lot of very famous brand names, they have a policy: If you purchase something at the airport, and you find that product for a lower price at any store in the city, they will refund you back twice the difference! If you find an item for \$100 cheaper they will refund you \$200.

There's this anxiety around airports: "Am I being charged too much for this product? Is this the best deal that I can really get for this?" So they take away the risk.

If you ever find a better deal somewhere else, you let them know and they'll pay you back twice the difference.

This is what we call Risk Reversal. It relaxes the person.

Method 2: Identity Fit

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This is an important one because we all have identities. We all have a way that we see ourselves.

Someone who sees themselves through an ethnic identity thinks, “I am a Japanese person,” or a Chinese person, or an American, or a German.

Or your identity might be through your work, such as “I am a company president”; or you might think of yourself as a salary man, an executive assistant, or a salesperson.

You could even perceive your identity as your level of society—“I am one of the bigwigs here.”

Everyone has many identities. We have gender identities—“I am a man” or “I am a woman”; whatever a person’s sexual orientation is could become a source of identity for them.

People need to know that any service or product they buy is going to match their identity.

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Most men, for example, do not buy women's clothing for themselves. If they perceive themselves as being a “*guy* guy” then they will never buy women's clothing for themselves. But sometimes you can go into a store and not be sure whether or not a product is for men's use or women's use. It is possible to have confusion in a store about a product.

These people are confused because marketers are not thinking about **Identity Fit**.

I hold public seminars, and I have people come to me and say, “Well, I'm 68 years old, and I'm retired. Do you think a seminar like that is still good for me? Is that still something I should still come to?”

They need to know that it fits their *age* identity, or their identity as a retired person.

I have students who come to me and say, “Can students come to this? Would it benefit students?” They need to know that it fits a *student* identity.

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For example, when you look at electronic products, some people look at purchasing it through their identity as a professional. So it is important for the marketer to let the professionals know whether or not something is for professional use. Professionals do not like to buy a product that is not at a professional standard.

The marketer needs to let them know it fits their identity so the customer can relax. They need to be able to say, “Oh, this is for me!”

One of the most identity-fit marketing campaigns ever was carried out by *The Wall Street Journal*—the first newspaper in the U.S. to ever become a national newspaper.

There had never been such a thing as a national newspaper in the U.S. until *The Wall Street Journal* came along.

They wrote a brilliant piece of ad copy a long time ago that said, “Everywhere, men who get ahead are

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reading *The Wall Street Journal*.” (It was predominately for men at that time.)

All the men at the time who saw themselves as getting ahead in society said, “This product is for me!” and they all went out and bought it.

It almost became a death knell in business to be a person who was not reading *The Wall Street Journal*.

That has become such a powerful brand that Rupert Murdoch offered a 60 percent premium above its share price to purchase it.

The newspaper has become so valuable because all businesspeople identify with its message of getting ahead.

Let me give another quick example: When McDonald's went to the public markets for the first time to sell their company to Wall Street, none of the big investment banks wanted anything to do with

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McDonald's. Why? Because McDonald's was a restaurant.

Restaurants have a long history of booming and failing, booming and failing. So the investment bankers said, "Serious businesspeople don't buy restaurants." It didn't fit in with their identity.

So the CFO of McDonald's went to Wall Street and said, "No, we're not a restaurant company. Stop playing around here. I don't want to hear anything about restaurants and hamburgers here. It's not what we're about. We are a real estate company that leases stores to our franchisees."

And all the investment bankers said, "Serious businessmen do buy real estate companies."

Remember, what we're trying to do when we're marketing something and we want people to buy into it to buy our products and services. We want them to be in a relaxed state free from tension, free from anxiety, knowing that it is going to be okay! They can come in,

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they can participate, and they know it is going to be okay.

Method 3: User's Voice

The third most powerful technique we can use to get people into that relaxed state is what we call **User's Voice**.

Our customers and prospective customers want to know, from other people who have used the product, what their experience has been. Who is endorsing it and what do other users have to say about it?

This is one of the most profound things about the Internet age. When they use the Internet, people now believe other users more than they believe companies.

If you look at the most brilliant Internet marketers, Amazon.com has been most successful at this. You go to Amazon.com and you start to look at a book. What is the first thing that you look at? The other users. What is their rating of the book? They have a star system. So you look at the stars—"Oh! Five stars! That means

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other people have liked it.” Then you scroll down, and you see everybody who has read the book has left comments on it, and other users have also rated those comments! The users rate the usefulness of the comments. So the comments are displayed in the order of their usefulness according to other users.

Do you see how this is layered down? So you're relaxed when you are reading the comment because the comment has been reviewed by other users, and that person's comment tells you whether or not this book is for you.

The other thing Amazon is doing makes it clear that they understand the Marketing Miracle—because they include Identity Fit.

Whenever you buy a book they notify you, “People who bought this book also bought these three books.”

So in your identity as a reader of this book, you might want to look at these other books. You can see

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how this all plays together and bring it into a total package.

My friend Stephen M.R. Covey—who is Stephen Covey's son—recently published the book *The Speed of Trust*.

He would not go to publishing until he had more than 250 endorsements.

He wanted to have the User's Voice of the people he was aiming for.

He collected names all over this world to endorse his book. He was using the power of User's Voice.

How often have you picked up a book and looked at a quote from someone who has endorsed it? Or looked on the back on the list to see some of the names? It is a powerful way of selling books.

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By having 250 endorsements he took his book from zero to a worldwide bestseller. Within a week, it was in every bookstore on earth.

As part of the presentations I give, I ask the participants to be part of the User's Voice for that seminar. They rate the seminar in several different areas, and then we take the testimonials and put them on YouTube. YouTube has 200 billion videos. It's only a year old, and it sold for \$1.6 billion!

You can subtly sell whatever you're selling by using the User's Voice. Every one of you should be looking for testimonials or endorsements every day from your clients. You've got to get them in writing. You've got to get them in pictures.

For example, about 50 years ago there were few small merchants buying cash registers; all they wanted was pocket banks. Then cash registers got big. The guy who was the top salesman at NCR took a picture of every client who bought a cash register. He would come out to you in your own little grocery store and say, "I

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know you don't have a cash register; here are 700 people (and he would unfold all the pictures) who have them. Everyone has a cash register, except you." So the client would say, "Well, if I'm the last one, I'd better buy a cash register." *If everyone else is doing it, so should you.*

The most brilliant example of someone using the User's Voice was a tailor I know in Singapore. I had my first suit made for me in Singapore about 17 years ago. Any time this tailor makes a suit, a tie, a shirt—anything for anyone—he gets the client's business card, takes a sample of the fabric, takes a picture of the buyer, and organizes it in a book. So when you go there, he'll say, "Oh, you're from Japan! Let me show you a few of the people in Japan I make suits for." Every single person who has ever bought from him is a testimonial because of the fact that his or her business card is in his book.

So there you have it. Expectation and relaxation.

Show the benefits.

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Build a mystique around your product, company, and brand.

Tell a better story.

Take away the risk that the client is feeling.

Show how your products fit with the customer's perceived identity.

Share the voice of other users—both normal, everyday people, as well as celebrities and authorities.

Build the expectation, and help the customer to achieve relaxation, and your marketing will flourish and your sales will soar.

With best wishes,

James Skinner, Mark Victor Hansen, Roice Krueger

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