

MEMBERSHIP & SUBSCRIPTION **GROWTH** WEEKLY

**Lisa Sugar's Five Golden Rules
That'll Generate Subscription
Growth for You, Just Like
PopSugar Must Have!**

**- A Conversation with
Lisa Sugar**

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Membership Services, Inc
New + Retention = Growth!

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This program features our special guest: Lisa Sugar

Lisa Sugar is the founder & president of [POPSUGAR](#) Inc, a global media and technology company that is parent to lifestyle media publisher [POPSUGAR](#) and monthly subscription box [POPSUGAR Must Have](#). Together, these brands attract a monthly audience of over 100M visitors worldwide, as well as 3B content views and over 300M video views. Her book, [POWER YOUR HAPPY: Work Hard, Play Nice & Build Your Dream Life](#) (Dutton; September, 2016), chronicles what she's learned on her journey building the company. Prior to POPSUGAR, Lisa served as a media planner at Goodby, Silverstein & Partners and at Young & Rubicam and began her career at Showtime and Fox. Lisa graduated with a degree in psychology and English from The George Washington University. She lives in San Francisco with her husband, three daughters, and two dogs - a Jack Russell Terrier and a Terrier Mix pup.

Lisa Sugar's Five Golden Rules That'll Generate Subscription Growth for You, Just Like PopSugar Must Have!

Passion, customer impact, focus, feedback and service are crucial for maximum subscription and membership growth. For an example, take a look at PopSugar and their subscription box, PopSugar Must Have. While I recommend you subscribe to learn more about building your own subscription program, here's five "Golden Rules" you can use immediately from a recent interview with Lisa Sugar, PopSugar's founder and CEO.

Golden Rule #1: Choose a Product to Sell That You Can Be Passionate About

PopSugar got its start with a simple blog about things Lisa Sugar was passionate about – celebrities and fashion. Because of her passion, she was able to pour herself into a business that just continues to grow.

The amount of time it takes to oversee all the nuances of a subscription business can be overwhelming, and that's where passion is needed to find the energy and focus you need to keep going. Lisa is a great example. Even with a team of more than 450 employees, Lisa is still curates each box herself. "Our editors are testing products all day long," she shares, and she and her head merchant review each new product launch and new brand that her editorial team sends her way. She also frequents trade shows to scour the floors for ideas. That's passion!

Golden Rule #2: Choose Items for Each Box That Fulfill a Need or Want of Your Subscribers

What you deliver to your subscribers must create excitement and engagement. Lisa chooses to offer her subscribers more premium options than other boxes. Her subscribers pay more, but they receive full-size items of great quality. "I think it's very

much quality over quantity. We definitely pride ourselves on thinking long and hard about what we're putting in the box and if it is higher quality, maybe we have one less item than we would one month to the next because of that.”

“I like to say nothing in the box should go to waste, so if for any reason something isn't for you, it would be a great gift for someone else. The idea is that you can really act and use everything and if for some reason you personally can't, hopefully a friend or co-worker can, or you give it to somebody as a birthday gift later,” says Lisa.

Golden Rule #3: Have a Plan for Member Retention

Member retention is the byproduct of engaging your subscribers so they continue to find value with your subscription. With PopSugar Must Have, members receive various seasonal offerings. They also get early access into knowing teasers for the next month's box.

Like I always say, turning your subscribers into a “vibrant tribe” is key to your membership growth. Lisa adds, “We've actually done some really fun things where we've reached out to those loyalists and offered additional boxes, sometimes free, that are advertising-funded but still curated the same way a regular box would be.” Contests that include working with brand partners are another activity that PopSugar includes in its retention arsenal. “Being able to come up with fun, creative ways to work with a really great brand partner who loved what we were doing with the box, who then let us create a special, fun additional box with the same types of items and brands that we love working with - that is something that is exclusive to the loyalists who have been a part of the Must Have box family for a while.”

Golden Rule #4: Pay Attention to Customer Responses and Feedback

Understanding what your customers like about your subscription and want in the future is crucial to your membership growth. With PopSugar, “we really look at all the data and we look at what they're responding to. We do a survey after every box that goes out to figure out their favorite and least favorite items. We really take that information to heart, so we can see if we sent too many of one item, or if they're really loving that we do a home category, because a lot of other boxes don't have the home

category covered. And making sure we have that right mix for the right month. We spend a lot of time looking at that kind of stuff and really gaging how we're doing.” Lisa adds, “We'll go into forums and we'll look at the reviews and the unboxings and we'll see what they say there, as well as our own data. Then, even looking at brands they want us to work with or brands that they've loved so much they would be happy to see it again. We make note of all that.”

Golden Rule #5: Make Customer Service a Priority

Too many subscription companies put so much energy into the product they deliver that they overlook the actual human beings who have chosen to become their subscribers. It's easy to lose customers when they experience even a simple frustration. One common challenge in the subscription economy is failed credit cards. Failed credit cards, like credit cards that are expired, can quickly cause involuntary churn if it becomes a frustration to the customer. One thing Lisa has in place to meet that challenge is a “lot of engineers in house. We actually consider ourselves a very serious tech company, because between the media end of the business and all the apps and other products that we have as a company, we want best in class for making it as easy as possible to manage your subscription services with us. We have evolved one click type of implementation for signing up and then making sure that we can reach back out to people if billing is a problem in a way that it's super easy for them to re-sign back up.”

These golden rules can produce staggering, successful results for you, like PopSugar. If you have a golden rule to add, please comment on this post! You may find yourself mentioned in a future article, and your input is always valuable.

Subscribe to the [Membership and Subscription Growth podcast](#) to discover the keys to recurring revenue growth from successful entrepreneurs in the subscription economy. Previous and upcoming guests include [Robbie Kellman Baxter](#) (author of [The Membership Economy](#)), [Amir Elaguizy](#) (CEO of [CrateJoy](#)), [Dustin McAdams](#) (CEO of [PupJoy](#)), [Perry Marshall](#) (Founder of [Perry Marshall & Associates](#)), [Liz Cadman](#) (Founder of [MySubscriptionAddiction.com](#)), [Deena Bronz](#) (Co-founder and CEO of [KitNipBox](#)), [Tim Broom](#) (Founder of [ITProTV](#)), and [Georg Richter](#) (Founder of [OceanX](#))!

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Conversation with Lisa Sugar

Robert Skrob: Coming up on today's episode of Membership and Subscription Growth.

Lisa Sugar: “We then wanted to come up with another plan, like you mentioned, another revenue source for us to go beyond advertising dollars. We thought, how amazing would it be to package up a box every month that was that physical happiness delivered.”

“I'd rather have less items and make sure they're really awesome and something I will truly use than just continue to put a ton of stuff in there that will be wasteful.”

Robert Skrob: Welcome to Membership and Subscription Growth podcast. I'm your host Robert Skrob. I have a very special guest today, Lisa Sugar, founder and CEO of PopSugar, a huge media company that recently diversified to create a subscription service, a subscription box called "PopSugar Must Have." Tremendous growth and they already had a loyal following, and heck, so many media companies hope to create some sort of subscription business, and too often they throw up paywalls or whatever and just make a mess out of the whole darn thing that they had created to begin with. Lisa went a different way, created a tremendous brand extension. We're going to talk about why she went the direction she did, how she did it, and some tremendous insights into how to grow a subscription business, what goes into creating the number one rated women's box, offering a premium product versus discounting, some insights on new subscriber marketing as well as retention that she discovered by growing PopSugar Must Haves, and advice for anyone creating your own subscription box. All that and more coming up in today's episode. So with no more delay, let's get to the program.

Welcome to the Membership and Subscription podcast. Your host is Robert Skrob and with me today is Lisa Sugar, the founder, the president, and editor in chief of PopSugar. Lisa, it's an honor to have you on the program. Thank you so much.

- Lisa Sugar:** Thank you for having me.
- Robert Skrob:** I do want to tell you that, absolutely a huge fan of you and PopSugar. In a world where so many folks are finding the negative and trying to get views by the shock value and creating outrage on the part of their tribe, I love how instead, PopSugar and you focus on uplifting and giving that "time out" experience to your readers and subscribers.
- Lisa Sugar:** Yeah, well, thank you. We just want to make people happier, make their lives easier, and have a great break, have them learn something new and feel like they're in a very safe environment.
- Robert Skrob:** For folks who haven't had the pleasure of discovering PopSugar yet, what is it? How'd it get started?
- Lisa Sugar:** I like to describe PopSugar as a modern media company where we talk about everything that you might possibly be interested in. It's celebrity, it's fashion, it's beauty, it's parenting. Health and wellness is a huge category for us. Every day, you can learn something new. We are trying to provide content that we are very passionate about. It's in a very positive voice and I like to say it's very purposeful, it has meaning behind it. You're either learning something, you're getting a humorous take on something, or there's something that's very instructional.
- Robert Skrob:** Folks can look at your website and see the organization and the amazing thing that you've created, but what's very easy to overlook is that this started with you on a laptop by yourself.
- Lisa Sugar:** Yes, yes. Way back when the word "blog" was not really, it was like a bad word, but yes, it started off, me individually. I was actually working in advertising at the time and I started it as a side hustle. I really just wanted to get my favorite things out there and give people reviews of some entertainment pop culture stuff, beauty products that I love, fashion things that I thought were a must have. It really grew from there. I write in a very conversational voice, as if we're having this call right now in written format. Since then, we are now about 400 employees and everybody who is writing and content creating

goes through that same lens of talking to us as if it's your girlfriend giving you advice and sharing something they're really excited about.

Robert Skrob: That's awesome. For media companies everywhere, creating a subscription revenue so that they don't have to be so reliant on only advertising revenue is really a dream scenario. You went a very different direction than, say, New York Times and Wall Street Journal, that erected a paywall in front of their in-demand content. Instead, you launched a new offering. How did you come to create the number one rated subscription box PopSugar Must Have?

Lisa Sugar: We are very into the whole concept of content and commerce and the overlap between them. Our editors are testing products all day long. We go to trade shows, we get early access to things well before anything hits shelves and in stores. So because we see how much, we actually have done affiliate revenue sales of sending items that people click off and then go buy at the retailer, and we can track all of that. We then wanted to come up with another plan, like you mentioned, another revenue source for us, to go beyond advertising dollars. My husband's background actually is heavily in retail and from a brand perspective, we just felt like we wanted to get into people's homes. We were talking about these products we love all day in the categories that we cover, and we thought, "How amazing would it be to package up a box every month that was that physical happiness delivered? As opposed to reading something on the site that makes you happy, you now get something on your doorstep and you open it up and you have this experience and you get to have those PopSugar brands and categories come to life. It's been a really, it's been five years, we just celebrated our five-year birthday.

Robert Skrob: Congratulations.

Lisa Sugar: It's a great business for us. I mean, it's a really wonderful, natural extension that has been a huge success for us.

Robert Skrob: Yeah, no question. I love the box. I give the boxes to my wife and she's always excited to dig through and see what's in there.

Lisa Sugar: That's good.

Robert Skrob: Got October box in front of me, with all the great stuff. So absolutely encourage, whether, if you're a media company or a subscription box and you're considering creating a subscription business or you simply have somebody in your life that would love a box of awesome products that could make their life happier, then certainly recommend getting that PopSugar Must Have box.

Now, you built a tremendous team around you and yet you still curate the box yourself.

Lisa Sugar: Yes.

Robert Skrob: How do you go about looking for products-

Lisa Sugar: It's true. It's one of those projects I don't want to give up. Yeah, it goes back to me being a central character of all the businesses that we do have, that filter of I'm very involved in our video business, I'm very involved in all the content we're creating, I'm very involved with our brand partners. At the same time, we do have a head merchant and her and I go to the trade shows together. Between the editors and the whole editorial team bubbling up new product launches or new brands that we should check out, the two of us scour the trade show floors. All this combination really helps tie it together and her and I work really closely at creating the box.

I like to say nothing in the box should go to waste, so if for any reason something isn't for you, it would be a great gift for someone else. The last thing I ever wanted was to have a box of stuff that would come and just start piling up at your house. The idea is that you can really act and use everything and if for some reason you personally can't, hopefully a friend or co-worker can, or you give it to somebody as a birthday gift later.

Robert Skrob: Awesome. One of the big opportunities within subscription boxes, of course, are gift subscriptions.

Lisa Sugar: Yes.

Robert Skrob: Folks want to, they see these as a great opportunity to give something fun and unique to a friend or relative. How do you approach those gift subscriptions and work to turn those into ... somebody who's getting this as a gift, encouraging them to maybe go ahead maybe buy it for themselves going forward?

Lisa Sugar: Yeah, well that's usually what happens, one or the other. Either they fall upon it because they know our site or a friend has gotten it and they want to get it for themselves, and then once they start getting it, they like to gift it. Or vice versa. Somebody got it as a gift and then it brings them back to come buy it themselves. The gifting aspect is extremely important to our business. Obviously, we want to convert those folks to be long-time, loyal subscribers. But it's a nice price point for a gift.

We are more expensive than a lot of the other boxes because we are monthly and we have full-size items and we have really great quality items. We're a little more expensive than the ones out there, but we really pride ourselves on having a really great curated box. At the same time, we have various key seasons and offerings in different quarters where we can have a more expensive box. When there are holiday times or Mother's Day, we have an additional offering for those folks who really do like to use the vehicle as a gifting vehicle.

Robert Skrob: It's interesting that you, the premium. You are more expensive and have the premium product, and yet, you're a very high rated, in-demand box with great, strong sales. One of my clients since 2003 are the Harley Davidson Dealers of Florida, and of course, they have a premium-priced product and they sell more motorcycles in their category than all the other manufacturer's combined. Very often, a premium price allows you to deliver a premium product and experience that allows you to grow faster than somebody who's trying to figure out how to sell something at a cheaper price. I certainly applaud the direction you've gone in focusing on delivering a great experience rather than trying to figure out how to deliver a cheap experience.

Lisa Sugar:

Thank you, yes. I think it's very much quality over quantity. I love the idea of opening up one thing after another in the box, but I'd rather have less items and make sure they're really awesome and something I will truly use than just continue to put a ton of stuff in there that will be wasteful. We definitely pride ourselves on thinking long and hard about what we're putting in the box and if it is higher quality, maybe we have one less item than we would one month to the next because of that.

Robert Skrob:

Do you think of your Must Have subscribers as a unique or different tribe? Lady Gaga has her one percenters that she calls the one percenters, the followers that are particularly rabid Lady Gaga fans. I didn't know if you would, because certainly there's a tremendous community around PopSugar, I didn't know if maybe you would give special recognition or information or updates or anything to your paid subscribers that for their Must Have box, that may be not be accessible or may be a little bit delayed to your other PopSugar readers.

Lisa Sugar:

We haven't specifically done anything from a content perspective where we've cut off content for subscribers. But we have done for our Must Have subscribers, they definitely get early access into knowing teasers for the next month. Or, we've actually done some really fun things where we've reached out to those loyalists and offered additional boxes, sometimes free, that are advertising-funded but still curated the same way a regular box would be. We'll have an additional contest. So, for example, this summer we did a really great campaign with Jeep. We had taken a really beautiful moleskin notebook that said "free spirit," which was in alignment with the Jeep adventurous driver, and then we sent an email basically saying for the first X amount of people who respond, you will get this amazing additional curated Must Have box for the month. Then, you could also do a contest to try to then win a Jeep. In one case, we had a box which did have a golden ticket of a Jeep. Being able to come up with fun, creative ways to work with a really great brand partner who loved what we were doing with the box, who then let us create a special, fun additional box with the same types of items and brands that we love working with for the monthly box. That is something that is exclusive

to the loyalists who have been a part of the Must Have box family for a while.

Robert Skrob: Nice. Yeah, anything to help make those folks feel special beyond ... certainly, the box and the unboxing experience is great. But if you can help them feel like they're part of a community or that they've got special access to you or access to each other is certainly something that improves retention.

Lisa Sugar: Yes. We're actually launching a beauty line, Beauty by PopSugar, and we will for example put that in the box before it'll hit stores. So there will be other fun things that we can do with the box that we might not be able to do in other ways, with our community.

Robert Skrob: Nice. When you think about retention and improving lifetime value for your subscribers and keeping them longer, what are some of the strategies and tactics that you use with PopSugar Must Haves to increase your recurring revenue?

Lisa Sugar: For us, we really look at all the data and we look at what they're responding to. We do a survey after every box that goes out to figure out their favorite and least favorite items. We really take that information to heart so we can see if we sent too many of one item or really loving that we do home category, because a lot of other boxes don't have the home category covered. And making sure we have that right mix for the right month. We spend a lot of time looking at that kind of stuff and really gaging how we're doing.

Robert Skrob: Okay. So that feedback allows you to have insight on future items ...

Lisa Sugar: Yes.

Robert Skrob: ... and what they enjoyed, so that you could provide them what they, see what they appreciate and enjoy.

Lisa Sugar: Yeah, I mean, we definitely ... we'll go into forums and we'll look at the reviews and the unboxings and we'll see what they say there, as well as our own data. Then, even looking at brands they want us to

work with or brands that they've loved so much they would be happy to see it again. We make note of all that.

Robert Skrob: Nice. Also, we actually had a question that came in via Facebook that when folks knew that I'd have the opportunity to connect with you, they had a question. This comes from Ashley. "As a beauty and lifestyle focused box, how did you streamline your sourcing procedure while guiding vendors into the best product 'lane' for your subscriber base?"

Lisa Sugar: For us, beauty and fashion are both huge categories and our audience loves them. We tackle each month with specific themes. I like to look at the box every month as just a big puzzle, and we have to space out certain categories. So even if we know people love jewelry, we can only do a bracelet or a necklace so many times. Or, we know that 10 percent of our audience doesn't have their ears pierced, so we need to have another offering for those folks who don't have their ears pierced. Taking all that stuff into consideration, then working really closely with the brands, either ahead of time, getting early access to line sheets because we do plan about four to six months out for the box, as well as creating a lot of our own stuff ourselves. We'll see something that we've liked and we'll tweak it to make it more unique to our audience, based on ... maybe it's using rose gold, because our audience likes rose gold a lot instead of regular gold or silver. Or making sure that a cuff is adjustable or open, so that it's not fully closed. We take all these little things into account and work really closely with the vendors and brands ahead of time so we can feel very confident about what we're creating together.

Robert Skrob: Wow, that's amazing.

Lisa Sugar: Yeah.

Robert Skrob: Of course, there's a whole host of actual practical challenge. Failed credit cards, credit cards that are expired, and things that cause involuntary churn and losing subscribers. What's your strategies for minimizing involuntary churn and increasing your revenue growth there?

Lisa Sugar:

I mean, in that case it's always making sure that we're still bringing on new subscribers when that kind of stuff happens, and then trying to make our process just as easy as possible. We have a lot of engineers in house. We actually consider ourselves a very serious tech company, because between the media end of the business and all the apps and other products that we have as a company, we want best in class for making it as easy as possible to manage your subscription services with us. We have evolved one click type of implementation for signing up and then making sure that we can reach back out to people if billing is a problem in a way that it's super easy for them to re-sign back up.

Robert Skrob:

Nice. Yeah, lots of fraud out there. Every week you're hearing about a new leak of data. Folks are having to get new credit cards because of all of these security breaches. Every time they do, there's a whole host of subscriptions that may or may not follow along with them. All those updating services from Visa and making it easy for folks to give you new credit information is tremendous at minimizing that involuntary churn. The final question, what advice do you have for if another media company out there has been relying on advertising revenue for a number of years and is considering creating some sort of brand extension subscription program, what are the lessons learned and what would you recommend them to consider as they move forward with that project?

Lisa Sugar:

I think if somebody new was coming into the space now, because there are so many boxes, it's really figuring out how they're going to stand out and what is their point of view and how are they going to be just really different from everything else that's already out there being offered. I think that there's definitely been a saturation point of subscription boxes. I think the ones that are way niche for, just let's say, the dog owner or the cheese lover, something very specific can do really well. But then as far as the much broader lifestyle concept, which we have, really just differentiating yourself and figuring out how you would stand out from the rest.

Robert Skrob:

Yeah, and certainly one of the key ways you stood out is through your personality and your outlook. While certainly the products are great

and of high quality, they come with, there's a little part of Lisa that comes with every box.

Lisa Sugar: Well, thank you. I'm glad that it comes through. I do have such a fun time curating every single box and working on the pamphlet, just describing how people can use the product and really making sure that it does seem like a really natural brand extension from overall PopSugar and the happy place that we've created online through our content. So I'm glad to hear that it comes through to you.

Robert Skrob: Lisa, the holidays, it's a tremendous opportunity to connect with folks with what they're thinking about and looking for gift ideas. How can a subscription box such as PopSugar Must Haves, how have you taken advantage of the holiday season to generate more sales and more new members?

Lisa Sugar: Yeah. Gifting has been huge for us, actually. The first year we launched, we immediately saw the opportunity to come with a more expensive, more luxury version. We also have really great relationships with retailers and for five years in a row, this is our fifth year, we're going to have our Neiman Marcus box. So we have this ultralux, \$250 box that retails for over \$700. And then we also have a men's box. Because so many of our subscribers are women, they love that we've curated a box for men and that's what they give their significant others during the holidays, or dads or brothers. It's been really great for us to extend in slightly different categories or more luxury, specifically in November and December, to make sure everybody's covered for all their gifting needs.

Robert Skrob: That's pretty awesome. For somebody that's looking to get some insight on how those are being positioned and marketed, or, if they have a special somebody in mind that maybe would really love to have one of those boxes, is there a particular page on your website or URL where they should check out the Neiman Marcus box and the men's box?

Lisa Sugar: Yeah, well, starting in November, the boxes will all show up and be available to purchase. Neiman Marcus will also be helping promote it

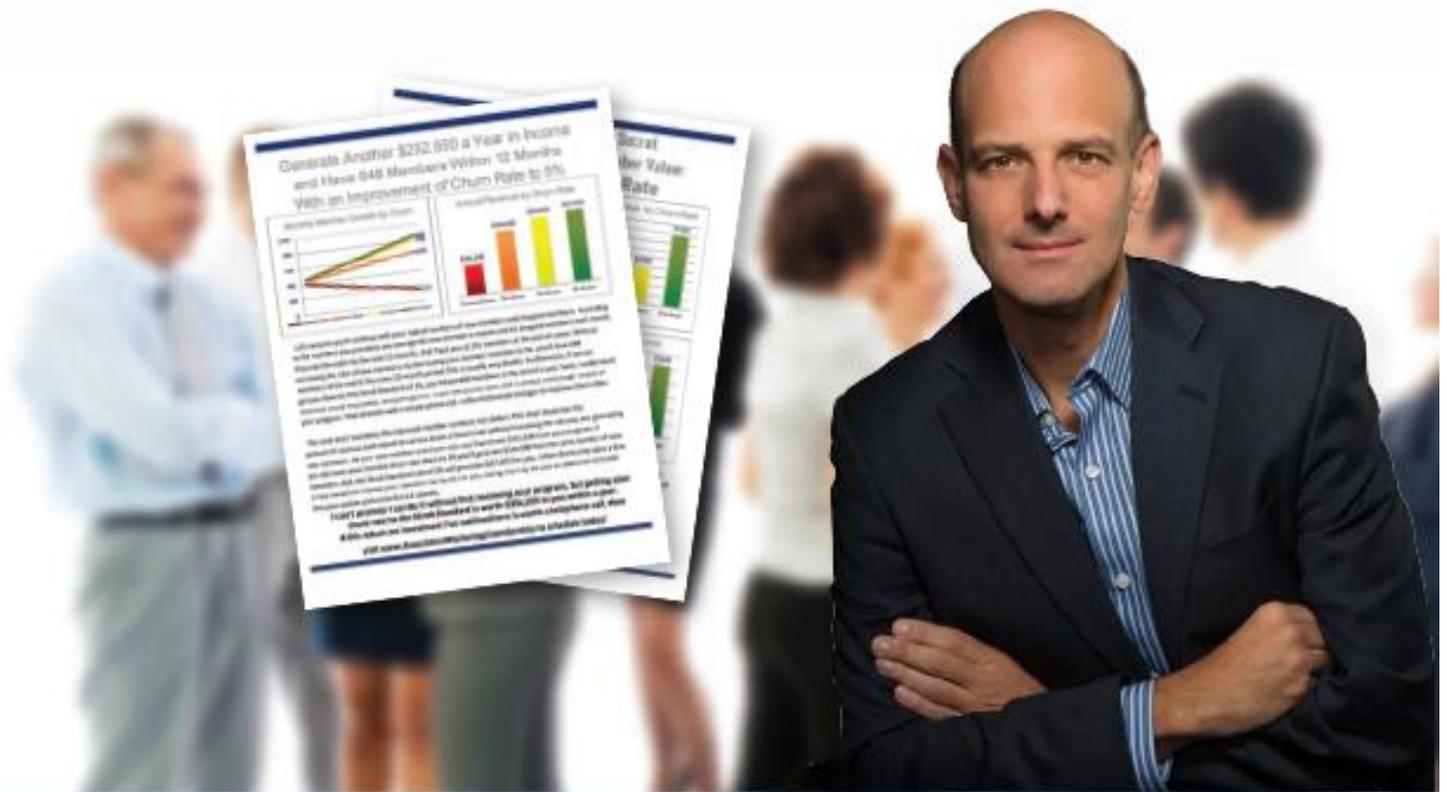
as well, because it's been such a great co-branded opportunity. But if you go to musthave.popguar.com in a few weeks or in November, it'll definitely be up by then.

Robert Skrob: Beautiful. Any tips for creating those types of opportunities? How would somebody even approach a retailer like Neiman Marcus to ... I mean, they must really have a great view of you and what the PopSugar brand can do for them if they're going to be willing to create that type of experience.

Lisa Sugar: Yeah, for us, we've had a long-standing relationship with them, because they can see every time we write stories about products from Neiman Marcus, that we can click off to the retailers. So they've been able to see us drive sales so much over the years through our content that they were excited to think of another way to partner together. This is something that originated because we have these long-standing relationships, but I think for newer brands, again, it is kind of figuring out the right partner and what space where it would make sense to do the curated box.

Robert Skrob: Thank you for listening to Membership and Subscription Growth podcast. I hope you enjoyed the episode. Hey, let me know what you thought of it. Post a review at iTunes or post a review at the blog at robertskrob.com. I'd love to hear what your thoughts are and love to hear from you. I read every review and respond whenever possible. Make sure you subscribe to the podcast, we've got new episodes coming up each week, and also check out the archives. We've got programs with Amir Elaguizy, who is the founder of Cratejoy, works with more than 4,000 subscription boxes on the program; Liz Cadman, who is the CEO of My Subscription Addiction, who sees the inside of the entire subscription industry; as well as experts on failed charges and marketing subscription programs of all types. Check it out. I absolutely encourage you to review those episodes, because it's really the best of the best in what's happening in the membership and subscription economy today. With that, look forward to speaking with you on the next episode of Membership and Subscription Growth podcast.

Too Many of Your Members Quit I Can Help You Stop Your Members from Quitting



Members quit. And most people's attempts to lower member churn rates only make it worse. I can help you stop your members from quitting.

For 20 years I have focused on getting and keeping numbers. I come alongside you and your team to stop your members from quitting, and help you grow your membership.

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it wasn't even on my radar and that was being able to sell \$120,000 worth of product (@ \$297) in 240 minutes with a built-in monthly membership piece. UNBELEIVABLE!"

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"I spent the day with Robert Skrob to learn how to increase the retention in my membership program. During the time we spent together we created \$2-3 million dollars in revenue. If you have any intentions of increasing your membership retention, Robert is the guy. You better get ahold of him as soon as you can."

Ron LeGrand, Global Publishing



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