

How To Get From Where You  
Are To Where You Want To Be

*Simplify Your Life, Multiply*  
*Your Profits and Have More Fun*  
Growing Your Business or Profession

# GUIDEBOOK

To

Your Six-Week Encounter

With Jay Abraham

HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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## How To Get From Where You Are To Where You Want To Be

*Simplify Your Life, Multiply Your Profits and Have More Fun*  
Growing Your Business or Profession

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Escondido, CA

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## Quotations

“Because its purpose is to create a customer, the business has two — and only two — functions: Marketing and innovation. Marketing and innovation produce results, all the rest are costs.”

*Peter Drucker*

“ . . [it] is a process of diverting one’s scattered forces into one powerful channel.”

*James Allen*

“The best kept secret in the global economy today is this: When your service is awesome, you get so stinking rich you have to buy new bags to carry all the money home.”

*Tom Peters*

“Where you’ve been is not half as important as where you’re going.”

*Anonymous*

“Here is a simple but powerful rule: Always give people more than they expect to get.”

*Nelson Boswell*

“The significant problems we face today cannot be solved at the same level of thinking we were at when we created them.”

*Albert Einstein*

“You don’t build it for yourself. You know what the people want and you build it for them.”

*Walt Disney*

“You cannot teach a man anything. You can only help him discover it within himself.”

*Galileo*

"The teacher, if indeed wise, does not bid you to enter the house of their wisdom, but leads you to the threshold of your own mind."

*Kahlil Gibran*

"Do not follow where the path may lead. Go instead where there is no path and leave a trail."

*Anonymous*

"You are searching for the magic key that will unlock the door to the source of power; and yet you have the key in your own hands, and you may use it the moment you learn to control your thoughts."

*Napoleon Hill*

"Success; my nomination for the single most important ingredient is energy well directed."

*Louis Lundborg*

"No great improvements in the lot of mankind are possible until a great change takes place in the fundamental constitution of their modes of thought."

*John Stuart Mill*

"Any fact not facing us is not as important as our attitude toward it, for that determines our success or failure."

*Norman Vincent Peale*

"It's what you learn after you know everything that counts."

*John Wooden*

"The best way to predict the future is to create it."

*Peter Drucker*

# Guidebook

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## **SECTION ONE**

### **STRATEGIC PLANNING SURVEY**

SECTION 1

WELCOME TO A SIMPLER AND MORE PROFITABLE  
BUSINESS LIFE STARTING *TODAY!*

SUMMARY OF AUDIO SESSION 1

I want you to achieve every objective you envisioned when you invested in this program. I'm convinced you deserve to play the game of business by your own rules. As long as you're operating with integrity and your product or service offers superior quality and value, you deserve to be as successful and fulfilled as you want to be in your business or professional practice. Whether you want to achieve dramatic financial growth over the next few months, or put an end to those 14-16-hour days so you can have more time with your family and friends—or both—*I know I can help you.*

What You Can Expect From Me and From This Program

I'm approaching my relationship with you in the same way I would approach a consultation with any other client who pays me \$5,000 per hour—first, by letting you know what you can expect from me, then explaining what I expect from you. In this program I'm going to devote myself to you and your enterprise just as I would with any other client. The first thing I want to do for you is to de-mystify how to grow your business or professional practice. I'm here to give you the simple knowledge, skills, and strategies you need to design your enterprise to give you exactly what you want.

So what do you want from this program? Do you have a clear vision? If you do, that's great! But if you don't, we're going to work together over the next six weeks to help you clarify your vision, so you'll know exactly what direction to take to get from where you are to where you want to be. This means having the sales you want, the income you're looking for, the security you're

after, and the personal fulfillment I know you deserve. And here's the best news—it's *not hard*! Actually, it's fun and easy. That's what you can expect from this program and from me.

### What I Expect From You

*For you to accomplish your objectives with this program, obviously you have to do your part. So first of all . . .*

- I. *I expect you to trust me.* I've been able to help thousands of others, so I know what I have to offer will work for you.
- II. *I expect you to commit yourself.* Take it one step at a time and follow through consistently on what I ask you to do throughout the six weeks of this program.

The design of the program itself is very simple. It's divided into 12 sessions, each of which will cover two or three days of the week for six weeks. So I'm going to assume you're starting with me each week on a Monday, followed by a session at midweek. It's up to you, of course, to complete your midweek assignment—it may take a little time and sometimes a little effort—but the payoff will be more than worth it!

### Here Is the Simple Foundation We're Going to Build Upon

There are only three ways to grow any business or professional practice. You can:

1. **Increase your number of customers or clients.** This is where almost everybody focuses almost all their attention. But the second and the third ways are actually where you have the greatest potential for leverage and growth. The second way is to . . .
2. **Increase your average transaction value.** This simply means increasing the amount of the sale and the amount of profit that sale produces for you . . .
3. **Increase your frequency of purchase.** This means you get more residual value from each customer or client. You get them to come back more often to buy more products or services from you.

Most people don't realize that the cost of acquiring a customer is substantial, while the cost of selling them more or selling them more often is significantly less. More about this later.

We've provided ample space for you to answer each of the questions in the survey. However, if you run out of space before you run out of ideas, complete your thoughts on the "notes" section provided. Now, let's go on to that very important survey I told you about . . .

**General Information**

👁 What initially got me started in my business (what motivation, occurrence, etc.)?

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👁 When I first started, where did my customers come from (what process, method or action did I use)? \_\_\_\_\_

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👁 Why did customers originally buy from me?

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👁 Why do customers buy from me now?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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👁 What primary method of generating customers was used to build my business?

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👁 Which of my marketing or sales efforts brought in the bulk of my sales/clients? What percentage of my business comes from this? \_\_\_\_\_

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👁 How well-connected or how involved am I with my customers at the sales or transaction level (do I still sometimes take orders, or sell, or follow-up)?

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👁 What ongoing sales efforts do I personally perform today? How do these functions differ from those I performed when I started my business?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🖋️ Where do my customers come from specifically (demographics)?

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🖋️ What do I believe my greatest single competitive advantage is?

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🖋️ What aspect of my business, product or service am I most proud of?

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🖋️ If I had a magic wand, would I rather attract more new customers or garner more money from my existing customers, and why? \_\_\_\_\_

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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👁 Who else benefits from my success; excluding my customers, my employees and my family members? \_\_\_\_\_

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👁 How many of my suppliers would be motivated to help me grow my business more because it will directly benefit them at a very high level? Who are they?

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👁 When I create a new customer for my business or profession, who else have I indirectly created a new customer for? \_\_\_\_\_

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## Notes

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### General Marketing Information

🖊 Who is my target market and how did I arrive at it?

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🖊 Describe what my business does completely (what I sell, how I sell it, and who I sell to by industry, commercial category or specific niche). \_\_\_\_\_

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🖊 What is my business philosophy as it relates to my customers?

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🖊 How have my methods for doing business, or the product or service line(s) I market changed since the inception of my business? \_\_\_\_\_

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 What is my vision for my business for the next:

6 months \_\_\_\_\_

1 year \_\_\_\_\_

3-5 years \_\_\_\_\_

10 years and beyond \_\_\_\_\_

🔍 What or where is my biggest opportunity that will help me achieve this vision?

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🖊 What is my greatest strength, and is it consistent with this opportunity?

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🖊 What are my sales per employee? Is that above, below, or equal to my industry average and what are the steps I am taking (or going to take) to improve it?

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🖊 What is the “lifetime value” of my typical customer (i.e. how much revenue will he/she generate for me over the entire period he/she does business with my company)?

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🖊 What is the biggest customer complaint about my company, and how does my company address this problem?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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☛ What is my Unique Selling Proposition or USP (why do my customers buy from me — what is it about my product and/or service that distinguishes me from my competition? I may have more than one for different product/service lines or segments of my business.)?

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☛ Is my USP a consistent theme in all of my marketing and sales efforts? If yes, how, and if no, why not? \_\_\_\_\_

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☛ Briefly describe my marketing program or marketing mix (all the different types of marketing I use and how they interrelate — i.e; yellow pages, spot advertisements, direct mail, direct sales, telemarketing, etc.) . \_\_\_\_\_

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☛ Who are my biggest competitors and what do they offer that I do not?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🐞 What steps do I take to offset their advantage? Are they working? If not, what needs to be changed? \_\_\_\_\_

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🐞 What is my competition's biggest failing, and how do I specifically fill that void?

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🐞 Do I use direct response marketing concepts (those designed to induce an immediate and measurable response)? If no, why not? \_\_\_\_\_

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🐞 How much of my time each month do I devote to marketing?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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☛ Do I have a marketing director? If so, describe his/her primary responsibilities and duties: \_\_\_\_\_

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☛ Do I have a written marketing plan that I adhere to? If so, explain it:

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☛ Is the plan based on a fixed budget number (i.e. \$10,000 per month in the newspaper), or is it a variable percentage of sales? \_\_\_\_\_

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☛ What do my customers really want (be specific, don't just answer "a quality product or service")? How do I know? \_\_\_\_\_

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🐼 Do customers buy from me exclusively or do they also patronize my competitors? What steps can I take to get the main portion of their business?

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🐼 Do I provide incentive bonuses to my employees for creating new and better marketing methods for my company? \_\_\_\_\_ Explain:

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🐼 What's my market potential (universe) and my current share of that market?

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🐼 What are the ways I have used to attain my existing customers (from best to worst)?

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2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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☛ What does it cost me to get a new customer (i.e. if I ran an advertisement that cost \$1,000 and I attained two new customers, my cost would be \$500)?

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☛ What is the average sales and profits generated from a new customer in the first year, and how is that information useful in my overall marketing strategy?

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☛ What is my biggest and best source of new business, and am I doing everything possible to secure this business? If no, why not? \_\_\_\_\_

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☛ What has been my biggest marketing success to date (defined as a specific promotion, advertising campaign, telemarketing script, etc.) and am I still using it?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🐞 What is my biggest marketing problem or challenge today? Describe it in its entirety as candidly and directly as possible, including personal, financial, and transactional implications it may impose. \_\_\_\_\_

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🐞 How many better ways could I reduce the risk of transaction, lower the barrier of entry or reduce the hurdle for my customer, client or patient to make it easier for that person to do business with me? \_\_\_\_\_

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🐞 After the initial sale, are there systematic, formal methods I use to communicate and resell my customers? If so, what are they? If not, should there be?

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🐞 Do I have a systematic back-end (selling my own or others' products to existing customers)? Describe how it works: \_\_\_\_\_

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 What problem does my product or service solve for the customer? Describe my customers' needs and the positive results my product/service provides?

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🔍 Do I have an adequate supply of customer testimonials, and is there a system in place for their capture? \_\_\_\_\_ Are they written, on audio tape or video tape, and how are they used in my marketing? \_\_\_\_\_

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🔍 In what ways, if any, are the testimonials dramatic, dynamic, and compelling to others?

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🔍 Describe the best specific achievement I have produced for one of my customers.

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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☛ Do I actively solicit referral business? \_\_\_\_\_ If so, how does it work, and if not, why not? \_\_\_\_\_

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☛ Have I ever tried to reactivate my former customers and non-converted prospects?

Explain: \_\_\_\_\_

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☛ Have I ever tried selling my non-converted prospects to my competitors? Explain:

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☛ Do I make consistent efforts to communicate with and educate my customers about what my company is doing to help them? \_\_\_\_\_ How formal, informal, or systematic is the process? \_\_\_\_\_

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☛ In what ways do I try to up-sell and/or cross-sell my customers?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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☛ Are there other ways or different products/services I could be selling but am not?

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☛ Do I need to make money on first-time buyers, or am I satisfied with only making it on the back-end (reorders)? Explain: \_\_\_\_\_

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☛ Does 80% of my sales come from 20% of my customers? \_\_\_\_\_ What are the implications of my particular ratios? \_\_\_\_\_

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☛ Do I ever barter my products, services or assets with other companies in exchange for their products, services or assets? \_\_\_\_\_ Explain how it works:

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🐞 Have I used bonuses in my sales/marketing propositions? If so, how did it affect the response? \_\_\_\_\_

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🐞 What kind of guarantee or warranty do I give my customers, and how does it compare with my competitors or with the industry at large? \_\_\_\_\_

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🐞 What is my customer attrition rate?

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🐞 Is that normal for my industry?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

🔍 If it's too high, what do I think is the reason?

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✎ If it's lower than average, why?

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🔑 How can my customer attrition rate be improved (be specific)?

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### Sales

☛ If I have a sales force, how are they compensated?

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☛ Do I have a sales manager? \_\_\_\_\_ Describe his/her duties and objectives, and how they coincide and fit with the overall marketing strategy.

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☛ Have I tried different types of compensation programs? How did they affect sales?

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☛ If I use another direct sales firm (independent sales reps, dealers, manufacturers reps) have I ever compared the results to an inside or outside sales force? \_\_\_\_\_

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 How do I capture the names, addresses, and phone numbers of all my customers and prospects? Do I use them in my marketing programs? \_\_\_\_\_

🔍 What is my selling season, if any, and am I actively looking to sell other complimentary products or services during the slower periods? If so, how do they interrelate?

🔍 What is my gross and net income per salesperson? What are methods I can use to improve it? \_\_\_\_\_

🔍 How much time do I personally devote to sales or salespeople?

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 What is my average order amount, and what are the steps I can take to increase it?

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🔍 Do I do anything at the point of sale to increase the order or add on other products or future products or services (up-sell)? If so, what? \_\_\_\_\_

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🔍 How much professional sales training have I had, and what type of training do I offer my salespeople (both junior and senior)? \_\_\_\_\_

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🔍 How long does it take me to fill an order after I receive it, and if I improved it would it have a dramatic effect on my sales? \_\_\_\_\_

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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☛ Is "buyers remorse" a problem for my customers, and, if so, how do I overcome it?

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☛ Do my customers feel my customer service department is prompt and courteous?

Explain why or why not: \_\_\_\_\_

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## Notes

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## Advertising

☛ Are my ads working? How do I know?

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☛ Do I use two-step advertising (i.e. step one generates qualified leads, step two converts those leads to customers)? If so, describe it. \_\_\_\_\_

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☛ What's my conversion ratio (in other words, out of every "x" leads I get "y" customers or sales), and what are the different techniques I have used to improve it?

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☛ What is my advertising cost per sale (i.e. when I run an ad that costs \$1,000, I generate \$"x" of sales)? Have I tested different approaches to increase this number?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

🔑 Do I use a conversion kit (a package of follow-up materials) to convert prospects to sales? If so, describe it. If not, describe the steps I take to convert a prospect.

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Do I test the different aspects of my advertising? \_\_\_\_\_ What do I test?

Copy\_\_\_\_\_

Media \_\_\_\_\_

Offer\_\_\_\_\_

Headline\_\_\_\_\_

Price\_\_\_\_\_

Size \_\_\_\_\_

## Illustrations

Publication position\_\_\_\_\_

🔑 If so, what did my tests tell me that I didn't know before?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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## Notes

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## Notes

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## Notes

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Direct Mail

☛ How much is the initial sale to a new customer worth?

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☛ How much prospecting mail do I drop each month? To whom, and why?

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☛ Do I use a list broker? \_\_\_\_\_ If not, where do I get my names from?

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☛ Do I test the different aspects of my mailings? \_\_\_\_\_ What do I test?

Copy_____	Media_____
Offer_____	List_____
Price_____	Headline_____

☛ What is the return on investment for my mailings, and how do I think it can be improved? \_\_\_\_\_

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🖊️ How often do I mail to my own list of customers?

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🖊️ How often does a typical customer buy from me?

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🖊️ Have I ever created proprietary concepts or ads or mailing pieces that could be sold or licensed to other businesses outside my marketing area? \_\_\_\_\_ Explain:

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🖊️ Do I rent my customers names to other companies? If so, what were the results?

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🖊️ How do I use a public relations strategy to complement my marketing?

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## Notes

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Congratulations!

Just by completing this survey, you have placed yourself ahead of most of the business owners in the world—those who never take the time to think deeply about their business, individuals (many of whom are your competitors) who spend so much time working “in” their businesses that they never take the time to work “on” their businesses.

I’m excited to be working with you, and I look forward to spending the next six weeks working on your business.



## **SECTION TWO**

### **12 WAYS YOU CAN GROW MORE CUSTOMERS OR CLIENTS—PART I**

## SUMMARY OF SESSION TWO

1. **Referral systems.** These are the specific processes you use regularly to get your customers or clients to recommend and encourage other people they associate with to seek out your products or services. The key ingredient in making referral systems work is that your customer or client must understand and appreciate the value and benefit they receive from the product, service or purchasing transaction they do with your business or practice.
2. **Acquiring customers at “break-even” and making a profit on the back end.** If your business or practice is one that has a high probability of customers or clients coming back to repurchase frequently the same or different products or services from you, you owe it to yourself to do everything within your power to get customers into the buying stream as quickly and easily as you possibly can.

Therefore, it is important to identify the *marginal net worth*, i.e., the lifetime value in profit a customer or client has to your business. Until you do, you can't determine how much time, effort, and, most importantly, how much expense you can afford to invest to acquire that customer or client in the first place.

3. **Risk reversal.** Any time two people come together to transact business, one person is always asking the other to take on or assume more of the risk than they do. If you're asking your prospects to assume the risk in purchasing your product or service, many of them won't be willing to do it. And your customers won't begin to buy at anywhere close to their capacity to purchase because they don't want to take on all that risk. So the key here is to recognize that if you can reduce or eliminate altogether the burden of risk on the transaction for your customer or client, a lot more people will buy from you, and they'll buy *a lot more and a lot more often!*

By guaranteeing the purchase and reversing the risk, you actually help your customer or client appreciate at a far higher level the results and the benefits your product or service provides for

them than they probably do now. And you cause everyone in your enterprise to raise the standards of performance they exert on behalf of those customers and clients.

4. **Host-beneficiary relationships.** These allow you to utilize existing good will and strong, bonded relationships that all sorts of other companies and professionals already have established with prime prospects for your product or service. The question you have to ask yourself is this: Who in your marketing area is already selling the customers you want to reach or the clients you want to serve? They would be selling something that either *goes before*, *goes along with*, or *follows* the product or service you would sell to these people.

The moment you identify who these businesses or professionals are, you're almost all the way home. It's that easy. All you have to do is contact those companies or those professionals and make it easy and advantageous for them to recommend their customers or clients to you.

5. **Advertising.** You should only advertise when what you have to say will be heard by a high enough concentration of the people you want to be talking to, i.e., real, qualified prospects. Whenever you run an advertisement—whether in print, on radio, or on television—it must provide the reader, listener or viewer with a self-serving advantage. Again, it's all about *them—always!* It's never about you.

This section shows you the five ways to increase the number of leads, prospects, and inquiries mentioned in this corresponding audio session. Think about how you might adapt each concept or strategy to your business or professional practice and write down your ideas in the space provided.

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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### Grow your business by increasing the number of your customers/clients

#### 1. Referral systems

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#### 2. Acquiring customers at break-even and making profit on the back-end

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3. Guaranteeing purchases through risk reversal

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4. Host-beneficiary relationships

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**5. Advertising**

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Choose and implement one of these five ways to increase leads, prospects, and inquiries. Describe your plan below.

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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Listed are two ways to increase your customer retention rate. Think about how you might adapt each concept or strategy to your business or professional practice and write down your ideas in the space provided.

**1. Deliver higher-than-expected levels of service.**

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**2. Communicate frequently to nurture your relationships with your customers/clients.**

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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Listed are four ways to increase your inquiry-to-sale conversion rate. Think about how you might adapt each concept or strategy to your business or professional practice and write down your ideas in the space provided.

### 1. Increase the sales skills of your staff.

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### 2. Qualify leads up front.

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**3. Make irresistible offers.**

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**4. Educate your customers by giving them valid and beneficial reasons why they should do business with you.**

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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### YOUR ASSIGNMENT FOR THE NEXT 3 DAYS:

Notice the multiplied result it has on not only how many people say “yes,” but also the very positive impact it’s going to have on your bottom line. Formulate your strategy now, then before you begin the next session, note specifically how you used risk reversal along with the results you received in the space provided below.

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## **SECTION THREE**

### **12 WAYS YOU CAN GROW MORE CUSTOMERS OR CLIENTS—PART II**



SECTION THREE

12 WAYS YOU CAN GROW MORE CUSTOMERS OR CLIENTS—PART II

SUMMARY OF SESSION THREE

6. **Direct mail.** This is salesmanship or saleswomanship in print. It affords you the opportunity to take your most powerful sales presentations and turn them into printed messages you can deliver into the hands—and *into the minds*—of all the prospects you ever want to reach. Direct mail gives you enormous flexibility, enormous possibilities. It allows you to contact people and businesses your normal selling methods don't allow you to reach.
7. **Telemarketing.** Allowing you to penetrate areas and contact prospects in ways no other business-building method allows, telemarketing is a tool you can use many different ways: to survey your market to see how your business is performing (in the process of doing this, you can also generate referrals); to establish, develop, and maintain very close, tight relationships with prospects and with customers; to follow up on sales letters to your customer or prospect list (you can get as much as 10 times increased sales and results just by calling behind a letter you mail out!); to find out why people do not buy from you and to convert them; to pre-test advertising approaches and new products or services; to offer your best customers or clients preferential values on products or services.
8. **Special events and information nights.** These can give you great distinction and connection with your customers or clients—and they can be a lot of fun! You offer prospects, customers or clients a chance to come to you to learn more about your product or service and its benefits and results. You create an opportunity: to meet you and/or your staff or key executives or key team members; to meet high level executives or experts in your field or your industry who possess knowledge and ability even superior to your own; to enjoy a unique entertainment and social experience; to bring customers and prospects together, a) to acknowledge your customers as being important to you, and b) to tap into the loyalty and satisfaction they feel *and to transfer that feeling to prospects you are endeavoring to sell.*
9. **Qualified lists.** It is very easy to identify specific people or businesses (and key decision makers at those businesses), who are more likely than not to be your primary target audience for your product or service. There are a number of sources, including the Standard Rate and Data Directory of Business Lists published monthly by Standard Rate and Data Service. This directory contains approximately 35,000 listings and descriptions of mailing lists and customer lists and demographic lists you can rent for any purpose imaginable.



10. **Unique selling proposition (USP).** Your USP is a statement that communicates the most powerful benefit or advantage you offer your present and future customers or clients. You must determine what they are not getting from anyone else—and *offer it to them!* Incorporate the fact that you're offering them this unique benefit in everything you say and everything you do. You have got to ask yourself: What superior benefit is my business or practice in a position to give to my customer? Also, what superior benefit am I already actually providing that my customers or clients may not be aware of? Your goal is to convince every customer or prospect or client you ever deal with that they can expect to receive that unique benefit on an ongoing basis by doing business with you instead of your competitors.
11. **Increasing perceived value through better customer or client education.** All you have to do is recognize that the more people understand and appreciate why and how a product or service can benefit or improve or protect their life or their business, the more they will desire it and the more closely they'll get connected to those who educate them to this fact. You can think of this process as an elaboration of your USP.
12. **Using public relations.** Within your marketplace there are publications, organizations with newsletters, etc., and there are media—radio, TV, and special alternative communications—that are hungry for information and ideas. All you have to understand about PR to be extremely successful is one simple but vital fact I keep emphasizing to you: It is all about them; it is not about you. What people care about is what is important to them—what will help improve their life, what will expand their comfort, what will make them more enriched, more entertained, more fulfilled, more protected. Public relations will work for you as long as you keep the focus of your information on what will benefit people's lives or businesses the most.

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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Answer the review questions below before going on to the last seven methods for growing more customers or clients.

🔍 What do I know about the buying habits, the business activities, the business or personal interests of my customers and prospects?

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🔍 Identify the type of customer I do business with, or would like to do business with.

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🔍 Who else are my customers buying from (either before or after they would typically buy my type of product)?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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👁 What kind of customer or client do I want to deal with?

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👁 What other products or services go along with my product or service?

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👁 How many different ways can I use qualified mailing lists to improve the effectiveness and multiply the results and successes in my business or professional practice?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🐞 Can I describe why my customers or clients buy from me instead of my competitors?

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🐞 What superior benefit, advantage, improved result is my business or practice in a position to give to my customer?

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🐞 What superior benefit am I already actually providing my customer or client with that is so subtle they aren't even aware of it? Am I doing myself and them a disservice because they are not aware of it?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 How can I extend my business or my practice into my community or into another industry?

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🔍 How can I provide greater service, benefit or provide advantage, information or education in the press, through my actions, through my company, through my positioning, through my contacts?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

## Notes

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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Listed are the final seven ways to increase the number of leads, prospects, and inquiries mentioned in audio session three. Think carefully about how you might adapt each concept or strategy to your business or professional practice, and write your ideas in the space provided.

### 6. Direct mail

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### 7. Telemarketing

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**8. Special events/Promotions**

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**9. Qualified lists**

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**10. U.S.P. - Unique Selling Proposition**

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**11. Increase perceived value through education**

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**12. Public relations**

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Choose and implement one of these five ways to increase leads, prospects, and inquiries.

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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### YOUR ASSIGNMENT FOR THE NEXT 2-3 DAYS:

1. Review Session 3 once again, and as you review these last seven methods for growing more customers or clients, consider how you can specifically adapt and apply each of them in your own enterprise. As you listen, write your ideas in the space provided.
2. Think about how you can specifically apply the concept of educating your customers or clients. Try several different approaches on how to educate your customer, client or prospect:
  - a) Tell them what distinguishes your product from your competitors.
  - b) Tell them how and why your product is made or created the way it is and what the impact of that creation, design or construction process is on them and their sales results.
  - c) Explain to your customers or clients the advantages and benefits of your product or service and why it will be important to them.

Between now and the next session, have some fun experimenting with different approaches. Remember, the more people understand, the more comfortable and confident they are about buying specifically from you. So, go out and have a ball as you watch what happens between now and when we get to session four.

Finally, record your plan and the results you get below:

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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## **SECTION FOUR**

**HOW TO KEEP YOUR CUSTOMERS  
OR CLIENTS COMING BACK!  
HOW TO TURN MORE INQUIRIES  
AND PROSPECTS INTO SALES**

## SECTION FOUR

### HOW TO KEEP YOUR CUSTOMERS OR CLIENTS COMING BACK! HOW TO TURN MORE INQUIRIES AND PROSPECTS INTO SALES

#### SUMMARY OF SESSION FOUR

##### Three Ways to Increase Your Customer Retention Rate:

1. **Contact inactive customers and ask, “Is anything wrong?”** Call them up, visit them or write them, and communicate the fact that you are concerned and you’re contacting them because you want to know why they are no longer doing business with you. Whatever is wrong, you want to know. If they have a problem, you want them to be aware that you are supportive. You are there to help in any way possible. If they have a problem with you, you want them to know that you stand ready to correct it—and to guarantee that the problem will never occur again. By taking the time to contact all of your inactive customers or clients and communicating with them, you’ll have enormous positive impact on them and their buying relationship with you.
2. **Make sure you’re delivering higher-than-expected levels of service.** The first question you have to ask yourself is: What does my customer or client ordinarily expect to receive when they do business with my firm or my competitors? The key here is the word *ordinarily*, because your challenge is to take what everyone ordinarily does and make it *extraordinary*, either by vastly improving upon it or by adding to it.
3. **Communicate frequently to nurture your customers or clients.** Your challenge and your biggest opportunity is to keep those customers constantly connected to you and your business or practice—to keep them constantly thinking about how good you are, how valuable you are,



how much you care about them, their well-being, and how much they enjoy, desire, and value the products or services they acquire from you, keeping that connection alive and flowing.

### **Four Ways to Increase Your Inquiry-to-Sale Conversion Rate—Mastering Direct Selling:**

- 1. Increase the sales skills of your staff.** There are two different schools of selling thought. One is technique-based; the other is *strategy-based*. If you have to choose, I would always recommend you choose strategy over technique. Strategy is the big picture, the intent, what you're trying to accomplish, the big, strategic purpose or basis behind everything you do. Technique-based selling is a little more manipulative. I advocate a consultative or advisory form of selling. That means that you're leading, guiding, educating, and directing your customers or clients into what's in their best interest. Selling strategy is really easy to learn. The simplest is probably to buy a tape set, and the best people who offer them (and I'm not saying this because they happen to be my publisher!) is Nightingale-Conant. There are also some fine books available. Other options for increasing sales skills include identifying and transferring the selling skills of your best producers over to everyone else in your organization and adding a dedicated sales manager.
- 2. Qualify leads better up front.** Most businesses and professional practices who have a lot of leads and prospects coming to them never stop to consider what a lead or prospect costs them to acquire. Quantity does not matter in lead generation. *Quality* and *convertibility* are the key factors. Quality refers to the your prospects' capacity and their level of desire to buy your product or service. Somebody could desire your product or service but not be motivated to buy it right now. You get people better qualified by modifying the selling strategies you use to generate that lead or prospect. For example, when you run ads, make sure those ads contain information and inducements that tie in very specifically to your product or service and the benefits it provides.
- 3. Make irresistible offers.** It can cost you a small fortune to attract each new customer or client. However, it costs you very little to resell those customers or clients over and over again. Consequently, you have an enormous incentive to do whatever is necessary to make it

easy and irresistible for them to start or resume a purchasing relationship with your business or practice immediately, not some time in the future. You don't want to make it difficult. You don't want to give them a reason to think about it. You don't want them to put off making their initial purchase with your organization. So everything you do should be geared toward making it easier, more attractive, and appealing to do business with you. The way to do that is to make it harder to say no than to say yes. Eliminate all the hurdles prospects have to jump over. Make it more irresistible than resistible. Make it much more appealing than unappealing to do business with your organization.

4. **Give your customers or clients "reasons why."** Your prospects are always asking *why*: Why should I buy from you? Why should I buy this product or service over someone else's? Why should I buy today? Why should I spend this amount of money? Why should I put my faith in your professional expertise, your company or your manufacturer? If you can help them understand and appreciate the reasons why, your customers or clients will be strongly bonded to your business or practice, because, unlike your competition, you're willing to take the time to explain how things work, how things are created, how your people are trained, how they go about doing what they do. It's a very powerful process.

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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Review this section, try to answer all the questions, and make notes in the space provided.

🔍 Why are customers no longer doing business with my firm? Did something happen?

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🔍 Is something wrong in their business or in their life?

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🔍 Did they have an unsatisfactory experience the last time they did business with me or my firm?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🐞 Did I ever have a bad-buying experience with any company or any professional I ever worked with? \_\_\_\_\_

🐞 Did they ever call me afterwards? \_\_\_\_\_

🐞 How would I have felt if they had called me afterwards?

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🐞 What does my customer or client ordinarily expect to receive when they do business with my firm or my competitors?

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🐞 What is the ordinary service, product, transaction, process, experience or expected result that a customer or client expects when they deal with, not just my company, but with any one of my competitors?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🖊️ How can I move my company or practice from the ordinary to the extraordinary?

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🖊️ How can I vastly improve upon the way everyone else in my industry or my profession does business?

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🖊️ What can I add, both tangible and intangible, that would make it so much more beneficial and enjoyable to do business with me, virtually guaranteeing I'll have that customer or client forever?

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🖊️ On average, how many additional transactions can I expect to get from a new customer I bring into my business or practice in year one, in year two—forever?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🐞 Can I, in doing a true service to that customer, offer them an improvement or an upgrade in either the size, the quality or the combination of the product or service they're buying that would make it mutually profitable?

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🐞 What kind of irresistible offer will attract the largest number of qualified prospects to my business or practice and compel the largest number of those prospects to take full advantage of it?

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🐞 What is it about what I do, how I do it, and the people I use to help me do it, that my prospects and customers find valuable and appealing?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 How could I better explain the process we go through to create our product or service, the components we use, how we choose them, the engineering standards we created, and their performance expectation?

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🔍 How could I better explain the process of elimination we went through to reject all kinds of components or manufacturers before we settled on the handful of ingredients or composition products we use to create the product or service we sell?

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🔍 How could I better explain the reasons why this product or this service performs more advantageously, beneficially or tangibly for a customer or client than an alternative one?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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### Customer retention rate

Attrition is the opposite of retaining or continuing buying relationships with customers or clients. Attrition is the number of customers or clients who stop doing business with your enterprise. They're inactive customers or clients, they are people who move out of the area, they are people who, for whatever reason, stop dealing with your company.

**What level of attrition does my enterprise experience?**

1. Have they stopped being in a position to need or benefit from my product or service?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_

2. Do they no longer gain a significant benefit from using my product or service?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_

3. Did they have an unsatisfactory experience with my business or practice?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_

4. Did they do business with me and not get the exact outcome they wanted?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_

5. Have they dealt with someone at my business who was offensive?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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6. Did the product or the service not perform exactly the way it was supposed to?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_

7. Did they try to get an adjustment, new product or additional service, or get some improvement that wasn't fully made or wasn't made to their complete satisfaction, thus becoming dissatisfied?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_

8. Has a change occurred in my former client's business or personal life that caused them to interrupt their buying practices with my enterprise and not start up again?

YES \_\_\_\_\_ NO \_\_\_\_\_ DON'T KNOW \_\_\_\_\_

Why? \_\_\_\_\_  
\_\_\_\_\_

### Three things to do to retain your customers:

1. Identify all the inactive customers and clients you've got, and contact them. Find out why they left, and get them back as customers, perhaps with a risk-reversal offer.
2. Make sure you are delivering consistently higher-than-expected levels of service to each and every customer or client you deal with.
3. Communicate frequently to nurture your customers or clients.

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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### Four ways to increase your inquiry-to-sale inversion rate

#### 1. Increase the sales skills of your staff.

- a) Buy a tape set.
- b) Invest in books.
- c) Identify and transfer the selling skills of your best producers to everyone else in your organization.
- d) If you don't already have one, add a dedicated sales manager.
- e) Let yourself, and your staff, get sold. Go to all kinds of businesses and professionals, including your competitors, and let them sell you. Observe, document, record, and make careful, detailed notes of the processes they use, the things they say, the methods and strategies they employ.

#### 2. Qualify better leads up front.

- a) Modify the selling strategies you used to generate the lead or prospect in the first place.
  - 1) When you run ads, make sure the ads offer information and inducements that tie in exactly to the product, service or benefit you provide.
  - 2) Make the letters always specifically refer to some product, service, sampling or process that the recipient of that letter, the prospect, can take advantage of—but those should only be products, services or offers that the prospect could have a very strong interest in acquiring.
- b) Go to the right markets and offer only information about your specific product so they don't inquire about anything other than something they can benefit from.
- c) Make sure they are genuinely interested and aren't wasting your time.

#### 3. Make irresistible offers.

Eliminate all the hurdles prospects have to jump over. Make it more appealing than unappealing to do business with your organization.



### 4. Educate your customers by giving them reasons why

#### b) Use the preemptive marketing process by asking these questions:

- 1) What is it about what I do, how I do it, and the people I use to help me do it that my prospects and customers would find valuable and appealing?
- 2) How could I explain better the process we go through to create our product or service, the components we use, how we choose them, the engineering standards we created and their performance expectation?
- 3) How could I explain the process of elimination we went through to reject all kinds of components or manufacturers before we settled on the handful of ingredients or composition products we use to create the product or service we sell?
- 4) How many ways can I explain the training process we put our staff members through or that I went through myself to gain the knowledge, the experience, and the expertise I use to produce this product or service for you?
- 5) How can I explain the reasons why this product or this service performs more advantageously or beneficially or tangibly for a customer or client than an alternative one?

**REVENUE**

**DIRECT SALES**

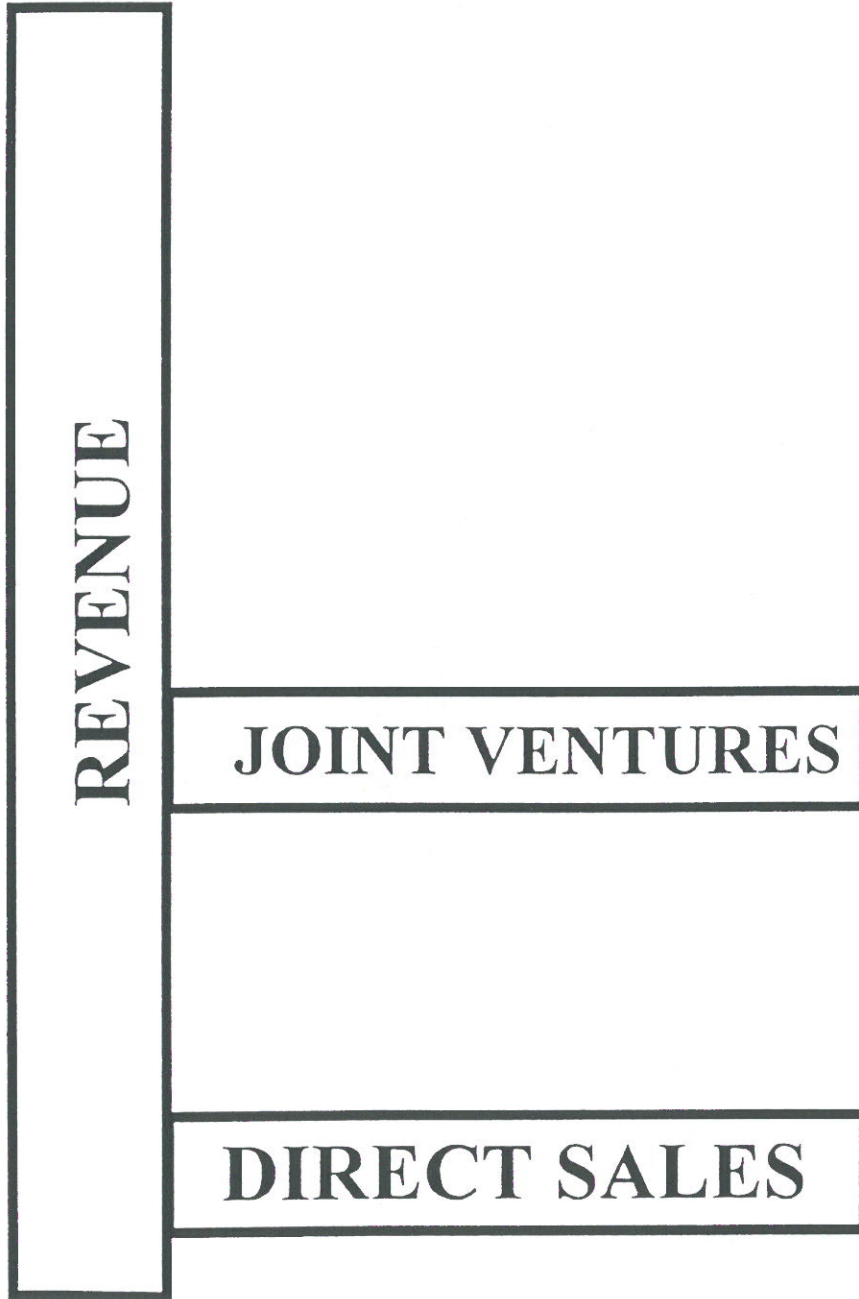
Most businesses continuously rely on one marketing approach to grow and sustain their business...  
(The Diving Board Philosophy)



**REVENUE**

**DIRECT SALES**

**What happens when that one approach becomes less effective?  
Your business becomes less stable and you begin to lose market share!**



What would happen to the stability of your business  
if your marketing mix looked like this?

# REVENUE

HOST/BENEF. RELATIONSHIPS

ENDORSEMENTS

DEVELOPING A BACK END

ADVERTISING

DIRECT MAIL

JOINT VENTURES

REFERRAL SYSTEMS

TELEMARKETING

DIRECT SALES

What would happen to your revenue level and profitability if  
you combined a wide array of marketing approaches?

## Notes

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### YOUR ASSIGNMENT FOR THE NEXT 2-3 DAYS:

Your assignment may sound very familiar, but I'm sure the results you've gotten from what you've done so far have given you some strong momentum and enthusiasm to build on.

First, review this session as you did before, making additional notes on how you can apply what you've learned to your own enterprise. Start with those methods and strategies that are simplest and easiest for you to apply and begin using them.

Next, at least one time, make someone—a prospect, a customer, a client—an irresistible offer, something that's harder to say no to than anything that you've offered before. And if they say "yes," and you haven't given away the store, and you stand to make a profit over the long run, do it again with another prospect. And then do it again and again and again. Try a number of different customers and clients and enjoy the results.

Detail your strategy for this assignment and your results below.

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## SECTION FIVE

HOW TO GET YOUR CUSTOMERS  
OR CLIENTS TO *BUY MORE* AND  
*BUY MORE OFTEN!*

## SECTION FIVE

### HOW TO GET YOUR CUSTOMERS OR CLIENTS TO *BUY MORE* AND *BUY MORE OFTEN*!

#### SUMMARY OF SESSION 5

##### **How to Increase Your Average Transaction Value:**

1. **Use up-sell and cross-sell.** You up-sell when you graduate your customer or client to a larger or superior alternative product or service that you know will give them greater performance and a better result. They don't have to buy it, but you have an obligation to demonstrate to them the differences in performance and the outcome they can expect to receive, and to make them an offer that gives them an incentive to consider upgrading. A cross-sell is introducing to the customer or client an additional product or service that will add to the result they get from your basic product or service. Your customers will appreciate you for making them aware of this additional value.
2. **Use point-of-sale promotions.** These are usually displays that grab your customers' or clients' attention right at the point of sale. Once they have decided to buy any product or service, they have already started envisioning themselves owning, possessing, using or benefiting from that product or service. It is very easy at that point to assist them in getting even greater value or enrichment from the transaction by offering them other items at an advantageous price that will complement their original purchase.
3. **Package complementary products and services together.** This differs slightly from the concept of cross-sell above. Packaging refers to combining products or services together and offering them as the initial sale rather than waiting for a customer to buy one thing and then

adding another after the fact as you do in cross-selling. Instead, you're bringing two, three or maybe even four different products or services together and making this "package" your initial offer to the customer.

4. **Increase your pricing (and hence your margins).** It's important to recognize that how your service or product is perceived is largely determined by the value you charge for that service or product. If you don't hold yourself to a high standard—if you don't revere the value and performance of your product or service and charge accordingly—it shouldn't surprise you when the market doesn't either. Also, if you keep your prices too low, you don't allow yourself enough margin to deliver all of the services and all of the value your product or service has the capacity to offer. So you could actually be doing your customers or clients a disservice by charging too little.

5.

**Change the profile of your products or services to be more "up-market."** This means positioning your company or your professional practice at a higher level of distinction and quality than the competition does. It means holding yourself to a higher standard of performance, holding yourself and your customer or client in higher esteem, adding more "dimension" to your business or practice, and doing so in a compelling way.

6. **Offer larger "units of purchase."** If most people buy a one week's supply of your product, offer them a month, a three-month, a six-month or a year's supply at an attractive price. If people normally buy one ticket, offer them a special deal if they buy enough tickets for their whole office or their whole family. If people come by themselves to purchase your services, offer them an inducement for coming with a friend, a colleague or a family member.



### **How to Increase Your Frequency of Purchase:**

- 1. Develop a back-end of products and/or services.** You have current customers or clients who are probably very happy with you. They turn to you for a result that they depend upon. It is very easy for you to introduce them to additional products or services that give them similar or expanded benefits in their lives or businesses. You also have past customers or clients who are still prime prospects for additional products or services you decide to sell as a back-end. The concept of a back-end is that you're introducing both your current and past customers to new ways you can help them improve their lives.
- 2. Communicate personally with your customers or clients by phone or letter to maintain a strong, positive relationship.** I look at customers and clients as dear and valued friends. I feel very fortunate to have them. I feel deeply connected to them. I care about them far beyond their capacity to spend money with me. If you share that feeling, you've got more motivation and desire to communicate to keep in touch, just as you would with any good friend. If you look at your customers or clients as dear and valued friends that you have the opportunity and the pleasure to serve, it makes the process of doing business a lot more enjoyable, exciting, and fulfilling.
- 3. Endorse other people's products or services to your list.** Ask yourself: What other products or services do my customers or clients tend to buy or need before, during, and after they purchase my basic product or service? Make a list of them. Next, find out which companies or professionals are the best at providing these products or services. Then contact them and make a deal to offer their products or services to your customers or clients through endorsements.
- 4. Run special events (e.g., "closed door" sales, preferred customer offers, etc.).** Whatever the size business or practice, you owe it to your customers or clients to acknowledge them and make them feel special. If you do it through special promotions and events, it can be very profitable for everyone involved.



5. **“Program” your customers or clients.** In many cases the greater the frequency of usage, the greater the level of benefit the customer receives from your product or service. If this applies to what you offer, then you owe it to your customers or clients to offer programs that make it easy and appealing for them to use it more often and get better results.
6. **Use price inducements.** You probably have a lot of customers or clients who would appreciate and respond to this incentive for coming back and purchasing more often. Think about how effectively this has been used by other businesses such as the airlines in their “frequent flyer” programs. Then ask yourself: How can I use price inducements to get my customers or clients to buy more often from me?

Review this session then answer the questions beginning on the next page.

## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 What different products or services can I package or bundle together advantageously to bring a greater value and greater performance to my customer?

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🔍 Can I raise the pricing on any or all of the products or services I currently sell?

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🔍 And if I do, could I use the increased margins I will then be making to justify adding more products, services, support or education to the transaction?

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🔍 How can I give my customer or client a superior product, a superior service, a superior benefit, a superior result, so that my company or my practice will always offer them more than the competition does?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 Could I take any or all of the products or services I sell and reposition them to be more up-market?

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🔍 Is there a level of my market more upscale than I'm currently reaching that I should be catering to?

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🔍 What other products or services, or combination of products and services, could I be offering my existing customers or clients that would be a logical extension or complement to the benefits they gain by coming to me in the first place?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🖊️ What other products or services do my customers or clients tend to buy or need before, during, and after they purchase their basic product or service from me?

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🖊️ How many ways can I use price inducement to get my customers or my clients to buy more often from me?

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## Notes

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

There are six very effective approaches you should consider to increase the average transaction value each time your customer or client buys from you. As you review these steps, make notes on how you can implement each one.

**1. Up-sell and cross-sell.**

This image shows a full page of blank, lined paper. It features approximately 20 evenly spaced horizontal blue or grey lines across its entire width. The lines are uniform in thickness and spacing, providing a guide for handwriting. There are no margins, text, or other markings on the page.



## 2. Point-of-sale promotions.

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**3. Package complementary products or services together.**

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#### 4. Increase your pricing and your margins.

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**5. Change the profile of your products or services to be more up-market.**

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6. Offer larger units of purchase.

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

**YOUR ASSIGNMENT FOR THE NEXT 2 TO 3 DAYS:**

Take one specific new action to increase your average transaction value. Take one specific new action to increase your frequency of purchase. Choose the easiest action to implement. Describe your plan of action below.

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## **SECTION SIX**

# **HOW TO ACHIEVE MAXIMUM RESULTS WITH MINIMUM EFFORT AND COST**

## SECTION SIX

### HOW TO ACHIEVE MAXIMUM RESULTS WITH MINIMUM EFFORT AND COST

#### SUMMARY OF SESSION SIX

Today we're going to step back from methods and techniques and focus on what I believe should become your "way of life"—and that way is summed up in the word *optimization*. Optimization simply means getting the greatest return for the least expenditure of time, energy, and capital at the lowest possible risk. And this applies to everything you do!

You demand the highest and best outcome for every action—and this does not mean greater stress, more time demands, etc. It's actually the opposite:

1. With this program, you're building an approach to your business or professional life that liberates you and provides for consistent control and predictability, so you have more certainty and confidence in the future—you know you can and will create it for yourself.
2. When you optimize, you increase your "upside leverage"—*leverage* refers to the amount of increase you can get an activity to produce for you. You have unlimited upside leverage—it's up to you how far you want to take it.

Optimization means you are no longer content to have lesser results than you're entitled to have. This means replacing current activities and methods with others that are more effective. Ultimately, it means developing the optimum business strategy for your enterprise, and I'll be guiding you on how to do that during our fifth and sixth weeks together. It also means you'll be much happier with your results—and you'll have more fun achieving them.



### Optimizing Your Business Philosophy

In order to evolve the most powerful business strategy, you must first be open to optimizing not only your business activities, but your business and personal philosophy as well—that is, the set of values upon which your enterprise and your personal life are based. Why? Because your present philosophy may not be giving you everything you want. If it were, you probably wouldn't be working with me in this session. On the other hand, it may be that this session will serve to validate much of your present philosophy and underscore the need to communicate it more clearly to everyone connected with your enterprise.

So you want to change your strategy by changing your business and personal philosophy to one of greater possibility. I want you to realize there is so much more possible than your current philosophy may have allowed. I believe your business philosophy will serve you best if it incorporates these three factors:

1. **Fall in love with your customer or client, instead of your product or service.**
2. **Stay flexible.** You need to understand and appreciate your customer's or client's point of view and remain open to changing how you market to—and service—that customer or client.
3. **Clearly express your philosophy to all three sets of "customers" you have, who must be sold on it. They are:**
  - a. *Your team members* (employees, sales and service people, etc.—even your receptionist if you're an independent professional employing just that one person).
  - b. *Your vendors, suppliers, support resources.* Unless you have a strong relationship with them—unless they understand the real value you deliver and support what you're trying to do—you're not optimizing, so your success will be limited.
  - c. *Those who buy products or services from you.*

### Optimizing Your Personal Philosophy

Your *personal* philosophy is also extremely important, because until you optimize it, and until your business and personal philosophies are in close alignment, you can't build your enterprise to its full potential. Why? Because your appreciation for people will not be high enough. And this is where it gets *personal*. It's all about your relationship with people—your partner, your children, your neighbors, your friends, people you meet on the street. So optimizing your personal philosophy means that you become more and more interested in people, and in the quality of your relationships with them. You make up your mind to love and enjoy people wherever you find them—and experience the fulfillment that comes from being of service to them.

### Optimizing Your Business Purpose

Now that you've begun to optimize your business and personal philosophy, let's look at your business purpose. *Your business purpose refers to how your philosophy is expressed in terms of delivering your specific product or service.* When your philosophy has been properly optimized, you're automatically guided toward optimizing your purpose because your philosophy is correct. An easy way to remember the distinction between philosophy and purpose is to know that philosophy refers to core values while purpose refers to what you intend to accomplish based on those values.

### What You Can Expect

Once you clarify and optimize your philosophy and your purpose, you can write a mission statement of your purpose that will continue to inspire you and everyone connected with your enterprise. Never forget that it's all about your customer or client and not about you, and when really you *get* that, everything else begins to fall into place.

So notice what happens: When the hallmark of your philosophy is to fall in love with your customer instead of your product or service, and you clearly articulate and *sell* that philosophy to all concerned, your higher purpose becomes executing that philosophy by promoting, selling, and delivering the specific benefits your customer is actually buying in terms of whatever your product or service is. And when you do that consistently, you profit handsomely!

What naturally follows from your customer-focused philosophy and purpose is that you become a dedicated *innovator*, because you cannot bring the greatest value to your customer or client until you do. Your customers will tell you where you can add value, *so ask them!* This will automatically position yours as a caring, customer-driven enterprise.

You will then want to build a stronger “Parthenon,” i.e., expand and improve your marketing approaches to more effectively communicate the superior benefits you offer to those who want and need them. Remember, effective marketing is simply the process of educating people about the advantages and benefits you offer them, and compelling them to choose your products or services over those of your competitors. And you cannot succeed in fulfilling your philosophy and purpose until you become effective in marketing—you must impact people through a variety of approaches since different people see value in different ways.

If you expand the ways you market your products or services, you increase the number of people who will see and recognize the benefits you offer. To be most effective and impactful, again you must optimize your marketing approaches and everything else you do through systemization and measurement. Once you test and measure to find out what works best, you must evolve a systematic approach that keeps it going.

It’s wonderful to realize that you never again have to waste time, money, and resources—you will always know precisely how well everything you do actually performs. This is just one of the many benefits you’ll gain from being committed to a life of *optimization*.



## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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👁 What would my new business philosophy be if I changed it to one of greater possibility?

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👁 How can I optimize my personal philosophy by improving my relationships?

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👁 How will optimizing my business and personal philosophy (my core values) impact my business purpose (what I intend to accomplish with those values)? How will this philosophy be expressed in terms of delivering my specific product or service?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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- 🔪 How will my change in business and personal philosophy change my business strategy?  
(State the specific things that will change.)

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- 🔪 What decisions can I make, what steps can I take, and what can I do to put that philosophy and strategy into action?

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- 🔪 How will I clearly communicate my philosophy to all three sets of “customers” I have?

1. My team members [employees, sales and service people, etc.]

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**2. My vendors, suppliers, and support resources**

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**3. My customers or clients**

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**What are the results I expect from my change in philosophy and strategy?**

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🔑 Now that I've clarified my philosophy and purpose, what is my new mission statement, one that will continue to inspire me and everyone connected with my enterprise?

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### YOUR ASSIGNMENT FOR THE NEXT 2-3 DAYS:

1. Look through the Yellow Pages and study the ads closely. Notice how other companies and professionals sell their products and services. Note any approaches and strategies you can apply to your own enterprise.
2. Visit the nearest industrial park and visit the businesses there. Walk in and ask those business owners *what* they sell, *to whom* they sell, *and how* they sell. Write down any ideas you may be able to adapt to your enterprise.
3. Visit a large shopping center in your community. Go into every store and notice how many different ways the stores try to persuade you to buy. Again, make note of any you can use or adapt to help you optimize your own business or professional practice.

Describe your results below:

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## **SECTION SEVEN**

### **10 SIMPLE STEPS TO MULTIPLIED PROFITS!**

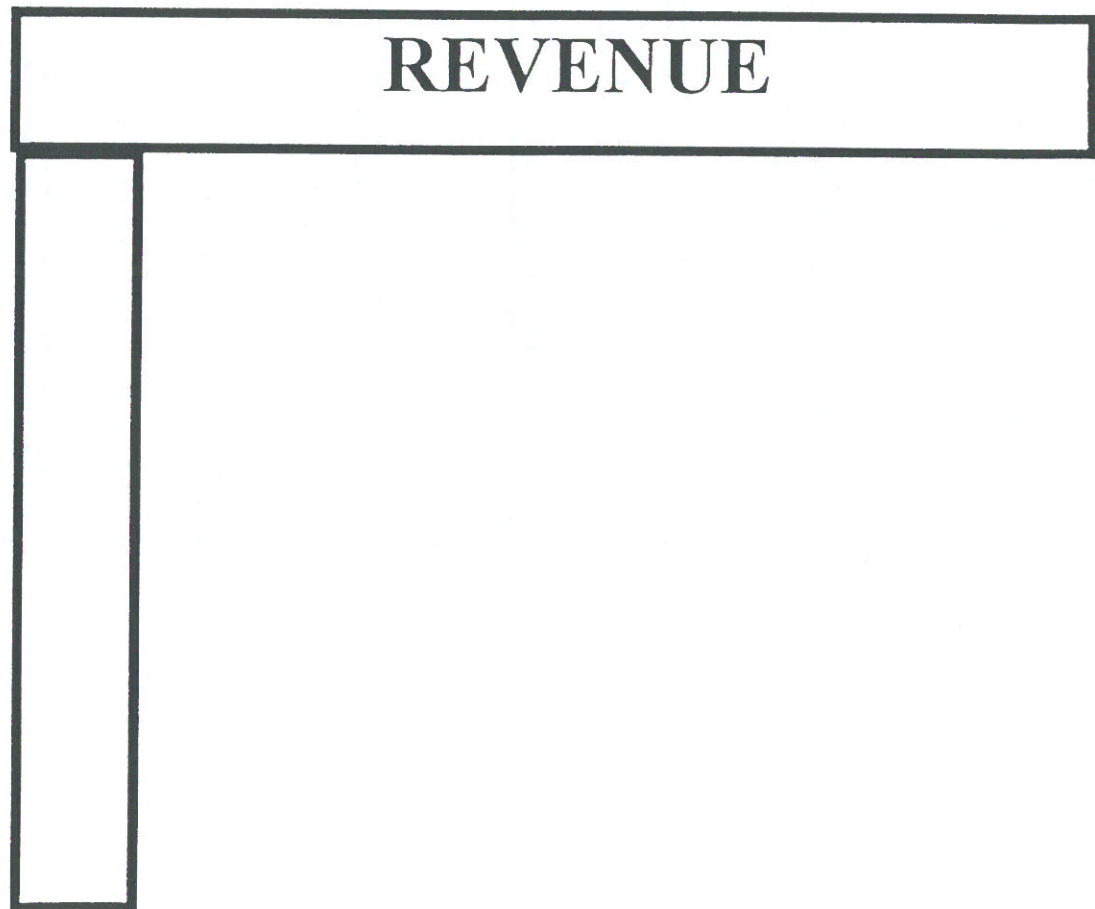


SECTION SEVEN

10 SIMPLE STEPS TO *MULTIPLIED PROFITS!*

SUMMARY OF SESSION SEVEN

The Diving Board Vs. The Parthenon



# REVENUE

HOST/BENEF. RELATIONS

ENDORSEMENTS

DEVELOPING A BACK END

ADVERTISING

DIRECT MAIL

JOINT VENTURES

REFERRAL SYSTEMS

TELEMARKETING

DIRECT SALES

## The Three Ways to Grow Your Business or Professional Practice:

### Pillars of Profitability You Can Use to Build Your Parthenon of Marketing Success

#### I. How to increase your number of customers or clients:

- |  |                                   |                                |
|--|-----------------------------------|--------------------------------|
| 1. Referral systems  | 4. Host-beneficiary relationships | 9. Qualified lists             |
| 2. Acquire customers at break-even and make profit on the back end | 5. Advertising                    | 10. Unique Selling Proposition |
| 3. Risk reversal   | 6. Direct mail                    | 11. Better customer education  |
|  | 7. Telemarketing                  | 12. Public relations           |
|  | 8. Special events                 |                                |

**How to increase customer/client retention rate:**

13. Contact inactive customers
14. Deliver higher-than-expected levels of service
15. Communicate frequently to nurture your customers or clients

**How to increase inquiry-to-sale conversion rate (mastering direct selling):**

16. Increase the sales skills of your staff
17. Qualify leads up front
18. Make irresistible offers
19. Educate by giving "reasons why"

**II. How to increase your average transaction value:**

1. Use up-sell and cross-sell
2. Use point-of-sale promotions
3. Package complementary products and services together
4. Increase your pricing (and hence your margins)
5. Change the profile of your products or services to be more "up-market"
6. Offer larger "units of purchase"

**III. How to increase your frequency of purchase:**

1. Develop a back end of products and/or services
2. Communicate personally with your customers or clients by phone or letter to maintain a strong, positive relationship
3. Endorse other people's products or services to your list
4. Run special events (e.g., "closed door" sales, preferred customer offers, etc.)
5. "Program" your customers or clients
6. Use price inducements

**Use these 10 Business Multipliers as a Master Checklist to maximize**

**all your marketing activities:**

1. **Test *everything*!** Your marketplace will tell you by their “vote” which of two ad headlines, offers, guarantees, etc., is the most effective.
2. **Use direct response advertising.** Examine every sales letter, advertisement, and commercial you use to sell your product or service. Make sure you focus your communication on your prospects’ interests, not your own. Always offer something that will get your prospects to respond immediately. Give complete directions on what your prospects should do as well as how and why they should do it.
3. **Develop a powerful Unique Selling Proposition (USP) and use it in *all* your marketing activities.** You must identify what you do that provides a result or advantage that is superior to the competition. Then you must integrate it into everything you do to market your product or service.
4. **“Institutionalize” your relationship with your customers or clients.** Take the position that your relationship with each of them is perpetual—and a continual source of ongoing revenue and referrals.
5. **Accurately determine and address the real needs of your prospects and customers.** You have the obligation to find out what your marketplace really wants and needs. You can do this by: 1) asking your customers or clients directly, 2) “shop” your own enterprise (as if you were a customer) and also those of your competitors. Ask *their* customers or clients why they do business with your competitors, what got them started in that relationship, and what their current wants and needs are. Then use all this information to better address and fulfill your customers’ or clients’ wants and needs.
6. **Recognize that you have to both sell and “educate” your way out of a business problem.**  
Just lowering your price alone won’t have much impact unless you educate them to appreciate and desire the superior value and benefits your product or service offers them.
7. **Make doing business with you easy, appealing, desirable, and fun.** Make sure the atmosphere and attitude your customers or clients encounter are always as comfortable and enjoyable as possible. Remove anything that might make doing business with you awkward or difficult.



8. **Tell your customers or clients the “reasons why.”** To be more effective in moving people to action, tell them *why*—why something is priced the way it is; why something helps them in their lives or businesses; why something has to be done a certain way to serve their best interests; why and how something relates to something else. Once they have a clear understanding, they can embrace it—and *once they embrace it, they can act on it.*
9. **Stick with marketing campaigns that are still working, whether you’re tired of them or not.** Your marketplace is a “moving parade,” with new people continually seeking your products or services. So be sure to continue the approaches you’re using until they stop working!
10. **In your ads, TV and radio commercials, and direct mailings, etc., focus on the intended customer or client and no one else.** Don’t try to be all things to all people. Instead, identify exactly who your prime target audience is, and communicate only to them. You must emphasize that you have the benefits they are seeking, and compel them to take action by clarifying what they must do, and why they will gain the most by doing it *now!*

When you start applying the 10 Business Multipliers to all three ways to grow your business or professional practice, you’ll begin to experience a massive and sustained boost in revenues and profits.

### YOUR ASSIGNMENT FOR THE NEXT 3 DAYS:

Select one marketing approach (“pillar of profitability”) you’re currently using and review it in the light of each of the 10 Business Multipliers you learned about. Use the “checklist approach” as demonstrated in the session. Decide which of the 10 Multipliers can be applied most easily to that marketing approach. Begin applying them and keep a record of those applications and the results you get below:

Marketing approach I've selected for this assignment:

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Multipliers I'm applying and the results they're producing for me:

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## **SECTION EIGHT**

**POWER CONCEPTS YOU CAN  
APPLY IMMEDIATELY TO IMPROVE  
PERFORMANCE IN ALL AREAS**

## SECTION EIGHT

### POWER CONCEPTS YOU CAN APPLY *IMMEDIATELY* TO IMPROVE PERFORMANCE IN ALL AREAS

#### SUMMARY OF SESSION EIGHT

Just as the 10 Business Multipliers boost the power of your marketing activities, applying the following concepts will increase the impact of the Business Multipliers and everything else you do to build your Parthenon of Marketing Activities.

As you can see, in this program we're adding one layer of simple processes and concepts upon another. You're learning step-by-step how to make everything you do produce the maximum result possible with the minimum effort and risk. This is the process of *optimization* at work.

You'll notice that I've mentioned some of these concepts before, but I want to take this session to codify them for you, so you'll be able to master the six concepts quickly and apply them most effectively. So now I want you to focus your attention on the quality of your relationship with your customers or clients. As we review these ideas, be alert to how you can specifically apply them to strengthen that relationship.

**Six Power Concepts for Improving Performance**

1. **People want to be led.** You and I are eager to be told what to do, how to do, and why to do it in many areas where we don't have expertise. However, we're also very wary of being manipulated. So it's essential for you to provide your prospects and customers or clients with consistent direction and leadership that leads them to a higher level of certainty and clearly serves their best interests.
2. **You must tell people what specific action to take.** Once you assume the leadership, you must show your customers or clients what specific steps they must take to gain maximum benefit and advantage from your product or service.
3. **Never forget that marketing is the ultimate financial leverage.** Why is this true? Because, unlike most passive investments, with marketing you can control the "downside risk" and reduce it to almost nil through conservative testing, while your "upside" potential can be unlimited. As you continue to build your own ideal Parthenon of marketing approaches, you will multiply your results over and over again.
4. **Advertising is nothing more than salesmanship *multiplied*.** You're taking the same components that make an effective sales presentation work and applying them to whatever advertising media you're using. With an advertisement, you're multiplying the impact of your presentation by reaching many people with it. However, it's extremely important to remember that your ad is read by one individual at a time—so ultimately it is still *you* talking to *me* (your prospect), one-on-one.
5. **People won't appreciate what you've done or will do for them unless you educate them to the facts.** This is yet another variation on a theme that should be very familiar to you by now.

Specifically, to create the most loyal customers or clients you must educate them to appreciate what you have done, are doing now, or will be doing for them in the future.

6. **Bonuses can make a profound contribution to your overall sales proposition.** This is one of the easiest ways to achieve greater distinction in your marketplace. Adding other products or services can easily add to the purchase transaction.

Review this section and try to answer all the questions and make notes in the space provided.

☛ We are all eager to be educated and instructed about things that we don't know. We all want more expertise, knowledge, and as much direction, leadership, and information as possible. In my business how can I give my customers this leadership and education, and have them know what I am doing is in their best interest? Also, how will this benefit me?

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☛ Once I take the lead, my responsibility to my customer or client must be to show them the specific actions they must take to receive greater benefit from the product or service that I am offering them. How can I connect this action to my leadership role?

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**3. Marketing is the ultimate financial leverage. Describe good leverage versus bad leverage. Relate this to my business.**

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**🔍 What techniques do my top salespeople use that could be applied to my next advertising campaign to make it more powerful and effective?**

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**🔍 Select a group customers and explain to them what you have done, are doing and will be doing for them in the future and why you will be doing this. See what effect this has on their buying habits with your company.**

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

☛ What other products or services, or combinations of products or services, could I freely add to the purchase transaction to have a high perceived value, in terms of dollars and benefit to my customer or client?

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## Notes

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1. Find at least 3 opportunities to lead, guide, or advise a customer or client, so that they feel more certain about the buying decision you are asking them to make.
2. Offer at least 2 other customers some kind of bonus to motivate them to buy immediately.
3. Tell 3 other customers about the efforts or investment of time, training, and/or money you had to make in order to be able to offer them your product or service.

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## **SECTION NINE**

### **16 POWERFUL STRATEGIES TO HELP YOU OUT-MARKET YOUR COMPETITION**

**SECTION NINE**

**16 STRATEGIES TO HELP YOU OUT-MARKET YOUR COMPETITION**

**SUMMARY OF SESSION NINE**

The following 16 strategies will further strengthen your marketing activities and multiply their results. Again you'll notice I've mentioned a few of them before, but in this session I'll be giving you somewhat of a different slant on them:

**STRATEGY # 1**

**Identify and Work Your Current and Past Customer Lists**

Once you've developed a customer, you have the most cost-effective, direct access to the single best source of future business there is.

All you have to do is intelligently work that list and rework it over and over again. By intelligently, I mean logically.

1. **Contact the customer by letter, phone or in person.** Acknowledge his or her importance and then make a powerful and compelling case as to the "reason why" the customer should be interested in taking advantage of the product or service you're now offering.
2. **Lead the customer to action.** Tell them why and how to buy, what to do, and why they should do it now. Concentrate your focus on these critical issues until you can smoothly, concertedly, powerfully, intimately express, and (most importantly) respond to!

3. **Acknowledge the adversity your customers face.** Let them know you appreciate and are concerned about their circumstance. Adjust your offers accordingly so they'll understand how you have shown your concern. They'll reciprocate your concern with their sales dollars, maybe not today, but certainly in the future.

Satisfied customers like to be, want to be, and are already favorably predisposed toward doing business with you. They are silently begging to be led. It's up to you to expend the effort and energy to lead the customer back. There's an infinite number of ways this can be accomplished. For example: Offer your customers one-time, preferential pricing to induce them to do business with you again.

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Here's a sample sales letter that a service business could use:

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Mr. John H. Customer  
1209 Arlington Avenue  
Milton, Iowa 0000

Dear Mr. Customer,

I've been thinking about you a great deal. I've decided to do something a little bold, but perhaps very much appreciated by you, once you understand the reason behind it.

Simply put, I've just started an automatic, ongoing, subscription-based service that I'm inviting my better customers to take advantage of. We'll automatically render to you, on pre-established, appropriate intervals, our cleaning service (or our tree-trimming service or auto detailing service or rug shampooing service).

Our technicians (or lawn care specialists or auto mechanic experts) will come to you, determine through consultation with you exactly the level of continuing service you require, and at the same time every month (or week or three months) automatically perform that service for you.

We'll keep your home (or yard or car) at the level of perfection you want and expect, automatically, without you having to worry about contacting us.

In addition to scheduling our service at the intervals appropriate for you, when you sign up for this service, you'll also get—free-of-charge—our interim catastrophe insurance. In other words, if something happens to your carpet we will come out and spot clean or repair it at no charge (or if something happens to your car and the wax job on it wears off between detailings, we'll come out on the spot and improve it at no charge).

What's all this cost? A lot less than you might imagine. And certainly a lot less per visit than it would if you engaged our services one time only.

Why is it such a savings? The answer is very logical, actually. I have employees on my payroll whom I have to pay whether they work or not, and for some inexplicable reason, everyone wants to avail themselves of my services on Mondays and Fridays. Nobody seems to need our services on Tuesdays, Wednesdays, and Thursdays. But I have to keep my employees on the payroll just the same. I have workers sitting on their thumbs during the middle of the week, with me paying them \$15 and \$20 an hour to do nothing. It's to my advantage, from a utilization standpoint, to bring in revenue—even if it's not maximum revenue—on the off-days.

If you will allow me to schedule these services at times that are more convenient to us but fairly appropriate for you, I'd be delighted to pass on the savings. By the way, when you agree to allow me to set you up on this ongoing subscription service, you're never obligated to continue.

At any time, if the service is no longer appropriate, or our performance is no longer satisfactory, or you have any problem or dissatisfaction, you can cancel on the spot. Moreover, if ever our service doesn't measure up to the discriminating standards you expect, all you have to do is call me personally and I'll either re-perform the service or refund your money, whichever you prefer.

Knowing how important a clean carpet (or a clean car or well-manicured shrubbery) is to you, this service will be particularly appreciated. I think you'll also love the annualized savings—both in time and money.

Unless I hear otherwise from you, I'll be contacting you in the next two or three days just to set up the schedule and work out your requirements. Or, if you would rather not have me phone you, simply send back the enclosed reply card with your specifications.

Sincerely,

Jack Mayhill

Mayhill's North City Cleaning Service



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**Notify your customers of sales or specials ahead of the general public.**

Your offer must be so compelling that it prioritizes your product or service in the minds of your prospects. Convince them your product or service can help them. Your offer must support this by making it unusually easy or affordable for them to conduct business with you.

Here's a letter a luxury car dealer might write to his top-end customers:

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**I'm Writing to Alert You of an Opportunity I Think You'll Want to Know About**

Dear Mr. Customer:

As somebody who is really interested in exotic automobiles, I thought you would like to know about the special AMG Mercedes 560 SEL that just came out of Germany.

In case you're unaware of it, the 560 SEL is probably the Cadillac of Mercedes. No pun intended. It's basically the most exotic, well-appointed, powerful, streamlined, intimidating, formidable version of the Mercedes that has ever been created. It's got a special contour back, special high-performance additive, and decorative components that distinguish it above and beyond every other Mercedes in the area.

But it's got a disarmingly handsome understatement about it that makes it stand out when it's driving down the road, heading down the highway or parked impressively in front of an elegant restaurant. We've only got three of these in stock right now: One in dramatic black, one in midnight blue and one—knockout red.

I'm writing to you, not knowing if this is too rich or too powerful for your interest. But I would feel terrible if I didn't alert you to the fact that we have these in stock and are going to make them



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available to the rest of the marketplace in about three weeks. When the ads break, we fully expect to sell all three of them in a matter of weeks.

I'm writing you for three reasons. One, I know you love Mercedes. Two, I know you own a 320, and it's a beauty. Three, I would like to have your car on my used car lot and I am willing to offer you an extraordinarily generous trade-in allowance and, in the process, offer you the 560 SEL at \$7,000 less than we are going to advertise it in the newspaper three weeks from Sunday.

If you would be interested in driving this car, call me tonight or tomorrow morning. If it's not too late, I'll have the car ferried to your office or your home to drive for the next three hours, with my compliments. If it doesn't take your breath away, both in performance and beauty, send it back. If it does take your breath away, we'll take your Mercedes and process the paperwork for you.

Sincerely,

Ronald Fischer  
North Hill Mercedes-Benz

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#### **Offer better customers a limited number or exclusive availability first**

If you have products which are tangible and you can document quantifiable benefits, particularly as it relates to the economic health of our customers, you are in a good position to address your customers during even the worst of times.

You are assured they will read your material because of its potential impact on their finances. Take advantage by sincerely and convincingly offering your expertise along with your product or service.

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Below is an example of how to alert customers to a limited-availability item.

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**I've Got to Get This Off My Chest Before I Explode!**

Dear Mr. Phelps,

I'm writing to alert you to an opportunity that I think is very appealing (or very significant or applies to you, etc.). Each year, Acme Widget Manufacturing gets in a jam and they overproduce certain high-performance widget models. Then they've got to figure out what to do with them.

Because my firm is the largest distributor of Acme Widgets, Acme usually calls me. The last time they had 35 extra of these widgets, they called us and we called our preferred customers. We sold every one of them within 48 hours. In fact, we oversold by 25, which we could have fulfilled on if we had had product.

Acme just contacted me 10 minutes ago to tell me they have 64 Model 123W3 Turbo Widgets they've discontinued. They asked if I wanted them, and I said yes.

I have 500 customers. I'm sending this letter only to my preferred customers—those I think would most appreciate these widgets and to whom I would like to pass on the most value.

These are the very same widgets you'd pay \$878 for. They carry the same 240-day "no-questions-asked" guarantee. They are the same, except for the fact that Acme has decided to no longer manufacture them and they're no longer on the market. If you'd bought them from any dealer (including us) last year, you would have paid \$800 to \$1,200.

Because we pay cash and because Acme knows we won't indiscriminately promote them in the marketplace, we were able to buy their last remaining inventory of Bi-Turbo Widgets at such an advantageous price, we can pass the savings on to you. We can sell that same \$1,200 Widget for

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\$419. And if you have any reticence about it being appropriate for you, you can use it for 30 days at our risk. If it's not absolutely a wonderfully performing Widget, you can send it back to me, because I'm quite sure I'll have 25 others waiting on a stand-by list for it. Nevertheless, we've got these 64 Widgets available—they'll be in our warehouse in seven days. I'm sending this letter out to only a handful of preferred customers who I really want to do a service for. You're one of them. If you're interested, please call me personally—or call my assistant, Mary Smith, within the next two days, because frankly, there aren't going to be that many left. I hope you're able to take advantage of it.

Jim McNamara

McNamara's Performance Widgets

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Educate your customers and “nurturously” explain complex products/services to them so they can appreciate the benefits your product/service offers them.

Selling a high-ticket or luxury item does not have to be difficult. You must carefully acknowledge the issue of price, but quickly counter with the offer you have in mind. You cannot avoid the price: It will be a concern for 99% of your customers. However, you can turn the price issue into your advantage by selling the features and quality, and underscoring the tremendous value they will be receiving.

Here's some sample copy a custom furniture dealer might use.

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**The Patterns of the XYZ Custom-Designed Oriental Rugs  
Are Carefully Selected to Ensure that Each Rug  
Is Its Own Unique Work of Art**



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The fabric is handmade by craftsmen in a family-owned mill, where they still weave fabrics the way they did 100 years ago. Each yard of fabric contains \_\_\_ feet of silk and other natural-fiber

threads. Patterns are intricately worked into the fabric with artistic precision—one strand at a time. Embossing is meticulously supervised by the same ruthless perfectionist who oversaw the creation of the magnificent rug that graces the floor of \_\_\_\_.

This factory produces only 4,500 yards of hand-woven, hand-embroidered, hand-inspected, quadruple-lined fabric each year—only enough material to make \_\_\_ rugs in an entire year. We have secured the entire production of the factory for the month of May, and we are accepting inquiries regarding our customer-designed rugs. But please, don't ever call us unless you can wait patiently for three months, can afford the best, and can appreciate a genuine, one-of-a-kind work of historic art.

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Always remember this:

It may have cost you \$100 or \$1,000 initially to “buy” or acquire a new customer. That’s taking the cost of running ads or commercials or sales efforts and dividing it into the number of ultimate sales resulting. However, the cost of reselling an existing customer once you’ve acquired them is negligible.

It may cost \$100 or \$1,000 to acquire or generate that customer in the first place...but only 60 cents or 70 cents to mail them a powerful and personal letter once you’ve captured their business.

So, first and foremost, work your existing and inactive customers hard and often. It’s easy, inexpensive, immediate, and the return will out-produce any other option you have available.

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## STRATEGY # 2

### Follow up by telephone

People who want to buy from you may often postpone taking action on your offer. Follow up with a low-pressure, information-oriented telemarketing effort seven to ten days after your sales letter is sent. You'll be surprised how easy it is to rekindle their enthusiasm for the benefit your product or service promises as you lead them to a buying decision.

Telemarketing is a really powerful sales medium. It's very effectively used in cold-calling, but this is the most difficult job in marketing because consumers have an inherent repugnance for it. It's best used under the auspices of service to your customers.

1. Follow up after a service has been rendered or scheduled to make sure that everything went right: "And by the way, Mr. Schmidlapper, because you're a new customer, you're entitled to add, instead of the 10-gauge piping you bought, 25-gauge piping that we'll install for only 20% more." It's a wonderful device to use.
2. When you use your sales letter, invite people to call you, it is without a doubt the most effective use of telemarketing. And, when customers call in to talk to some knowledgeable person, you're getting a tailor-made, wonderful opportunity to up-sell them.

Calling current customers is even easier and more successful. You're serving their needs, showing an interest, being informative:

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"Mr. Schmidlapper, the boss just wanted me to call. You haven't bought for a long time, and he doesn't know if you're unhappy with us, if you found something else, or if your needs might have changed. Maybe you just don't know when to risk your money. We've come out with a brand



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new widget that we're going to promote in the newspapers and on TV. A lot of people will buy it. We have a limited supply, but because you've been a good customer, he wanted me to call and extend to you a wonderful offer that I don't think you can afford to say no to. The product is going to sell for \$350 in the marketplace, and we think we're going to sell our whole supply once we promote it starting about December 22. If you'd like, I'll be glad to have a truck bring one out to you any time in the next three or four days, and we'll let you try it out and write us a check—not for \$350—but for \$225. Try it out for the next 30 days, and then, at the end of the 30 days, I'll call you back, and if you're unhappy with it, we'll be glad to bring it back and return your money. If you like it, you will have gotten it ahead of everyone else and for 35% less. We're doing this, not because we're concerned we won't sell out the product, but because we'd rather sacrifice \$100 in profit to regain your goodwill. You were a very valued customer and still are in our eyes. So we wanted to extend this offer to you. Would you like to try it?"

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3. Listen to everything that your prospects are saying, because they do know a lot about your business. In fact, you may actually learn how to structure your pricing by listening to your prospects' objections and concerns. Your customers will appreciate your ability to adapt to their needs.

*Telemarketing is a very, very powerful device if used right, but most people don't use it right. You can shoot past your competitors by doing so.*

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**STRATEGY # 3**

**Keep Following Up**

A recent study revealed that 80 % of the high-ticket sales generated by the companies surveyed resulted from following up at least five times! Today people are slower to act, so they need more leadership to come to a decision. So be sure you're providing that leadership by following up continually.

Keep calling, writing, calling, etc. Always make certain that every direct or indirect contact you have with them conveys useful information—not mere sales hype—and is effective in logically advancing the commitment process to completion.

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#### STRATEGY # 4

##### Bump and Up-Sell

Offer every customer you sell a better or added deal right at the point of sale—like a larger quantity at an advantageous price. Or a package of items or services in addition to the one the customer is buying—30% to 40% of the customers you offer it to will say “yes.” This simple little technique could immediately double your profit and quadruple your cash flow—effortlessly.

If a customer buys \$50 of merchandise, authorize your clerks, sales reps, etc., to offer them up to three of something else, normally selling for “X” dollars, at 20% to 50% off, or three for the price of two—but this deal is only available to them as an immediate add-on sale novelty.

One thing is terribly important, though: Be certain you develop a compelling, believable reason why you are offering the add-on or up-sell so the offer has credibility.

The dynamics of the add-on concept can work anywhere. You can make the add-on or up-sell much bigger than the original purchase, too.

For example, say you are a pest-control operator. Someone calls you to exterminate their ants, rats, mice or whatever. Let’s say the normal service fee is \$100. But, instead of taking the \$100, after doing the job (and before getting the check from the customers), you have your serviceman offer the customer an annual (four-time minimum) service contract (which regularly goes for \$400), for just \$250 if they pay now. And offer to apply the \$100 they already owe you to the \$250. As many as two out of three people offered this bump or up-sell will accept.

A retailer can offer every customer a free quarterly wardrobe consultation — worth \$65 — with a purchase of \$50 or more. Have the consultation take place at your store. It guarantees two things:

1. A higher-than-normal average sale (most people will spend the extra dollars to get the valuable



bonus).

2. You're "locking in" the customer to a commitment to come back to your store four more times (minimum) over the next 12 months, with a mental predisposition towards improving their wardrobe. It gives you an additional four opportunities to sell them something.

Up-selling is one of the most neglected yet predictably effective techniques you can use to instantly improve the average of every sales transaction. Experiment! The results will amaze you.

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**STRATEGY # 5**

**Sell, Then Sell Again**

Surprisingly, if you contact 100% of your customers within 10 to 20 days after buying their initial purchase, 10% to 25% will buy something else from you on the spot. Just do it as a regular follow-up aspect of your business.

The additional benefits of contacting the customer gives you the opportunity to resell your product, your service, and your company to the customer, reassuring the purchaser that he or she made a shrewd purchase.

By doing that for your customer:

1. You allay any "post-purchase dissonance" (buyer's remorse) that may be lurking in the mind of your customer, his/her family or associates.
2. You dramatically reduce—and perhaps eliminate—the refunds, exchanges or costly service expenses that disenchantment always produces.
3. You make the customer more receptive to your next offer.
4. You develop a closer relationship with your customers and satisfy their cravings to be acknowledged.
5. You give yourself an opportunity to recommend a buying strategy that includes continuous repurchasing.
6. You can solicit a customer sales referral.
7. You can often turn the initial sale into a renewable annual contract by adding more products or services at a discount.
8. You can explain the use of the product so it will be used more often and re-ordered sooner.

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**STRATEGY #6**

**Use Your Competitor's Resources and Profit**

Companies should profit from their competitors. A competitor is a good guy just like you, he's struggling just like you, and he's got all the same problems you have. In fact you and your competitors can help each other by filling in gaps the other has.

1. Refer customers who were prospects, but for some reason did not buy from you, to your competitors. Work out an agreement where you earn a percentage of the profit. This way you could effectively make a ton of money off the people you would never otherwise sell.
2. If there are certain procedures, manufacturing or service functions that your operation isn't set up to handle as profitably or as efficiently as your competitor, rather than lose the business, you could participate in what I call a "private-label relationship" with your vendor, where he does the work for you under your auspices and you pass it back to the customer. In exchange, simply require a warrant from that competitor that he'll never take that business away from you.



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## STRATEGY # 7

### Offer Extended Guarantees and Incentives

We tend to think more about our needs rather than the needs of others. Most marketing failures can be attributed—at least in part—to failure in providing prospective customers with adequate incentive to buy.

Incentives can take on many forms and can be conveyed in many ways:

1. A money-back or risk-free or better-than-risk-free guarantee.
2. The incentive of benefits (bonuses) that will accrue to the purchaser if he or she acquires your product or services for the first time or again.
3. The incentive of the lack of problems, grief, distress, failure or loss that acquisition of your product or service represents.
4. The incentive of being an elite or privileged member of your corps of buyers who enjoy possessing the “Cadillac” of performance or status, or whatever other attribute your product or service can promise.
5. The incentives the informative, attentive, and pleasurable experience that dealing with your company represents to the prospect.
6. Convenience and after-purchase support.

Incentive should become the key focal thrust of how you craft all of your future marketing concepts.

Here are a few other thoughts on the subject of incentives as it applies to your marketing endeavor.

1. State your guarantees and warranties in the strongest possible, legally permissible terms—and repeat or refer to them often—throughout the mailing package, sales presentation or telemarketing script.



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**Strategy # 8**

**Lock in Sales in Advance**

This concept can be applied to any business that offers an ongoing service, like a hair salon, a car wash, a monthly newsletter, a medical practice and so forth.

This concept is extraordinarily simple, yet it results in nothing less than guaranteed future cash flow.

Get the customer started by offering the first service free (or at a very low cost) with one provision: The customer must agree in advance that if they like the product or service, they will continue to purchase it for an agreed-upon duration, at an agreed-upon price. A giveaway introductory offer is a definite attention-getter.

Here's an example:

A service station could perform an oil change and lube, free of charge for a customer, provided the customer agrees in advance that if they're happy with the work, they'll sign up for four more oil changes at the regular price during the year, to be automatically billed to their credit card.

Instead of waiting for customers to come in when they need an oil change (and hoping they don't go to your competitor's service station), you are now guaranteed that the customer will pay for four oil changes annually.

Yes, you will lose money giving out free oil changes on the front-end. But the loss will be more than made up by the back-end profits from the four additional oil changes you'll be performing during the year. And your marketing cost for these oil changes is zero.



An added by-product of this technique is the goodwill, which will naturally develop between your business and the customer. Not only will your customer appreciate your benevolence, but they are very likely to refer your products and services to others.

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## STRATEGY # 9

### License Your Successful Concepts

This is a great way to make extra money on the side.

There are a lot of businesses struggling to survive and ardently looking for new ways to attract customers. Almost anything you've developed that works—successful ad headlines, specific offers that increased sales, time-saving production procedures, a powerful direct-mail letter—is of value to other companies.

By paying you a licensing fee, they gain the benefit of your expertise and efforts without having to put in the time and expense themselves.

Again, the immediate impact of these endeavors will be apparent, but, more importantly, they will substantially increase your profits. You can lock up numerous deals and make yourself a small fortune in the process.

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**STRATEGY # 10**

**Reposition Yourself as an Expert in Your Industry**

Here's a market niche that's crying to be filled. Reposition your company as the source for industry information, as the expert in the industry.

1. Read everything you can get your hands on to keep abreast of industry trends, developments, and forecasts.
2. Have somebody ghostwrite a book or report for you that you disseminate through press releases, trade journals. Or give the publication free to anybody who wants it. It can also be distributed for free and/or sold by people who own bookstores. Approach bookstores and offer to allow them to sell your publication and keep all the money for themselves—just for showing the book.
3. Create a report. You can have all sorts of people give it out as a bonus, or again, let them sell it for pure profit. You're getting all the free publicity you could hope for—and the only costs are your writing and printing expenses.
4. Put on seminars throughout the area—either free or for a low cost. You could team up with other business experts who have complimentary products or services and who are noncompetitive with you to organize the seminars. For example, if you're an accountant, you could get together with a financial planner, an attorney, and a management consultant and do seminars on how entrepreneurs can protect and increase their wealth in the 1990s.
5. Buy time on radio stations for half-hour shows. You can become the keynote speaker at all sorts of organizational meetings. You can start hosting regular breakfast and lunch meetings at your facility (or at a restaurant) on the subject that you're expert in.
6. Send out lots of press releases.
7. Start a local, regional or national telephone information hotline service. You can have a free, informative recording. At the end of the recording, make this proposition: "If you want more information, call this number and talk to one of our specialists."
8. Conversely, you could have a paid hotline that you sell to people for a high-perceived-value price. It's inexpensive to run and can be a nice little business.



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## STRATEGY #11

### Decrease Your Overhead

If you're short on cash flow and you need to cut back, *don't cut your marketing budget*. During hard times, the first thing companies cut is marketing dollars. There are many more expenses that can be cut first:

1. Cut excess inventory. Put all your available dollars into marketing and pay a supplier 105% or 107% in exchange for having him keep an inventory accessible. That frees up perhaps millions of dollars in capital that you could redirect into marketing.
2. Trim your staff. Take a long, hard look at your staff right now. Is your staff too large, with too many levels? Are there idle employees who do not contribute to your business? Rather than re-fill that position, perhaps you could sub-contract labor from outside sources when you need it.
3. Don't spend any marketing dollars until you know the marginal net worth of your customers. Once you know the marginal net worth of your customers, then convert your advertising strategy to buying customers instead of just writing ads. The more ads you run, the more possibility you have of accruing a bigger customer base.
4. Redirect all of your energies to promoting and selling the top-producing product lines and forget about your "dogs." You must zero in and take aim in order to survive, and you can't do that if you're promoting 20 different lines. Decide which products or services you want to sell, taking into consideration the profit margin, and work that product until you can't possibly sell anymore. Then, and only then, move on to the next product in your inventory. Farm out work to other businesses. Keep in mind that other people have got many assets you could access: Personnel, facilities, technical production, storage and delivery resources. Look for segments of your business that can be farmed out to others. This money-saving technique is especially good for fledgling businesses and seasonal companies (if your specific situation permits). When you're short on cash flow, turn to outside sources for particular job functions that will allow you to eliminate the expense of maintaining a department that isn't paying off.

If you're broke, you need to run a bare-bones, cost-efficient operation until you start making a profit and the economic turmoil settles down.

5. Rent machinery and equipment? Somebody may have an expensive piece of equipment you could use, but they only use it eight hours a day. Rent it from them during the times they're not using it. Send your employees to do the work, or "rent" night-shift employees from the other business.
6. Rent out your machinery to others.
7. Farm out work like telemarketing; have your people call in to 800 numbers to place their orders.
8. Farm out your product fulfillment to a fulfillment house.

Keep your office spartan. Keep your staff to a minimum. Reducing your overhead now can mean the difference between profit and loss.

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**STRATEGY # 12**

**Don't Burn Your Bridges**

In business, we tend to burn our bridges with people. We burn customers, prospects, employers, employees, suppliers, landlords—and it's dumb.

1. Always try to conduct yourself nobly in the end, as well as in the beginning of a relationship.
2. When something doesn't work out, attempt to salvage whatever good and goodwill are still left in the relationship.
3. Work hard to see that any separation is handled positively and honestly. Always be noble, courteous, and conscientious. Extend yourself ardently and genuinely.

The people you help at the end of a relationship can do lots of good things for you. They can refer business to you or come back with great profit ideas or praise your laurels to others—even advance your reputation and cause all sorts of business to accrue for you.

It costs you dearly to burn people. Prospects who are treated nobly when they have a problem or didn't buy can come back and spend a fortune!



## Notes

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**STRATEGY # 13**

**Avoid the Ostrich Theory of Marketing**

This technique deals with an interesting and very delicate subject: A combination of post-purchase business and what is called the Ostrich Theory of Marketing. This theory comes into play when you become deluded into believing that your customer is only interested in your company and your product, and is not being bombarded, induced, and seduced by all sorts of other services and products all the time.

Never take a customer relationship for granted. You can't take an order you booked today—or an assumption of an order that you're going to fulfill in weeks, months or a year from now—for granted. You have to keep continuously advancing and solidifying your relationship with that customer or else you'll lose out. And you'll lose in a big way.

Conversely, if you continuously stoke the embers of desire and value perceptions that your customers have about whatever it is you have to sell them, or are about to receive, sometime in the future, you will sustain, enhance, and preserve a lot of money for yourself for a long time.

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## STRATEGY # 14

### Write Only Direct-Response Ads or Sales Letters

While it could take a week to teach the fundamentals of a good ad, here (at least) are the basic elements you must incorporate in order to have your ads work and make a profit.

There is a well-known formula for writing a sales letter. It's the AIDA formula:

- 1) Grab the reader's ATTENTION
- 2) Deepen the reader's INTEREST
- 3) Increase the reader's DESIRE
- 4) Motivate the reader to ACTION

Here are the steps you would take to write a sales letter. (Remember, the steps are basically the same whether you're writing an ad, a sales letter or a script for a salesperson).

#### Step # 1: The Headline

The purpose of a headline is to grab your prospect's ATTENTION.

1. Your headline should zero in on precisely who you want to reach—your target market. For example, if you want to reach homeowners, put the word "homeowners" in the headline.
2. The headline should serve as an ad for your ad. It should tell the reader immediately and clearly the essence of what you're trying to say in the body of the copy.
3. The headline should give the reader a Big Benefit or Big Promise. So, create a headline that tells the right people precisely what you're offering.
4. Write a headline that's attention-getting and motivates the reader to want to read on.

Research has shown that there are certain words that pull more in a headline. Use hot words: *free, new, emergency, now, secret, easy, introducing, save, guarantee, how, why, today...*

And the hottest word of all: *YOU!* Write a lot of headlines. Always think up 10 to 100 headlines, then boil them down to one. Have someone else help you brainstorm.

### Step #2: Benefits

Keep these following things in mind when writing your benefits in your ad or direct mail piece:

1. Deepen your reader's INTEREST, talk about the benefits you offer. Don't assume that the reader knows the benefits; explain them clearly and simply.
2. Put the main emphasis on the product's benefits to the reader, not on its features. Readers don't buy products, they buy advantages. Features are important, but you have to state them as benefits if you want to excite the reader's imagination.
3. Talk about buying points. Selling points (product features) belong inside brochures, if anywhere.

Once you've listed the product or service benefits, to increase your reader's DESIRE, spell out the specific needs particular customers would like to have filled. Then explain in simple, factual language how your product or service fills those needs.

### Step # 3: The Guarantee

A lot of people are afraid to give a guarantee for fear they'll be taken advantage of —don't think that way. Sure, you'll be taken up on your guarantee every so often, but so many more people will buy from you because of your guarantee ( because it gives them a feeling of control or security) that the advantages will clearly out-weigh the disadvantages.

If you still find that you're hesitant about offering a guarantee, ask yourself this question, "On the average, how many of my customers are dissatisfied with my product or service over a week's time...a month's time... a year's time"?

If your product or service is of satisfactory quality, your figures should be low. So, since your customers are satisfied, you have nothing to worry about.



Offer a risk-free guarantee. And make sure you tell the reader what that guarantee really means. Think about it. If you just said, "We guarantee our service," what does that mean? Instead, be descriptive: "If, for any reason, you're not completely satisfied with our product, just call us and we'll give a complete refund—no questions asked."

This gives the reader a feeling of control. They know exactly what will happen if they call you dissatisfied. There are many guarantees that you can offer. You can guarantee that their charge card won't be charged until 15 days after their purchase to ensure their satisfaction. You can guarantee that if anything goes wrong, you'll have a repairman at their house within 24 hours...the list is endless. Include the strongest guarantee you can live up to. Stress it. Repeat it in the letter, on the response device, even on the envelope.

### **Step # 4: The Offer and Call to Action**

State your offer as precisely and clearly as possible. Then, motivate your reader to ACTION! Tell your reader exactly what steps to take.

Create a sense of urgency by offering a special incentive or bonus to get readers to act now. For example: "If you call before August 30, 1991, we'll throw in two tickets to the Dodger's next home game." By the way, allow credit card purchases and advertise a toll free 800 number that your reader can call, and you could increase your response by as much as 30%.

### **Step #5: The Post Script**

Here is a sample ad—actually a direct mail letter designed to generate leads for a new profit center developed by one of my clients. It pulled a 26% response. See if you can identify the parts of the ad and what they're intended to do.

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July 1, 1981

From 1975 to 1980, What Single Investment Appreciated Approximately

450% Greater than Bonds...398% Higher than Stocks

175% Better than Houses...and 74% Greater than Diamonds?!!

(The Answer Below May Surprise You)

Dear Valued Customer:

The Luger World War II Military S/42 handgun is one of the growing number of collector firearms gaining investor attention lately. Investment-grade firearms have produced a strong appreciation record for over three decades. Of course, not all firearms did as well as the Luger. But most top-grade investment guns outperformed nearly every other "traditional" investment during the past five years.

By a very big margin.

Let's be more precise. Let's take a careful look at the Luger WW II Military S/42—a desirable investment gun, though far from the most coveted. The Luger is a fascinating investment to study. Look at how it has appreciated over the last five years (ending June, 1980) against some other spectacular investments.

But that's nothing compared to how well the Luger S/42 out-paced more conservative investments.

You may be aware that oil (Saudi Arabian Light) is compounded at a rate of nearly 18% per year. The Luger S/42 outpaced oil by 80% in the same five-year period. Diamonds showed outstanding compound growth from 1975 to 1980—but the Luger outperformed diamonds by 74%. That same gun outperformed the compound rate of return of U.S. farm land on average by 138%, and housing by 175%.

It even outperformed the Consumer Price Index by 258%.

The biggest coup of all is how well the Luger did against bonds (Salomon Brothers Bond Index)...exceeding bonds' compound rate of return by an awesome 450%.

But what about the liquidity of guns? Again, let's use the Luger WW II Military S/42 as a reference example only. Currently, based on the time it would take to sell at close to market value, the Luger S/42 is probably more liquid than real estate and more liquid than diamonds.

Where did we get this comparative data? From two reliable sources. First, Salomon Brothers' June 1980 study of investments' five-year compound annual rate of return. Second, the Fain Blue Book of Firearms Price Values, considered by many the most definitive gauge of values in America today.

So, you may be impressed with the appreciation potential as well as the liquidity of investment guns—but what if you're afraid of guns?

All the better, really.

A collector gun that has never been fired—or has been minimally fired (referred to by collectors as the amount of original "blueing" remaining — is worth many times more than the same gun that's been regularly used. You can quite literally buy the gun, put it in your safe deposit box or lock it away in the attic or basement, and its investment potential will probably grow even more than if you fired it.

Finally, there are nearly 300 different types of collectible guns you could invest in—many for as little as \$650 or less.

Would you like to know more about collecting guns? If the answer is "yes," we'd like to send you two valuable collections of material. The first is a profit-provoking booklet titled, "What Every Gun Owner Should Know About the Gun-Trading Business." The other is a five-year history of



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the incredible appreciation growth of 30 well-known collector guns. We'd also like to send you a copy of our latest inventory of collector guns in the \$200 to \$15,000 price range.

As the nation's largest dealer in hard assets—and one of the oldest—Investment Rarities has become a definitive source for high-grade, high-quality investment guns at competitive prices. Our knowledgeable weapons specialists not only offer expert advice you can trust—they also answer your most probing questions about grading methods, availability, and pricing in the most straightforward manner possible. If you never before realized how guns may be used as a long-term capital appreciating investment form—I encourage you to send for this provocative material.

There is no charge for requesting it. Nor is there any obligation to purchase a gun. Simply return the enclosed card. Or call us toll-free at 1-800-328-1860. We will send you complete information on gun investing.

Very truly yours,

Bart Williams  
Sales Manager

P.S. Remember, guns have been a proven winner for years. Find out if they have a place in your investment portfolio.

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# "Magic Words Will Bring You Riches"

*The right choice of words can bring amazing riches to your life. And not only money. For example, two simple words will get you the finest table in any restaurant in the world. Want to know them?*

I'll never forget the look on her face. Pure joy!

You've surely had this experience. You make dinner reservations. You are taken to your table. Inevitably it's in a poor location. Usually by the kitchen where it's noisy. Or by the drafty front door. Oddly enough this often happens, even when the restaurant is not busy. It used to happen to me all the time. Until...

I learned the secret. Now I always get the very best table, wherever I go.

## Certain Words Are Magic

One day while on vacation, it hit me like a bolt of lightning! Not only special treatment in restaurants, but all the good fortune I enjoy happens for just one reason. Because of words. Simple ones.

My name is Ted Nicholas. As a writer and speaker, I've been fascinated with words and phrases all my life. I've been refining these words for years. I've taught friends to say them. The same remarkable results happen to them.

No one is misled. Every word is truthful. Best of all, these words work for anyone.

Knowing the right words to say are responsible for my earning millions. As much as \$3,500,000 in a single year. Getting 13 best-selling books published. Owning two, million dollar homes. Driving a new Mercedes convertible. And traveling throughout the world.

Think of it. I'm a college dropout. I began my career with no writing or speaking skills. No money. No contacts. No wealth, friends or relatives. No special privileges of any kind. And remarkable things have happened. All Because of the power of these words.

## Magic Words

### Will Change Your Life

I've decided to share these secrets for the very first time in my new book. I'll give you every word to say. And to whom. In all types of situations which you face daily. You will then be in a position to enhance your life, beyond what you've ever imagined. My book is called MAGIC WORDS, HOW TO GET EVERYTHING YOU WANT IN LIFE.

I know the book title sounds almost too good to be true. A little skeptical? I would be too if I were you. But don't worry. The 'words' will work for you. You will be more successful at everything you do. And you'll enjoy it far more, too. Or the book

won't cost you a dime! I'll reveal the secrets of how to:

- Always get the best table in my restaurant the world. (And you won't have to spend one cent in tips to get it!) (page 10)
- Often get first class or business class seats on an airplane, even though you have coach tickets. (page 13)
- Have employers clamoring to call you with job offers, even during tough economic times. (This powerful technique never before in print anywhere will boggle your mind and get you the job you really want) (page 15)
- Attract all the money you need for any business venture. (page 21)
- Approach an attractive woman or man and immediately interest them in you. (page 24)
- Rent a Mercedes automobile for the price of a Ford anywhere. (page 28)
- Find a great gourmet cook to prepare low cost meals for you. (page 31)
- Slash the cost of lodging in first class hotels by 50% or more. (page 18)
- Get invited to speak before any group you choose and enhance your business career. (page 35)
- Receive free expert consulting help for your business. (page 38)
- Buy beautiful jewelry, including gold rings and watches at below wholesale. (page 40)
- Earn over \$100,000 as the most profitable business in the world, and start it for under \$600. (page 42)
- Find world famous people to speak before you group, free. (page 46)
- Attract the world's best employees using "can't miss" ads. (page 49)
- Get capable people to work for you for free. (page 52)
- Get free advertising by becoming a celebrity first locally, then nationally. (page 56)
- Obtain the U.S. rights to market best selling products from around the world for as little as \$250. (page 59)
- Reduce or eliminate legal fees in both your business and personal life. (page 62)
- Buy valuable antiques at huge discounts. (page 66)
- Earn from \$1000,000 to \$250,000 a year and more as a consultant by making

an offer almost no one can turn down. (page 72)

A special section of my latest successful print ads and mailings is included. These will reveal the powerful strategy behind these magic words which can earn you \$300,000 or more on your products!

## Sworn Statement

*I'm a CPA and have audited Ted Nicholas' companies and prepared his tax returns for the past 7 years. To the best of my knowledge, everything he says in this message is absolutely true and accurate.*

Jack Kreischer, CPA  
Horsham, PA

## Special Offer

A limited edition of this remarkable book is ready. You are now able to reserve a copy while supplies last at a special price if you order now. To avoid disappointment, call immediately (800) 730-7777. Or complete the coupon below and fax to save money.

## Money Back Guarantee

After you receive the book and examine it for 60 days, if for any reason you are not completely happy, return it undamaged for a prompt and courteous refund.

☐ Yes. Please rush a copy of MAGIC WORDS, HOW TO GET EVERYTHING YOU WANT IN LIFE, by Ted Nicholas at \$19.97 plus \$3 shipping & handling. I understand that if for any reason I am not delighted with the book, I may return it undamaged for a prompt and courteous refund.

☐ Enclosed is my check.

☐ Please charge my:

☐ Visa ☐ MC ☐ AmEx

Card Number \_\_\_\_\_ Expires \_\_\_\_\_

Signature \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Daytime phone if we have a question on your order \_\_\_\_\_

Nicholas Direct, Inc.

Dept. 00000

P.O. Box 877

Indian Rocks Beach, FL 34635

For faster service, credit card orders can be faxed to 1-813-596-6900. Fax orders may deduct \$1 from order.



## Notes

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**STRATEGY # 15**

**Don't Put all Your Eggs in One Basket!**

Diversify your resources during the next few months. Do not put all your resources into one investment or business. Spread yourself thinner. As much as your business may need your extra resources, keep some in other strong investments.

If you're contemplating a joint venture, get your prospective partner to finance or help finance the project. And, make sure your prospective partner is as reliable and trustworthy as you are. If you're contemplating a buy-out, try to find a backer. Or make sure, before you buy, you are liquid enough to buy with cash—there are discounts of up to as much as 50% of the original costs.

You need to look for a winning niche for your new product or service. It should appeal to a market that cares about innovation and will pay for it. One company came out with a longer-lasting battery. And this new battery even has a tester on it to examine the effectiveness and freshness of it.

Don't deceive yourself about the value of what you have. Is there a demand for your product or service? Or are you fooling yourself? Don't lose sight of practical considerations and objectivity. Select well, select safely and select your business very, very carefully.

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**STRATEGY # 16**

**Recognize and Identify Your Hidden Assets**

There are many assets that your company has that I'm sure you are not taking advantage of. These assets that I speak of are beyond the obvious assets, and may seem somewhat abstract. However, once you identify your hidden assets, you will realize how profitable they can be to your business. Remember: One man's garbage is another man's treasure.

1. Sit down and carefully outline all of the assets and liabilities your company has. Then, try to determine who might be interested in purchasing your assets (through a joint venture or licensing).
2. Figure out who you need to work with to reduce your liabilities. Now you have your "Hit List."
3. Take your list to a confidante or business associate, and let them go through the same process with your list. Often, they will see something that you may have entirely overlooked because their needs and desires are completely different from yours. Take your list to as many friends and associates as necessary to develop a plan for each and every asset and liability.



LIST OF POSSIBLE HIDDEN ASSETS

1. *Distribution networks*: Potential channels for marketing additional products or services.
2. *Inactive customers*: People who would buy again from you if you offered other products or services they want.
3. *Previous qualifying ads*: Ads you've successfully used in the past, but quit using for some reason.
4. *Past promotions*: Past promotions that were previously very successful and may have run their course in the past but could work again with a sufficient waiting period.
5. *Manufacturers and suppliers*: joint ventures, additional revenue, extended credit lines, because they benefit when you grow.
6. *Unused capacity of people*: untapped talent, capabilities, resources from employees or vendors you are not aware they possess.
7. *Mastermind networks*: knowledge, skill, finances, ideas from a group of people you meet regularly with who benefit from your relationship with them as well. Usually a support group of friends, relatives, acquaintances, etc.
8. *Vendor capital*: Vendors who would gladly help finance your marketing efforts because they benefit when you do.
9. *Competitors and their products and services*: Often your customers would gladly buy other products from or through you, yet you may not offer exactly what they want. Form alliances with competitors and work out a mutually beneficial deal for you to share customers or products.
10. *Brand name*: If you are the principal owner of a highly successful and recognizable product or service, you could be in a position to license that product or service to others companies.
11. *Important customers*: These customers may be willing to purchase customized products or services, or purchase other company's products through you.
12. *Other people's ads*: Selling approaches that can be adapted and modified to your use.
13. *Colleges within your industry but outside your marketing sphere*: People who are not competitors that you can cost defray, research, investments, people, equipment, etc.
14. *Past products*: Products that used to sell but, for some reason or another, no longer do. They can be used premiums and inducements, and even repackaged and renamed.



## Notes

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### YOUR ASSIGNMENT FOR THE NEXT 3 DAYS:

1. Select the strategy that's the easiest for you to apply and put it to work in your enterprise.

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2. Continue to add strategies from the list, one at a time. As always, note what strategies you selected, together with your results. And *remember to have fun!*

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## **SECTION TEN**

### **HOW TO OPTIMIZE YOUR BUSINESS STRATEGY**

#### **Part I: Your First Steps**

SECTION TEN

HOW TO OPTIMIZE YOUR BUSINESS STRATEGY  
PART I: YOUR FIRST STEPS

SUMMARY OF SESSION TEN

**What Do You Really Want?**

The purpose of this session is to begin formulating your own optimum business strategy. But first you must focus on what you really want your business or profession to give you. So our goal in this session is to clarify your thinking. This means we're going to identify the key factors that comprise your own ideal vision of success. Then I'll help you to confirm the validity of those factors, and begin formulating your optimum business strategy based on this enlightened vision.

So what do you want? Faster growth? Geographic expansion? More customers or clients? More money? More prestige? More time for yourself, your family, your friends—with no loss of revenue? More diversification? More acknowledgment?

What's it going to take to get you there? That's the key question we're going to ask and answer in this session.

But remember, your objective is always *optimization*, which means *consistently getting the greatest return for the least expenditure of time, energy, and money—at the lowest possible risk—to build your own ideal vision of success.*

So many people I work with deny themselves the enormous pleasure and fulfillment that comes from building their strategy around what they really want—not just making money, not just working hard, but having fun, being respected, having a great purpose to fulfill!

**Consider the Implications!**

In order to formulate your optimum business strategy, you must consider the implications of what you want your enterprise to become—as you envision it right now. That is, what's it going to take to get you there? For example, if you envision having twice as many customers or clients, what will it take to service them properly? You're very likely to need things like a larger staff, more salespeople, more equipment, larger offices, more capital to produce and accommodate this kind of an increase in your customer or client base.

So once you determine the implications, ask yourself: Do I still want to double my number of customers or clients? Or would I be happier if I achieved the same financial objective through combining a more moderate increase in customers with a significant—and far less costly—increase in my average transaction value and my frequency of purchase?



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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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In other words, once you've considered the implications, you must ask yourself: Will I be happy making the changes necessary to achieve the vision I now have for my enterprise? Or, in light of the implications, do I need to modify my vision so that it will give me the kind of day-to-day business or professional life I really want?

To help you get the right answers for yourself . . .

### It's Time to Take Inventory

The following pages are designed to be completed as you listen to Session 10, beginning with your **RESOURCES AND TOOLS INVENTORY LIST**. As I stated in an earlier session, you cannot optimize until you first identify all of the assets, opportunities, and options you have available to you. So as you complete this inventory and the rest of this session, remember to be thorough and *have fun!*

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

**Financial Strength** (current financial picture, available capital, etc.):

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**Other Assets (i.e., sales force, strategic relationships, etc.):**

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

**Equipment, Space, Other Available Resources** (i.e., computers and machines, warehouse space, underutilized skilled labor, etc.):

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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### Important Questions I Must Answer for Myself

#### Basic Questions:

🐾 What is it about my enterprise that gives me the most joy and fulfillment; what gives me the strongest sense of purpose?

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🐾 What *doesn't* give me joy, fulfillment, and a strong sense of purpose?

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#### Key Factors in Getting Me to Where I Want to Be:

🐾 How much time, effort, and capital am I willing to invest?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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🔍 What specific allocations of capital am I comfortable making to accommodate the growth I want?

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🔍 If my goal turns out to be beyond my present financial capacity, would I be comfortable working with strategic partners and outside services?

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🔍 What is my “exit strategy” going to be?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

🔑 **Do I really love what I do and the people I do it with—and for? Take time and write out your thoughts about what you like and don't like about your business and the people you work with. When you've finished review your notes then make a plan of action to make any necessary changes.**

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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### YOUR ASSIGNMENT FOR THE NEXT 3 DAYS:

Make several photocopies of the grid below for future use, then work through the grid and write the approaches you feel will optimize your business. Use your photocopies to refine and revise your strategies.

#### GRID NO. 4:

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#### *MY OPTIMUM BUSINESS STRATEGY GRID*

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**"WHAT IS THE IDEAL COMBINATION FOR ME?"**

**APPROACHES I WILL USE TO INCREASE MY:**

##### 1. No. of Customers or Clients

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##### 2. Average Transaction Value

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##### 3. Frequency of Purchase

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1	2	3	4
No. of Customers or Clients	Average Transaction Value	Frequency of Purchase	TOTAL

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MY GOAL: \_\_\_\_\_ x \$ \_\_\_\_\_ x \_\_\_\_\_ = \$ \_\_\_\_\_

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## **SECTION ELEVEN**

### **HOW TO OPTIMIZE YOUR BUSINESS STRATEGY: TEST, MEASURE, EVALUATE, AND SYSTEMIZE!**



SECTION ELEVEN

HOW TO OPTIMIZE YOUR BUSINESS STRATEGY  
PART II: *TEST, MEASURE, EVALUATE, AND SYSTEMIZE!*

SUMMARY OF SESSION ELEVEN

**SESSION SUMMARY INCLUDING YOUR ASSIGNMENT FOR YOUR SIXTH WEEK**  
(Use the outline below as a guide. You'll also find several lined pages in this section for notekeeping, recording your results, and mapping out your own Optimum Business Strategy).

**TESTING, MEASURING, AND EVALUATION**

First, *test* each approach you've listed in your Optimum Business Strategy Grid (Grid No. 4) to find out what works in your enterprise and what doesn't. Again, you want to *optimize*. i.e., you want to develop an overall business strategy made up of the strongest, most effective approaches available to you. (As you follow through on this week's assignment, don't hesitate to review Session 11 as necessary to be sure you clearly understand each step.)

In considering each marketing approach you've selected, ask yourself:

☛ What specific application of this approach seems most likely to yield the greatest result?

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☛ What is the quickest, easiest, least expensive way to do it without sacrificing my standards of excellence?

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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Then, once you've done it, *measure* your results and list them below:

🐞 What happened?

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At this point, you're ready to evaluate:

🐞 Is it worth it? Why?

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🐞 If it is, how often should I repeat it? Once? Occasionally or seasonally? According to a regular schedule? Or should I keep it going continuously?

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*If it doesn't work, eliminate it or replace it, since you have so many other options. If it comes close to working, revisit our discussion about it in an earlier session. Then do a checklist to see if you executed it correctly, because this is usually where the problem lies.*

*If it's very successful, then expand upon it. The order of the system is simple: take what works and do more of it. Then . . .*

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## HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO BE

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*Take what works and see if you can make it work better.* Again, you can review what you learned about it earlier in the program, listen to the case histories and examples and “have another bash at it.” This is the *treasure hunt* again, which means you can have a lot of FUN doing it!

As you move forward with each approach, you need to ask this question:

*What effort and resources should I commit to this activity?* In most cases, I would recommend that you start out as small as possible and progress from there. Finance your expansion out of your profits. Instead of “no pain, no gain,” I’m suggesting *steady gain with no stress and no risk!*

If you’re a person who enjoys going all out, and you can afford to do it, *have fun!*

### SYSTEMIZATION:

The concept is simple. Once you find out how well something works, you either give it more weight in your system or less. Or again, if it doesn’t work, you can either eliminate it or modify it. In other words, *systemization is the process of integrating all your successful marketing activities into a business strategy that is optimal for YOU:*

1. You’re measuring and evaluating the results a component in your strategy produces and then projecting forward its implications so that you know that when you do *this* it will result in *that*.
2. Then, if you decide to expand it and give it more weight in your strategy, ask yourself: *What will the implications be?* The answers will be self-evident. And as you give yourself definitive answers, you’ll also be incorporating the best approaches into your business strategy. It becomes a *self-regulating system*.
3. Think of your Optimum Business Strategy as a team of elements that you’ve found to be the most effective, given your current resources and strengths. (This is just another way of looking at how to build your own ideal “Parthenon” of revenue-producing methods and approaches, as I’ve described it earlier in the program.)
4. If an element in your strategy isn’t profitable the first time you try it, don’t automatically reject it until you ask yourself this question: *Is there another way to apply this approach to make it work for me?*

And finally, keep in mind that, as you put your Optimum Business Strategy together, you’re also expanding and clarifying your thinking. You’re developing the *mindset* that connects and turns on the real power in your life. We’ll get into this in depth in the next session, and this is when it really gets exciting!

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### YOUR ASSIGNMENT FOR THE NEXT 3 DAYS:

It's got to be obvious to you by now that the processes we've talked about today are ongoing and not something you can complete in two or three days. So beginning today, I'd like you to spend this entire sixth week of our program applying these processes to each element you've selected to include in your Optimum Business Strategy grid. Indicate your comments, results below.

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## **SESSION TWELVE**

### **HOW TO THINK LIKE A MARKETING GENIUS**



## SECTION TWELVE

### HOW TO THINK LIKE A MARKETING GENIUS

#### SUMMARY OF SESSION 12

I want you to take a closer look at something that has been happening to you throughout the six weeks of this program. If you've stayed with me through each session and done the assignments I've given you at the comfortable pace I've constantly recommended, you've been rapidly developing a mindset that will set you apart from your competitors and will probably begin to dazzle your peers.

Why? Because unlike most of the people you'll encounter, you've been steadily practicing thinking "outside the box." That means you've been liberating yourself to think more creatively, more effectively, and much more profitably about how you operate your business or professional practice. And here's the best part. It's totally addictive. And as I've mentioned before, it begins to happen automatically, without effort.

Once again, the mindset you've been developing is based on *optimization*. It's understanding your purpose, too. Not just making money, but the nobler transcendent value of what you're doing. Always making sure that everything you do in every aspect of your life gives as much or more value to others than you get back.

When it comes to getting what you want, you've got to believe you deserve it. And what we're talking about right here is the foundation for that. It's the foundation for using what my New Age friends like to call your Infinite Power. This may sound kind of "out there" to you, but it's very real. You can feel it and it changes the way you see yourself and therefore it changes everything you do. It's that basic.

Something else this mindset brings with it is the ability to see opportunities where most people see only problems and adversity. The key to this is your belief that there's an opportunity, a payoff, if you will, in everything. So as you look at every situation, you know that at the very least, you're going to learn something that will be profitable to you. Another extremely important element in this mindset we've been talking about is *passion*. To think like a marketing genius you must have passion.

**The kind of passion I'm talking about is a function of five critical factors:**

1. **Energy.** You can't allow yourself to dissipate your energy dwelling on negative issues. It all starts with a healthy sense of self-worth and an appreciation for the value you bring to others. Remember what I said earlier. For others to revere you, you must first revere yourself.

A vision that inspires you. A clear picture of what is possible for you and what you can give to others. Your vision is a picture of how you're going to fulfill your purpose. And

remember, your vision is only going to happen when you see it as worthwhile—when you see it in terms of what it's going to do for others. And once you have this defined, you need to maintain . . .

2. **A laser-like focus on the worthiness of your purpose.** This comes very naturally when you have real conviction about the value your product or service can bring to others. And that conviction is based on defining value and promoting that value *according to the perspective of those you serve*. Like the client I talked to earlier in this program, you've got to be on a crusade to add value to as many people as possible and have real conviction about it. Once you're certain of the value you have to offer you need . . .
3. **Commitment.** You have to mean business. You have to decide how you want it to be and be totally dedicated to your purpose and totally unwilling to take no for an answer. Once you're committed, get a clear picture in your mind of yourself already enjoying the benefits of reaching your objective. Trust your subconscious mind to take over the process, and as you do, the specific steps you need to take day-by-day will become clear to you. And don't forget to consider the consequences in your life of not following through. I want you to do this for the next 30 days.
4. **A code of conduct.** In every aspect of your life, you need to take the high road. It's your dedication to being of service to others. It's your commitment to excellence in all you do that will command the respect and loyalty of everyone you encounter in your life. Once again, to experience the across-the-board success and fulfillment you're capable of, you have to believe you deserve it. And that becomes impossible if you compromise your integrity. Once again, your whole focus should be to help to make someone's life better.

These five components of true passion are basic to the mindset of a marketing genius, the ability to discover and seize the hidden opportunities that surround every one of us and, sad to say, remain undiscovered by most people. But you're an exception and I congratulate you for staying with me through the six weeks of this program. So let's go on.

### The 12 Elements of Your Marketing Genius Mindset

To me the mindset of a marketing genius is the mindset of the entrepreneur. The entrepreneur is an achiever. He or she is someone who makes something happen. As you continue to develop the entrepreneur's mindset, your thinking will be increasingly driven by the twelve elements I'm going to describe for you now:

1. **You look at everything and ask: Where's the opportunity in this?** You're constantly looking for hidden assets and opportunities, both tangible and intangible, in every area of your life. You define yourself as an opportunist.

**Flexibility.** You realize there are always many ways to get where you're going. So you remain open to discovering the ones that fit you best—those that you'll enjoy the most. You



invite and celebrate change, rather than resisting it.

2. **A bias toward action.** Many people stop at contemplating action. The entrepreneur's concept is *ready, fire, aim*. What this means to me is, once you get the basic concept clear in your mind, you go out and apply it and then you adjust your aim as you go to hit the center of your target.
3. **You realize that marketing is the life force of all business achievement.** It really is educating your customers and prospects to appreciate and desire the results your product or service can give them. So your focus should be to continually demonstrate and compare the benefits and advantages people can expect to enjoy by becoming your customer or client. And remember, once someone becomes your customer, marketing to him or her does not stop.
4. **Living in the present.** Not resting on past achievements, or dwelling on past failures, or worrying about the future. It has often been said that a strong indicator that you're on the right path is that you lose your sense of time while you're working. And not only that, living in the present keeps you free of pressure and stress.
5. **Being tenacious.** Tenacity or persistence comes from dedication and commitment, and this ultimately translates to having fun, not being a slave to a neurotic obsession. Tenacity also stems from your ability to see an idea as real, alive, taking shape, being implemented, and succeeding before it ever becomes visible in your world.
6. **Being pragmatic.** You focus on maximizing the quality and value of your product or service along with maximizing your profits and minimizing your risk. Your ego is out of the way. You approach your business or practice logically, intelligently, and prudently. You refuse to take unnecessary risks. You prefer to test safely and pursue only those opportunities and challenges that offer the highest probability of success.
7. **You realize there's a logical order to things.** Getting to where you want to be is not random. There's an immutable order, and all you've got to do is figure out what the best order is for your particular objective. And that's exactly what we've been up to here in putting together your optimum business strategy. Once that's done, it becomes relatively simple to achieve what you want. Remember, you're not pushing a boulder up a hill. *You're riding an escalator.*
8. **Certainty and faith.** These come from being in touch with the life force within you. Being in touch means you trust it, respect it, and draw from it constantly. You recognize that you have a purpose and destiny you can choose to discover and fulfill. It involves respecting and trusting your natural talents. And pursuing what interests you most.
9. **You use leverage effectively.** You are predisposed to choosing methods and approaches that give you the greatest advantage and control. More specifically, you wouldn't think of expending time or money for less than the maximum return possible. You continue to improve the performance and yield of everything you do. And because you know how much

10. **You become an idea generator and innovator.** You're inspired to constantly seek breakthroughs and improvements. You enjoy the challenge of developing fresh approaches. As a result, you begin to see new and better combinations of old processes and ideas. You're keen on finding out the driving principles behind every successful activity. You find new and inventive ways to adapt and apply these principles and approaches to your enterprise.
11. **You refuse to take yourself seriously.** Maintaining your integrity and never compromising your self-respect does not mean not having fun. It does not mean not enjoying the moment. It does not mean not being part and connected to what's going on. The moment you become part of the process and it's no longer about you and you're not self-conscious—and you're having so much fun and excitement coming up with new ways to innovate and add value—you've got it. It's all there for you. Don't lose it!

### Some Final Thoughts For You to Consider

As you know, throughout the past six weeks I've asked you to apply what you've learned at an easy, comfortable pace. At the same time I've offered you so much information and so many options to choose from, I want to encourage you to re-visit this program on a regular basis in the months and years to come. At least a couple of times a year could be extremely valuable to you.

Now if you haven't followed through and done the assignments as I've given them to you, turn around and decide to go back and do it right. Then write me a note and tell me how much better you feel about yourself and how much more you're accomplishing.

Finally, I want to remind you once again that the power is *within you*, not outside. More precisely, it's in your mind—in *your mindset*. It has always been there. And it always will be. I hope this program has put you in closer touch with this enormous power. As you've learned from my experience and that of so many of my clients, *it really can take you from where you are to exactly where you want to be!*



**YOUR ASSIGNMENT FOR OUR FINAL SESSION:**

1. Commit yourself in writing to play "the game of business" by your own rules. Resolve that you will never again be ruled by what others do or have done in your field. Write your statement of commitment in your own words below, followed by your signature and today's date:

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[Signed:] \_\_\_\_\_ Date: \_\_\_\_\_

2. As this final session comes to an end today, take a few minutes to look back at how much you've already accomplished in just the past 6 weeks. Recognize that, as you continue, you can expect to enjoy *exponential growth*! And always remember, you have total control over the scope and the pace of your progress!

Finally, if you haven't completed all the assignments, you *know* you haven't yet gotten all the benefit this program was so carefully and painstakingly designed to give you. *Therefore you cannot give yourself credit for completing what you started!* So rather than make excuses, *NOW* is the time to go back and "take care of business"—and this will be easy if you just keep in mind how much better you're going to feel about yourself as you do!



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