

# WOULD YOU LIKE DOUBLE YOUR PROFITS

## IN 6 MONTHS OR LESS...



**“Fast, proven, easy-to-  
implement strategies to  
out-perform, out-  
maneuver and out-  
profit your competition  
immediately!”**

**André Larabie, CBC, PhD  
Business Turnaround Consultant  
[TheSevenFigureAdvisor.com](http://TheSevenFigureAdvisor.com)**



# How To Double Your Profits In 6 Months Or Less



By André Larabie

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Published by: André Larabie

6 Appaloosa Dr. Ottawa (Kanata, Ont) K2M 1N6, Canada

e-mail: [Andre@TheSevenFigureAdvisor.com](mailto:Andre@TheSevenFigureAdvisor.com)

Website: [www.TheSevenFigureAdvisor.com](http://www.TheSevenFigureAdvisor.com)

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I dedicate this book to my Family.

To Your Success,

*André Larabie*



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# INTRODUCTION

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This is the first page, but by opening this book you have already taken an important step towards increasing the success of your business. Congratulations on becoming an entrepreneur and joining us in the fast track lifestyle of the potentially rich and famous.

The life of an entrepreneur can be dynamic and incredibly rewarding. It can also be a disaster. At some stage you will no doubt endure the wrath of those that do not enjoy the same desire of entrepreneurship. If you manage a level of success, odds are someone envious will try to bring about your demise.

These people can be close to you or complete strangers. The characters are irrelevant, the situations almost unavoidable for those that go on to achieve success. Therefore, what is important is that you realize this: the need to be liked, respected and treated fairly has the power to render you

completely useless in the business world.

Cast this need aside (to be liked by all) and anything in business becomes possible. The strategies in this book—when implemented with care—are guaranteed to make you more money with less effort. These are strategies that have helped businesses just like yours make hundreds of thousands of dollars—including your competitors.

As you go through the book and read the principles to follow, remember: it does not matter what industry or type of business you operate. What matters is that you grasp the heart of the principles, the underlying lessons and strategies that can help grow any operation in any category of business imaginable.

The best time to start is NOW.

My wish is that you not only read this book and follow it, but that you recommend it to your friends in business. They will thank you for it.

Yours in success,

André Larabie, CMC, CBC, PhD.

[www.TheSevenFigureAdvisor.com](http://www.TheSevenFigureAdvisor.com)

P.S. If you would like to arrange a meeting with one of our coaches and get a third-party profitable perspective on your business, please send an email to [andre@barclayscoaching.com](mailto:andre@barclayscoaching.com) and we will point you in the right direction.

## PROFITS THROUGH GOAL SETTING

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**W**e've all heard about the power of setting goals. Everyone has surely seen statistics that connect goal setting to success in both your business life and your personal life. I'm sure if I asked you today what your goals are, you could rattle off a few wants and hopes without thinking too long.

However, what most people do not realize is that the power of goal setting lies in *writing goals down*. Committing goals to paper and reviewing them regularly gives you a 95% higher chance of achieving your desired outcomes. Studies have shown that only three to five percent of people in the world have written goals—the same three to five percent who achieve success in business and earn considerable wealth.

These studies have also found that by retirement, only 4% of people in the world will have enough accumulated

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wealth to maintain their income level and quality of life. As a business owner, it is essential that you develop a plan for your retirement. It is equally important that you develop a plan for your success.

This chapter focuses on the power of goal setting as part of your business success. We'll teach you to set SMART goals that are rooted in your own personal value system, and to use supporting techniques to achieve your goals faster.

## **What Are Goals?**

Goals are clear targets attached to a specific time frame and action plan; they focus your efforts and drive your motivation in a clear direction. Goals are different from dreams in that they outline a plan of action, while dreams are a conceptual vision of your wish or desired outcome.

Goals require work; work on yourself, work for your business, and work for others. You cannot achieve a goal—no matter how badly you want it—without being prepared to make a considerable effort. If you are ready to invest your time and energy, goals will help you:

- » realize a dream for your personal or business life,
- » make a positive change in your life,
- » remove negative force in your life,
- » improve your skills and performance ability, and
- » start or change a habit—positive or negative

## **Why Set Goals?**

As mentioned above, setting goals and committing them to paper is the most effective way to cultivate success. The most important reason to set a goal is to attach a clear action plan to a desired outcome.

Goals help us focus our time and energy on one (or

several) key outcomes. Many business owners have hundreds of ideas spinning around in their heads at any one time, on top of their daily responsibilities. By writing down and focusing on a few ideas at a time, you can prioritize and concentrate your efforts, avoid being stretched too thin, and produce greater results.

*“What you get by achieving your goals is not as important as what you become by achieving your goals.”*  
- Zig Zigler

Since goals attach action to outcomes, goals can help you break down big dreams into manageable (and achievable) sections. Creating a multi-goal strategy will put a road map in place to help you get to your desired outcome. If your goal is to start a pizza business and make six figures a year, there are a number of smaller steps to achieve before you achieve your end result.

Success doesn't happen by itself. It is the result of consistent and committed action by an individual who is driven to achieve something. Success means something different to everyone, so creating goals is a personal endeavor. Goals can be large and small, personal and public, financial and spiritual. It is not the size of the goal that matters; what matters is that you write the goal down and commit to making the effort required to achieve it.

### **What Happens When I Achieve a Goal?**

You should congratulate yourself and your team, of course! By rewarding yourself and your team after every achievement, you not only train your mind to associate hard work with reward, but you also develop loyalty among your employees.

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You should ask yourself if your achievement can be taken to the next level, or if your goal can be stretched by building on the effort you have already made. Consistently setting new and higher targets will lay the framework for constant improvement and personal and professional growth.

## **The Power of Positive Thinking**

When was the last time you tuned into your internal stream of consciousness? What does the stream of thoughts running through your mind sound like? Are they positive? Negative? Are they logical? Reasonable?

Positive thinking and healthy self-talk are the most important business tools you can ever cultivate; by programming a positive stream of subconscious thoughts into your mind, you can control your reality and ultimately your goals. Think about someone you know who is constantly negative, someone who complains and whines and makes excuses for their unhappiness. How successful are they? How do their fears and doubts become reality in their world?

You are what you continuously believe about yourself and your environment. If you focus your mind on something in your mental world, it will nearly always manifest as reality in your physical world.

Positive thinking is a key part of setting goals. You won't achieve your goal until you believe you can. You will achieve your goals faster when you believe in yourself, and the people around you who are helping make your goal a reality.

Successful people are rooted in a strong belief system—belief in themselves, belief in the work they are doing, and belief in the people around them. They are motivated to improve and learn, but also confident in their existing skills

and knowledge. Their positive attitude and energy is clearly felt in everything they do.

Ever notice how complainers usually surround themselves with other complainers? The same is true of positive thinkers. If you cultivate an upbeat, positive attitude, you will be surrounded by people who share your values and outlook on life.

Too often, people and society in general subscribe to a continuous stream of negative chatter. The more you hear it, the more you'll believe it.

How many times have you heard:

- » That's impossible.
- » You're too old. You're too young.
- » Don't even bother.
- » You'll never get there.
- » It's already been done.
- » You'll never get that done.
- » We tried that, and it didn't work.
- » You can't do that.

## **Creating SMART Goals**

SMART goals are just that: smart. Whether you are setting goals for your personal life, your business, or with your employees, goals that have been developed with the SMART principle have a higher probability of being achieved.

## **The SMART Principle**

### 1. **S**pecific

Specific goals are clearer and easier to achieve than non-specific goals. When writing down your goal, ask yourself

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the five “W” questions to narrow in on what exactly you are aiming for. Who? Where? What? When? Why? For example, instead of a nonspecific goal like, “Get in shape for the summer,” a specific goal would be, “Go to the gym three times a week and eat twice as many vegetables.”

## 2. **M**easurable

If you can’t measure your goal, how will you know when you’ve achieved it? Measurable goals help you clearly see where you are and where you want to be. You can see change happen as it happens. Measurable goals can also be broken down and managed in smaller pieces. They make it easier to create an action plan or identify the steps required to achieve your goal. You can track your progress, revise your plan, and celebrate each small achievement. For example, instead of aiming to increase revenue in 2017, you can set out to increase revenue by 30% in the next 12 months, and celebrate each 10% along the way.

## 3. **A**chievable

Goals that are achievable have a higher chance of being realized. While it is important to think big and dream big, too often people set goals that are simply beyond their capabilities and they wind up disappointed. Goals can stretch you, but for you to maintain your motivation and commitment, they should always be feasible. For example, if you want to complete your first triathlon but you’ve never run a mile in your life, you would be setting a goal that is beyond your current capabilities. If you decided instead to train for a five mile race in six months, you would be setting an achievable goal.

## 4. **R**elevant

Relevant—or realistic—goals have a logical place in your

life or your overall business strategy. The goal's action plan can be reasonably integrated into your life, with a realistic amount of effort. For example, if your goal is to train to climb to base camp at Mount Everest within one year and you're about to launch a start-up business, you may need to question the relevance of your goal in the context of your current commitments.

### 5. **T**imely

It is essential that every goal be attached to a time-frame—otherwise it is merely a dream. Check in to make sure that your time-frame is realistic—not too short, or too long. This will keep you motivated and committed to your action plan, and allow you to track your progress.

## **Autosuggestion and Visualization**

Autosuggestion and visualization are two techniques that can assist you in achieving your goals. Some of the most well-known and successful people in the world use these techniques, and it is not a coincidence that they are masters in their fields of business and sport. A few of these people include:

- » Michael Phelps (Olympic swimmer)
- » Andre Agassi (tennis)
- » Wayne Gretzky (hockey)
- » Donald Trump (real estate)
- » Bill Gates (Microsoft)
- » Walt Disney (entertainment)

Of course, each of these people has a high degree of talent, ambition, intelligence and drive. However, to reach the top of their respective field, they have each used Autosuggestion and Visualization.

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## ***Autosuggestion***

Autosuggestion is your internal dialogue, the constant stream of thoughts and comments that flows through your mind, impacting what you think about yourself and how you perceive situations.

Since you were a small child, this self-talk has been influenced by your experiences and has programmed your mind to think and react in certain ways. The good news is that you can reprogram your mind and customize your self-talk any way you like. That is the power of Autosuggestion.

To begin practicing Autosuggestion, make sure you are relaxed and open to trying the technique; an ideal time is just before bed, or when you have some time to sit quietly. Then, repeat positive affirmations to yourself about the ideal outcome. Top sports figures and business people will often practice just before a big game or meeting. Some examples of positive self-talk or autosuggestion include:

- » I will lead my team to a victory tonight!
- » I will be relaxed and open to meeting new people at a party tonight!
- » I will deliver a clear and impacting speech!
- » I will stop worrying and tackle this problem tomorrow!
- » I will stand up for my own ideas in the meeting!
- » I will remember everything I have studied for the test tomorrow!

## ***Visualization***

Visualization is a complementary practice to Autosuggestion. While you can repeat affirmations to yourself over and over, combining this practice with visualization is twice as powerful.

Visualization is exactly what it sounds like: repeatedly visualizing how something is going to happen in your mind's eye. Nearly everyone in sports practices this technique. It has been proven to enhance performance better than practice alone.

This technique can easily be applied to business. For example, prior to any presentation or meeting where you must speak, present or "perform." You can also visualize yourself being incredibly productive and effective in your office, or having a discussion with your spouse calmly and rationally.

Elements to think about during visualization:

- » What does the room look like?
- » What image do I project?
- » What do the people in the room look like?
- » How do I behave?
- » What is my attitude?
- » What is their mood?
- » How do they receive me?
- » What is the outcome?

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## TIME MANAGEMENT SECRETS OF THE WEALTHY

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### **Manage Time Like Money**

Why did you go into business for yourself? Was it to be your own boss? Choose your own hours? Have more time with the family? Spend more time doing what you love? Chances are you answered yes to all these questions.

These days, you probably wonder where the time went—why you spent 12 hours at work and barely make a dent in your to-do list. We already know that time is a key resource for you and your business, but it's also a key resource in your life. Harnessing and leveraging time is the only way to enjoy life and have a profitable business at the same time.

Most business owners carefully manage their financial and personnel resources, and pay attention to their performance. Marketing plans and budgets are created, people are hired and fired. What most business owners don't realize is that time—and the time of all employees—requires the same attention and diligent management.

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

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Time will never manage itself. The decision to make a proactive effort to manage your time must be yours. Once you have committed to taking ownership for your own time management, there are a host of tools available to you. But first, you must understand how much your time is actually worth and where you are currently spending it.

### *What is your time worth?*

Ever wonder what your time is actually worth? Here's a quick way to figure it out:

Target annual income	A.
Working days in a year	B. 235
Working hours in a day	C. 7
Working hours in a year	D. 1,645
$A/D = \text{YOUR HOURLY WORTH}$ (before tax and expenses)	E.

This is a very simple calculation intended to put your time in perspective. In reality, no one is productive for each of the 1,645 hours. Various studies have put actual productivity at anywhere between 25 minutes and four hours per day. Either way, there's a lot of room for improvement.

Let's look at it another way:

Your age	A.
Days in a year	B.
Days spent on earth to date ( $A \times B$ )	C.
Average life expectancy	D. 70
Total projected days on earth ( $D \times B$ )	E.
Estimated days left ( $E - C$ )	F.

This exercise isn't intended to scare you, but rather to bring your attention to the importance of choosing how you spend each hour you have available. It is a choice! By developing the skills required to manage your time, you will not only have a profitable business but also a rewarding and balanced life as well.

## **The Five Culprits of Time Theft**

Chances are—if you're like most people—you have no idea where your time goes. You're likely frustrated by the fact that you can spend 10, 12, even 14 hours a day working and not make a dent in your To-Do list, or only bill half of those hours.

When we're too busy and overloaded with work, we often switch into reactive mode. We can't make it to the bottom of the pile, and we end up handling issues and making decisions at the last minute. One of the great benefits of choosing to become proactive in time management is that you can become proactive in all other areas of your business. When in proactive mode, you can take steps to grow your business through networking, building programs, and establishing systems.

*"Once you have mastered time, you will understand how true it is that most people overestimate what they can accomplish in a year - and underestimate what they can achieve in a decade!" - Anthony Robbins*

Before you investigate where your time goes, let's take a look at the top five culprits of modern-day time theft:

### **1. Your Email**

How many times a day do you check your email? Is *Outlook* or *Mail* constantly running on your desktop? Email—internal, external, personal and business—clogs up your day like no other communication channel. For many of us, it is possible to spend the entire day writing and responding to emails without even glancing at our inbox. The number of emails sent and received each day by the average person in 2007 was 147. Multiply that by an average of two minutes per message, and you have spent almost five hours on email in a single day.

### **2. Your Cell Phone (Or Blackberry)**

Cell phones have created convenience, security, and the luxury of telecommuting—but they don't call it a "crackberry" for nothing. PDAs and cell phones have also created a society that expects being able to reach you at any moment or at least receive instant responses to their calls. Your cell phone or PDA not only robs you of your time during the day but also during the evenings and on weekends when you are not at work.

### **3. Your Open Door Policy**

If you make it easy for your staff and associates to interrupt you, they will. Too often, open-door policies are set up by human resource departments to create clear communication channels. Instead, they create a clog of employees lined up at your door seeking immediate answers to non-emergent issues.

### **4. Meetings**

How many times have you been to a meeting that was

scheduled to last an hour, but ended up lasting three? How often do you attend unnecessary meetings? Or meetings that run off-topic? Meetings can be a huge source of wasted time—your valuable time. In a senior management or ownership position, your day may consist of back-to-back meetings, leaving only your evening hours to complete the tasks that should have been finished during the day.

## **5. YOU!**

Every person has daily habits that sabotage their ability to work productively and efficiently. Many entrepreneurs and business owners can't separate business hours from leisure hours. Some get caught in a time warp while surfing the Internet. Others—mainly overachievers—can become paralyzed by perfectionism or procrastination. Mainly we just don't have the tools to schedule and structure our time in a way that fits with our working style.

So far we've seen that time is a resource that should be as carefully managed as cash. We've figured out what your time is worth, and looked at the top five culprits of "time theft." You've committed to taking steps to become a better time manager.

*What now?*

### **Personal Time Management Research Exercise**

The next step is to take a good (and honest!) look at how you spend time. Once you understand your patterns and habits, you can begin to implement the strategies in this chapter that will make you a better time manager.

#### ***Step One: Time Audit***

Use the Time Log Worksheet at the back of this chapter

to record how you spend your time for three working days in a row. Be honest, and be specific. Include time spent in transit, surfing the web, interacting with clients and colleagues, as well as how your time is spent at home in the evenings. The more information you can record, the easier it will be to analyze your time management skills in step two.

### ***Step Two: Time Categorization***

Once you have recorded your time for three days, sit down with all three sheets in front of you and identify the following using different colored markers or highlighters:

- » Driving, public transportation or travel
- » Emailing, including checking, reading, and returning messages
- » Eating, including food preparation
- » Talking on the phone, including checking and returning messages
- » Personal errands
- » Exercise
- » Internal meetings
- » External meetings
- » Watching TV
- » Administrative work
- » Sleeping, including naps
- » Client work
- » Using the computer, personal use only
- » Non-client, non-administrative work
- » Being with family / friends

### ***Step Three: Time Analysis***

Now that you have identified how you have spent your time, go through the worksheets one more time and

identify if you have spent enough, too much, or too little time on each main task.

Then, based on your observations, answer the following questions:

1. What patterns do you notice about how you spend your time during the day? (i.e., When are you most productive? Least productive? Most or least interrupted?)
2. Write down the four highest priorities in your life right now. Does your timesheet reflect these priorities?
3. If you have more time, what would you do?
4. If you had less time, what wouldn't you do?
5. Could you remove the items in question four and add the items in question three? Why or why not?
6. Is procrastination a problem for you? How much?

## **Strategies for Profitable Time Management**

There are many ways to curb time theft and refine your time management ability. Through a solid understanding of how you currently spend—and waste—time, you can determine which strategies you need to implement to correct unproductive behavior.

Here are 17 ways you can turn less of your time into more money:

### ***1. Set Clear Priorities***

The foundation of time management is a clear understanding of what your time is best spent on. Once you accept that you can't do everything, you can decide what needs to be completed now, what can be completed later,

and what someone else can complete. Each to-do list you create should be put through this filter, and reorganized so the highest priority items are on top and the lowest priority items are less visible, or on the bottom.

Once you have established your priorities—which will also naturally reflect the priorities and goals of your business—stick to them. Just because someone else feels something is of a high priority doesn't mean it holds the same status next to your other tasks.

Prioritization is also helpful in your personal life and leisure time. Your spare time is precious—so make sure are clear on how you would like to spend it.

### ***2. Use Your Skills—Delegate Your Weaknesses***

As a business owner, your day naturally consists of tasks you dislike doing. Some are essential—signing checks, reviewing financial statements, and other business maintenance—while others are simply not within your skill set.

If you are a strong public speaker but struggle with report writing, delegate to a copywriter or editor. If you own a retail store and have no experience in design, outsource your signage. These freelance professionals often cost half as much as you, and take half as long to complete the task. Your time is saved for tasks that use and strengthen your skills effectively, your stress is managed, and ultimately a better product is produced.

### ***3. Delegate, Delegate, Delegate***

As a small business owner, the only way you will ever get everything done is by delegating. Delegation is a vital skill that needs to be refined and practiced, and once mastered is the key to profitable time management. Too often, owners

and managers believe that it will be faster or more efficient to complete the task themselves than to train and monitor someone else. Other times, there are no internal resources to download assignments to.

As a result, the following trends can be seen in many small companies:

- » Owners and senior staff members are stressed and overworked, while junior staff are under-utilized and under capacity.
- » Staff members are not given an opportunity to grow and develop in their roles and may perceive a lack of trust or confidence in their ability. The company loses good people.
- » Owners and senior staff are always in a reactive state instead of a visionary or proactive state.
- » Delegation happens at the very last minute, and junior staff has little understanding of either the overall project or expectations for the task.

The easiest way to fix this problem is to address it before it starts. Create a solid team of staff members around you who are well-trained and prepared to support the business. Attract and retain qualified and quality people who can be cross-trained and promoted within the company. Ensure that communication flows throughout the business, so everyone has the product and service knowledge to step in and assist when necessary.

#### ***4. Learn to Say "No"***

It's easy to fall into the habit of saying yes to everything. You are, after all the business owner, right? No one can complete these tasks as well as you, right? You'll lose that customer if you don't help them with their garage sale,

right?

Wrong! The most successful business owners have a keen understanding of how their time is best spent, and they *delegate* the remaining responsibilities to trusted others. It's too easy to say yes to every request in the moment and later feel overwhelmed when it's added to your to-do list. You may not ruffle any feathers, but what toll does it take on your stress level? Your workload?

Your time is valuable—so protect it!

Remember: if it is too challenging to say no immediately, you can always request some time to think about it. This way, you can evaluate your workload and realistically decide whether or not you can take on a new project. Then, stand by your decision, or assist in bringing in the necessary resources to get it done.

### ***5. Create and Keep a Strict Schedule***

While multi-tasking is a desirable skill, it is also often a time thief. Attempting to accomplish too many things at one time ensures that nothing gets done. As a business owner, you need to be able to focus and concentrate on essential projects without interruptions.

The only way to do this is the commit to a strict schedule. Once you understand your work style and concentration patterns, you can allocate periods of the day to specific tasks. This includes personal and leisure time—schedule it, and stick to it.

Schedule time for: list-creation and prioritization, email messages, telephone messages, internal meetings, client meetings, meeting preparation, “me-time,” family time, recreation and fitness, daily business tasks, and blocks for focused work.

Remember: there is a training period involved in beginning a new routine—for yourself and those around you. Use your voicemail, out-of-office email message, and a closed door to let people know when you will not be disturbed.

## ***6. Make Decisions***

The choice to not make a decision is a decision in itself. The most successful business owners have the ability to make good decisions quickly and efficiently, and do not waste time deliberating over simple choices.

In leadership positions, people are often afraid of making the wrong decision or looking foolish if they make a mistake in front of junior staff. They don't realize that hesitating or avoiding decision-making impacts their leadership as much or more than making the wrong decision. Not only can being indecisive be personally stressful, but it is also stressful for those around you whose tasks are waiting on your choices.

Remember, you must make the best decision with the information you have, in the time frame you have to make the decision. No one expects you to be a fortune teller—be decisive, make some mistakes, and learn from them.

## ***7. Manage Telephone Interruptions***

This is a huge source of time theft that can be easily managed and avoided. If you are available to take phone calls at any time of day, you are setting yourself up to take work home in the evenings. The phone will always ring when you are focused on an important task, and this is something that can be avoided.

Figure out when you are most productive. Is it in the

morning or the afternoon? Before, during, or after lunch? Once you have identified this time period, set your phone on “do not disturb” or have your calls directed to voicemail. If you do not have a receptionist, a variety of automatic answering systems are available for a nominal fee. To structure your phone time further, let callers know on your voicemail what specific time of day is best to reach you via phone. Then, set that time aside to receive and return phone calls.

### ***8. Keep Your Work Environment Organized***

Have you ever tried to make dinner in a messy kitchen? More of your time is spent looking for dishes and tools, then cleaning them, than actually cooking the meal.

The same goes for your work environment. If your desk and office are in a constant state of chaos, then your mind will be too. In fact, some studies have revealed that the average senior business leader spends nearly four weeks each year navigating through messy or cluttered desks, looking for lost information. Does that sound like productive time to you?

Once you make the initial clean sweep, it's easy to maintain order in the chaos:

- » Tidy your desk at the beginning and end of each day. Attach pertinent documents to your to-do list, or keep clear, organized folders for loose papers.
- » Organize your supplies drawer so you have easy access to stationery like pens, post-it notes, staplers and highlighters. Every minute counts!
- » Only have current documents and files on your desk. The rest should be neatly filed on a side table for later retrieval.
- » Keep personal items (photos or memorabilia) out of

your primary line of vision. These can be distracting and encourage daydreaming.

As for your office or store, there are many ways to make its layout more conducive to effective time management. Try the following:

- » Minimizing the distance between the reception desk and electronics like photocopies and fax machines.
- » Keep a clear line of sight between your office and the most productive area of your business, so you are aware of what is happening with your staff.
- » Organize shelves and filing cabinets so files are not only easily accessed, and they are out of sight when not being used. Consider putting sliding doors or cabinets in storage areas, and remember that the floor is not a storage cabinet.

### ***9. Keep Your Filing System Organized***

If your data isn't organized properly, you will waste hundreds of hours searching for documents you need on a regular basis. This includes both electronic and hard copy files; they should be organized and up-to-date.

Customer databases and enquiry records are worth their weight in gold. You can't afford to get behind when updating this information, or poorly store it for later retrieval. There are many easy to use software programs that will manage and organize customer databases for you; it doesn't need to be time consuming or tedious.

A simple way to manage information is to keep it in short, medium, and long term files for both hard and electronic copies. Create shortcuts on your desktop for folders or files you constantly access. Have short-term files available on your desk, medium-term files available within an arm's

reach, and long-term files stored in cabinets.

### **10. Clearly Communicate—Never Assume**

One of the biggest issues for time management in business—and likely the world—is miscommunication. This is a dangerous issue that can cripple any business, including yours. Establishing and enforcing clear policies on accurate note-taking, task assignments, and phone messages will ensure that your staff understands the importance of clear and accurate communication.

To curb miscommunication, write everything down. Carry a notepad, and jot down key points, figures, agreements and deadlines. Don't assume you'll remember later—you have at least a hundred other things to remember.

Some other simple strategies are:

- » Return all communication promptly, including email, letters, faxes and phone calls.
- » Repeat back phone messages, phone numbers and other figures to confirm you recorded the information correctly.
- » Record appointments in your PDA or agenda the moment you make them. Otherwise, you will forget.
- » Double check and confirm everything—addresses, phone numbers, meeting locations and times.
- » Maintain accurate customer contact logs with dates, times, and phone numbers.
- » Post checklists in your store or office for routine operations procedures.
- » Announce any changes to the policies and procedures manual immediately.

### **11. Stop Duplicating Efforts**

This key element of time management is closely related

to effective communication. Studies have shown that many businesses duplicate and triplicate efforts that need only be completed once.

When you have clear systems and procedures in place, your staff will not need to “reinvent the wheel” each time the task needs to be completed. Meeting minutes and individual task assignments will ensure everyone is on the same page and understands their personal responsibilities.

Simple examples of this include re-reading your to-do list each hour to determine what the next important item is. If your list is structured by priority, this is a needless task. If two staff members are working on similar projects, but unaware of the other, the work will not only be inconsistent, but the efforts will be duplicated. These are easy problems to fix once they have been identified and communicated.

## ***12. Say Goodbye to Procrastination and Perfectionism***

Procrastination is something we all face at one time or another—and likely have since our school days. However, given the pace the world operates at today, you will only fall behind your competitor if you allow procrastination to rule your day. So how do you avoid it? Simple: Stop, and just get started, no matter how boring, tedious, or painful the project may be. Reward yourself by crossing each step off your to-do list.

Many small business owners also fall victim to perfectionism, which can be paralyzing. The fear that there isn't enough time or resources to “get it perfect” will sometimes stop you dead in your tracks. Perfectionism can also hinder your ability to delegate and say no to tasks you believe no one else can complete “better.” Do the best you can with the time and resources you have—and just get started.

### ***13. Plan Your Work, Work Your Plan***

Have you ever placed an advertisement on the fly because it was “cheaper,” “faster,” or “more urgent” than creating a marketing plan? Do you and your staff have a clear idea of where your business is headed over the next six to 12 months, or five years?

Many studies show that less than 10% of small businesses have up-to-date marketing and business plans, as compared to the majority of large corporations and public companies, which have both.

Marketing and business plans take time and effort to create—but they work and pay off in spades. They also save you time and money as compared to a haphazard or fly-by-the-seat-of-your-pants strategy. With a marketing plan in place, you will have an idea of how many ads you will place in a year and which will earn you a volume discount. Your marketing materials will complement each other and deliver the same message to the same target audience. Designers will charge less for a package of collateral than for individual collateral items.

A business plan will provide you with a guide to reference when making decisions. You can repeatedly ask if the endeavor at hand will contribute to your overall vision, or if it just seems like a good idea or price.

Remember: Planning includes both short and long-term time frames, and applies to both your daily to-do list and your marketing budget. It provides you with a means to measure your progress, it assists in identifying priorities, and it helps you manage your time.

### ***14. Avoid Needless, Impromptu and Unstructured***

## ***Meetings***

This may seem like a time theft issue that is out of your control, but it's not. You are in control of your own time, and through strict scheduling can establish a structure for internal and external meetings that everyone around you can work within.

Minimize impromptu internal meetings by letting your staff know when you're available for a "quick chat" and when you are not. If it is important, ask them to schedule a time to meet with you that works with all schedules. This not only saves you time, but it encourages staff to find solutions to their own issues and approach you with more urgent or challenging matters.

You can't avoid having meetings, but you can avoid having *unstructured* meetings. Ask for or create an agenda for each meeting with a clear objective and an amount of time allocated to each item. This will keep your meetings focused and on task. If a meeting runs late, give yourself a reasonable buffer and politely leave for your next appointment. You can always follow up with a colleague to catch-up on the pertinent items you may have missed.

## ***15. Establish Clear Policies and Procedures***

A clear policy and procedures manual is like a marketing or business plan—it takes time to create but ultimately saves everyone in your company time, money and effort. A step-by-step guide to "the way we do things here" is an invaluable resource for your existing and new staff and provides clear expectations for how you like things done.

Too many businesses make up policies and procedures on the fly—creating dangerous scenarios where mistakes are made and expectations are not clear. Some items to

include in a comprehensive policy and procedures manual are:

- » Recruitment
- » Customer relations
- » Customer inquiries
- » Customer complaints
- » Returns
- » Exchanges
- » Late payments
- » Salary structure
- » Bonus structure
- » Employee review
- » Theft
- » Harassment

### ***16. Keep the Right Set of Tools***

The equipment your business needs to operate and grow effectively should always be on hand, or easily contracted out. This is specific to each company, and closely related to costs—including the cost of your time.

Whether you are a high-tech business or local retailer, knowledge of the latest advancements in technology will increase your efficiency and help you stay on top of competitors, maintain your position as an expert, and perhaps provide an easier way of getting things done.

Always ask yourself if purchases are essential to your business—or if you could perhaps make these purchases from a second-hand dealer to minimize cost? Is it more cost-effective to outsource or sub-contract the tasks to someone with access to this equipment, or to buy the equipment yourself?

If your business relies on tools and technology for daily

tasks (like the trades profession) then obtaining the best quality you can afford is crucial.

### ***17. Maintain Your Equipment***

This may seem obvious, but you'll understand the importance if your network server has ever crashed or point of sale system has malfunctioned. Your business can be slowed to a stand-still if your equipment is not in good working order. Of course there are instances that can't be predicted, but regular maintenance of your essential equipment will reduce these occurrences and help you anticipate when old equipment needs to be repaired or replaced.

#### ***Timesheet | Day One***

Time-slot	Activities   Day One	More/Less/ Enough Time?
7-7:30		
7:30-8		
8-8:30		
8:30-9		
9-9:30		
9:30-10		
10-10:30		
10:30-11		
11-11:30		
11:30-12		
12-12:30		
12:30-1		
1-1:30		
1:30-2		

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

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Time-slot	Activities   Day One	More/Less/Enough Time?
2-2:30		
2:30-3		
3-3:30		
3:30-4		
4-4:30		
4:30-5		
5-5:30		
5:30-6		
6-10		

### ***Timesheet | Day Two***

Time-slot	Activities   Day Two	More/Less/Enough Time?
7-7:30		
7:30-8		
8-8:30		
8:30-9		
9-9:30		
9:30-10		
10-10:30		
10:30-11		
11-11:30		
11:30-12		
12-12:30		
12:30-1		

## TIME MANAGEMENT SECRETS OF THE WEALTHY

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Time-slot	Activities   Day Two	More/Less/ Enough Time?
1-1:30		
1:30-2		
2-2:30		
2:30-3		
3-3:30		
3:30-4		
4-4:30		
4:30-5		
5-5:30		
5:30-6		
6-10		

### *Timesheet | Day Three*

Time-slot	Activities   Day Three	More/Less/ Enough Time?
7-7:30		
7:30-8		
8-8:30		
8:30-9		
9-9:30		
9:30-10		
10-10:30		
10:30-11		
11-11:30		
11:30-12		

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

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Time-slot	Activities   Day Three	More/Less/Enough Time?
12-12:30		
12:30-1		
1-1:30		
1:30-2		
2-2:30		
2:30-3		
3-3:30		
3:30-4		
4-4:30		
4:30-5		
5-5:30		
5:30-6		
6-10		

### ***Daily To-Do List | Business***

Task - Daily To-Do List	Priority (1-10)	Deadline?	Delegation?







## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## LEAD GENERATION ON STEROIDS

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*Where do your customers come from?*

Most people would probably choose “advertising” as an answer or “referrals” or “direct mail campaigns.” This may seem true, but it’s not really accurate. Your customers come from leads that have been turned into sales. Each customer goes through a two-step process before they arrive with their wallets open. They have been converted from a member of a target market to a lead, then to a customer.

So, would it not stand to reason, then, that when you advertise or send any marketing material out to your target market that you’re not really trying to generate customers? That instead, you’re trying to generate leads?

When you look at your marketing campaign from this perspective, the idea of generating *leads* as compared to *customers* seems a lot less daunting. The pressure of closing sales is no longer placed on advertisements or brochures.

From this perspective, the general purpose of your advertising and marketing efforts is to generate leads from qualified customers. Seems easy enough, doesn't it?

*Where are your leads coming from?*

If I asked you to tell me the top three ways you generate new sales leads, what would you say?

- » Advertising?
- » Word of mouth?
- » Networking?
- » ...don't know?

The first step towards increasing your leads is understanding how many leads you currently get on a regular basis as well as where they come from. Otherwise, how will you know when you're getting more phone calls or walk-in customers?

If you don't know where your leads come from, start asking every customer that comes through your door, "how did you hear about us?" or "what brought you in today?" Ask every customer that calls where they found your telephone number or email address. Then, record the information for at least an entire week.

### **From Lead to Customer: Conversion Rates**

Leads mean nothing to your business unless you convert them into customers. You could get hundreds of leads from a single advertisement, but unless those leads result in purchases, it's been a largely unsuccessful (and costly) campaign.

The ratio of leads (*potential* customers) to transactions (*actual* customers) is called your "conversion rate." Simply divide the number of customers who actually purchased

something by the number of customers who inquired about your product or service, and multiply by 100.

$$\# \text{ transactions} / \# \text{ leads} \times 100 = \% \text{ conversion rate}$$

If, in a given week, I have 879 customers come into my store, and 143 of them purchase something, the formula would look like this:

$$[143 \text{ (customers)} / 879 \text{ (leads)}] \times 100 = 16.25\% \text{ conversion rate}$$

*What's your conversion rate?*

Based on the formula above, you can see that the higher your conversion rate, the more profitable the business. Your next step is to determine your current conversion rate. Add up the number of leads you sourced in the last section and divide that number into the total transactions that took place in the same week.

### **Quality (or Qualified) Leads**

Based on our review of conversion rates, we can see that the number of leads you generate means nothing unless those leads are being converted into customers.

So what affects your ability, and the ability of your team, to turn leads into customers? Do you need to improve your scripts? Your product or service? Find a more competitive edge in the marketplace?

Maybe. But the first step towards increasing conversion rates is to evaluate the leads you are currently generating, and make sure those leads are the right ones.

*“Where there is pain... there is profit” – Jay Abraham*

*What are quality leads?*

Potential customers are potential customers, right? Anyone who walks into your store or picks up the phone to call your business could be convinced to purchase from you, right? Not necessarily, but this is a common assumption most business owners make.

Quality leads are the people who are the most likely to buy your product or service. They are the qualified buyers who comprise your target market. Anyone might walk in off the street to browse a furniture store—regardless of whether or not they are in the market for a new couch or bed frame. This lead is solely interested in browsing and is not likely to be converted to a customer.

A quality lead is someone looking for a new kitchen table who specifically drove to that same furniture store because a friend raved about the service they received that month. These are the kinds of leads you need to focus on generating.

*How do you get quality leads?*

Here are some methods to get quality leads:

- » **Know your target market.** Get a handle on who your customers are—those people who are most likely to buy your product or service. Know their age, sex, income, and purchase motivations. From that information you can determine how best to reach your specific audience.
- » **Focus on the 80/20 rule.** A common statistic in business is that 80% of your revenue comes from 20% of your customers. These are your star or your

ideal clients. These are the clients you should focus your efforts on recruiting. This is the easiest way to grow your business and your income.

- » **Get specific.** Focus not only on who you want to attract, but how you're going to attract them. If you're trying to generate leads from a specific market segment, craft a unique offer to get their attention.
- » **Be proactive.** Once you've generated a lot of leads, make sure you have the resources to follow up on them. Be diligent and aggressive, and follow up in a timely manner. You've done the work to get them; now reel them in.

### **Get More Leads from Your Existing Strategies**

Increasing your lead generation doesn't necessarily mean diving in and implementing an expensive array of new marketing strategies. Marketing and customer outreach for the purpose of lead generation can be inexpensive, and bring a high return on investment. You are likely already implementing many of these strategies. With a little tweaking or refinement, you can easily double your leads and ensure they are more qualified.

Below are 6 popular strategies to generate quality leads:

#### ***1. Direct Mail to your ideal customers***

Direct mail is one of the fastest and most effective ways to generate leads to build your business. It's a simple strategy; in fact, you're probably already reaching out to potential clients through direct mail letters with enticing offers.

The secret to doubling your results is to craft your direct mail campaigns specifically for a highly targeted audience of your ideal customers.

Your ideal customers are those people who buy the most of your products or services. They are the customers who buy from you over and over again and who refer your business to their friends. They are the 20% of your clients who generate 80% of your revenue.

### ***2. Identify your ideal customers.***

Who are your ideal customers? What is their age, sex, income, location and purchase motivation? Where do they live? How do they spend their money? Be as specific as possible.

Once you identify your ideal customers, you can determine how best to reach them. Will you mail to households or apartment buildings? Families or retirees? Direct mail lists are available for purchase from a wide range of companies and can be segregated into a variety of demographic and sociographic categories.

### ***3. Craft a special offer.***

Create an offer that's too good to refuse—not for your entire target market, but for your ideal customer. How can you cater to their unique needs and wants? What will be irresistible for them?

For example, if you operate a furniture store, your target market is a broad range of people. However, if you are targeting young families, your offer will be much different than one you may craft for empty-nesters.

### ***4. Court them for their business.***

Don't stop at a single mail-out. Sometimes people will throw your letter away two or three times before they are motivated to act. Treat your direct mail campaign like a

courtship and understand it will succeed *over time*.

First send a letter introducing yourself and your irresistible offer. Then follow up on a monthly basis with additional letters, newsletters, offers, or flyers. Repetition and reinforcement of your presence is how your customer will go from saying, “Who is this company?” to “I buy from this company.”

### **5. Advertise for lead generation**

Statistics show that nearly 50% of all purchase decisions are motivated by advertising. It can also be a relatively cost-effective way of generating leads.

We’ve discussed the importance of ensuring that your advertisements are purpose-focused. The general purpose of most advertisements is to increase sales, which starts with leads; however, ads created solely for lead generation—that is, to get customers to pick up the phone or walk into the store—are a category of their own.

Lead generation ads are simply designed and create a sense of curiosity or mystery. Often, they feature an almost unbelievable offer. Their purpose is not to convince the customer to buy, but to encourage them to contact the business for more information.

As always, when you are targeting your ideal audience, you’ll need to ensure that your ads are placed prominently in publications that the target audience reads. This doesn’t mean you have to fork over the cash for expensive display ads. Inexpensive advertising in e-mail newsletters, online classifieds, and other inexpensive channels are very effective for lead generation.

Here are some tips for lead generation advertising:

- » Leverage low-cost advertising. Place ads in the

yellow pages, classifieds section, e-mail newsletters, and online. If your target audience is technology savvy, consider new forms of advertising like Facebook and Google Adwords.

- » Spark curiosity. Don't give them all the information they need to make a decision. Ask them to contact you for the full story, or the complete details of the seemingly outrageous offer.
- » Grab them with a killer headline. Like all advertising, a compelling headline is essential. Focus on the greatest benefits to the customer, or feature an unbelievable offer.
- » Referrals and host beneficiary relationships. A referral system is one of the most profitable systems you can create in your business. The beauty is once it's set up, it often runs itself.

Customers that come to you through referrals are often your "ideal customers." They are already trusting and willing to buy. This is one of the most cost-effective methods of generating new business, and is often the most profitable. These referral clients will buy more, faster, and refer further business to your company.

Referrals naturally happen without much effort for reputable businesses, but with a proactive referral strategy you'll certainly double or triple your referrals. Sometimes, you just need to ask!

Here are some easy strategies you can begin to implement today:

- » Referral incentives. Give your customers a reason to refer business to you. Reward them with discounts, gifts, or free service in exchange for a successful referral.
- » Referral program. Offer new customers a free

product or service to get them in the door. Then, at the end of the transaction, give them three more 'coupons' for the same free product or service that they can give to their friends. Do the same with their friends. This ongoing program will bring you more business than you can imagine.

- » Host-beneficiary relationships. Forge alliances with non-competitive companies who target your ideal customers. Create cross-promotion and cross-referral direct mail campaigns that benefit both businesses.

### ***6. Gathering Information from Your Leads***

Here is a list of information you should gather from your leads. This list can be customized to the needs of your business and is the type of information you can realistically ask your potential customers for.

- » Company Name
- » Name of Contact
- » Alternate Contact Person
- » Mailing Address
- » Phone Number
- » Fax Number
- » Cell Phone
- » Email Address
- » Website Address
- » Product of Interest
- » Other Competitors Engaged

### **Lead Management Systems**

Once your lead generation strategies are in place, you'll also need a system to manage incoming inquiries. You'll need to ensure you receive enough information from each

lead to follow up at a later date. You'll also need to create a system to organize that information and track the lead as it is converted into a sale.

### ***Lead List Management Methods***

Once you have gathered information from your lead, you'll need a system to organize their information and keep a detailed contact history. The simplest way to do this is with a database program, but you can also use a variety of hard copy methods.

### ***Electronic Database Programs***

- » High level of organization available
- » Unlimited space for notes and record-keeping
- » Data-entry required
- » Examples include: MS Outlook, MS Excel, Maximizer
- » Customer Relationship Management Software

### ***Index Cards***

- » Variety of sizes: 3x5, 4x6 or 5x8
- » Basic contact information on one side
- » Notes on the other side
- » Easy to organize and sort

### ***Rolodex System***

- » Maintain more contacts than index card system
- » Easily organized and compact
- » Basic contact information on one side
- » Notes on the other side
- » Can keep phone conversation and purchase details

***Notebook***

- » Best if leads are managed by a single person
- » Lots of room for notes
- » Inexpensive
- » Difficult to re-organize
- » Best for smaller lists

***Business Card Organizer***

- » Best for small lists—under 100
- » Limited space for notes
- » No data entry required
- » Rolodex-style, or clear binder pages

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## IMMEDIATE PROFITS THROUGH SALES

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If you're a business owner, you're also a salesperson. You've had to sell the bank to get them to loan you your start-up capital. You've had to sell the best employees on why they should work for your business. You've had to convince your business partner, spouse, and friends why your business idea is a good one. Now you have to repeatedly sell your product or service to your customers.

The ability to sell effectively and efficiently is a skill every successful business owner has cultivated, and continues to develop. It can be a complicated and time consuming task, one that you must continually work on throughout your career in order to stay successful.

Fortunately, making sales is a step-by-step process that can be learned, customized, and continuously improved upon. There is a wide range of tools available to help and support your sales efforts.

You don't have to be the most outgoing, enthusiastic

person to be successful at sales. You don't even have to be a good public speaker. All you need is an understanding of the basic sales process, and a genuine passion for what you are selling.

### **Sales 101**

As I said before, making sales is a process. There are clear, step-by-step actions that can be taken and result in a sale. The sales process varies according to the type of business, type of customers and type of product or service offered; however, the core steps are the same. Similarly, sales training varies from individual to individual, but the core skills and abilities remain the same.

Here is a basic seven-step process you can follow or fine tune to suit your unique products and services. Remember: Each step is important and builds on the previous step. It is essential to become adept at each step instead of solely focusing on closing the sale.

#### ***1. Preparation***

Make sure you have prepared for your meeting, presentation, or day on the sales floor. You have complete control of this part of the sales process, so it is important to do everything you can to set the stage for your success.

- » Understand your product or service inside and out.
- » Prepare all the necessary materials, and organize them neatly.
- » Keep your place of business tidy and organized. Re-face product on shelves.
- » Ensure you appear professional and well groomed.
- » Do some research on your potential client and brainstorm common ground.

## **2. *Build a Relationship***

The first few minutes you spend with a potential customer set the stage for the rest of your interaction. First impressions are everything. Your goal in the second step is to relax the customer and develop a relationship with them. Establishing a real relationship with your customer will create trust.

- » Make a great first impression: shake hands, make eye contact, and introduce yourself.
- » Remain confident and professional, but also personable.
- » Mirror their speech and behavior.
- » Begin with general questions and small talk.
- » Show interest in them and their place of business.
- » Notice and comment on positives.
- » Find some common ground on which to relate.

## **3. *Discuss Needs and Wants***

Once you have spent a few moments getting to know your prospect, start asking open ended questions to discover some of their needs and wants. If they have come to you on the sales floor, ask what brought them in. If you are meeting them to present your product or service, ask why they are interested in that product or service, or what criteria they have in mind for that product or service.

- » If you are making a sales presentation, ask for a few moments at the outset to outline the purpose of your visit, as well as how you have structured the presentation.
- » Listen intently, and repeat back information you are not sure you understand.
- » Ask open ended questions to get them talking. The

longer they talk, the more insight they give you into their needs and purchase motivations.

- » Ask clarifying questions about their responses.
- » If you are sure the customer will buy your product or service, begin asking questions specific to the offering. i.e., what size/color do you prefer?

### ***4. Present the Solution***

Once you have a solid understanding of what they are looking for, or what issue they are looking to resolve, you present the solution: your product or service.

- » Explain how your product or service will solve their problem or meet their needs. If several products apply, begin by presenting the mid-level product.
- » Illustrate your points with anecdotes about other happy customers or awards the product or service has earned.
- » Use hypothetical examples featuring your customer. Encourage them to picture a scenario after their purchase.
- » Begin by describing the benefits of the product, then follow up with features and advantages.
- » Watch your customer's response as you speak, and ask further qualifying questions in response to body language and verbal comments.
- » Give the customer an opportunity to ask you questions or provide feedback about each product or service after you have described or explained it.
- » Ask closed ended questions to gain agreement.

### ***5. Overcome Objections***

As you present the product or service, take note of potential objections by asking open ended questions and

monitoring body language. Expect objections to arise and prepare for them. Consider brainstorming a list of all potential objections, and write down your responses.

- » Repeat the objection back to the customer to ensure you understand them correctly.
- » Empathize with what they said, and then provide a response that overcomes the objection.
- » Confirm that the answer you have provided has overcome their objection by repeating yourself.

The Eight Most Common Objections
<ol style="list-style-type: none"><li>1. The product or service does not seem valuable to me.</li><li>2. There is no reason for me to act now. I will wait.</li><li>3. It's safest not to make a decision right away.</li><li>4. There is not enough money for the purchase.</li><li>5. The competitor or another department offers a better product.</li><li>6. There are internal issues between people or departments.</li><li>7. The relationship with the decision maker is strained.</li><li>8. There is an existing contract in place with another business.</li></ol>



### **6. Close**

This is an important part of the sales process that should be handled delicately. Deciding when to close is a judgment call that must be made in the moment during the sale. Ideally, you have presented a solution to their problem, overcome objections, and have the customer ready to buy.

Here are some questions to ask before you close the sale:

- » Does my prospect agree that there is value in my product or service?
- » Does my prospect understand the features and

benefits of the product or service?

- » Are there any remaining objections that must be handled?
- » What other factors could influence my prospect's decision to buy?
- » Have I minimized the risk involved in the purchase, and provided some level of urgency?

Once you have determined it is time to make the sale, here are some sample statements you can use to get the process rolling:

- » Will Tuesday or Thursday work best for you?
- » Would you prefer to pay by check or credit card?
- » Which free tie would you prefer with your new suit? A or B?
- » When should we get started?
- » Shall I grab a new one from the back?
- » If you just give me your credit card, I can take care of the transaction while you continue browsing.
- » When would you like the product delivered?
- » We can begin next month if we receive payment by the end of the week.
- » Can I email you a draft contract tomorrow?

### ***7. Service and Follow-up***

Once you make the sale, your work is not over. You want to ensure that the customer will become a loyal, repeat customer and that they will refer their friends to your business.

Ask them to be in your customer database, and keep in touch with regular newsletters. Follow up with a phone call or drop by to ask how they are enjoying the product or service, and if they have any further questions or needs you

can assist them with.

This contact opportunity will also allow you to ask for a referral or an up sell. At the very least, it will ensure you are continuing to foster and build a relationship with the client.

*“The Level of thinking that got you to where you are now will not get you to where you dream of being.” – Albert Einstein*

## **Up Selling**

Up selling is simply inviting your customers to spend more money in your business by purchasing additional products or services. This could include more of the same product, complementary products, or impulse items.

Regardless, up selling is an effective way to increase profits and create loyal clients—without spending any money to acquire the business. These clients are already purchasing from you, which means they perceive value in what you have to offer, so take the information you have gained in the sales process and offer them a little bit more.

You experience up selling on a daily basis. From “do you want fries with that?” to “have you heard about our product protect program?” companies across the globe have tapped into and trained their staff on the value of the up sell.

Up selling is rooted in good customer service. If your client purchases a new computer printer, you’ll need to make sure they have the cords required to connect it to the computer, regular and photo paper, and color and black and white ink.

If you don’t suggest these items, they may arrive home and realize they do not have all the materials needed to use

the product. They may choose to purchase those materials somewhere closer and at a cheaper rate.

Customer education is another form of up selling. What if you customer doesn't realize that you sell a variety of printer paper and stationery in addition to computer printers? Take every opportunity to educate your customer on the products and services you offer.

An effective way of implementing an up sell system into your business is by creating add-on checklists for the products or services you offer. Each item has a list of related items that your customer may need. This will encourage your staff to develop the habit of asking for the up sell.

Other up sell strategies can be implemented:

- » **At the point of sale.** This is a great place for impulse items like candy, flashlights, nail scissors, etc.
- » **In a newsletter.** This is an effective strategy for customer education.
- » **In your merchandising.** Place strips of impulse items near related items. For example, paper clips with paper and pens near binders.
- » **Over the phone.** If someone is placing an order for delivery, offer additional items in the same shipment for convenience.
- » **With new products.** Feature each new product or service that you offer prominently in your business, and ask your staff to mention it to every customer.

## Sales Team

Employ a team of strong salespeople.

*What Makes a Good Salesperson?*

There are a lot of salespeople out there, but what qualities and skills make a great salesperson? These are the attributes

you want to find or develop in your team:

- » Willingness to continuously learn and improve sales skills
- » Sincerity in relating to customers and providing solutions to their objectives
- » An understanding of the company's big picture
- » A communication style that is direct, polite, and professional
- » Honesty and respect for other team members, customers, as well as the competition
- » Ability to manage time
- » Enthusiastic
- » Inquisitive
- » A great listener
- » Ability to quickly interpret, analyze, and respond to information during the sales process
- » Ability to connect and develop relationships of trust with potential clients
- » Professional appearance

### **Team Building—Keeping Your Team Together**

In many businesses, “sales” is a department or a team of people who work together to generate leads and convert customers. Effective management of your sales team is a skill every business owner should cultivate.

Team building, recruitment, and training will be discussed in later sections, but take some time to consider the following aspects of managing a sales team:

#### ***Communication***

- » Are targets and results regularly reviewed?
- » Are opportunities for input regularly provided?

- » Do sales staff have a clear understanding of what is expected?
- » Do all staff members know daily, weekly, and quarterly targets?
- » Performance Management
- » Are sales staff motivated to reach targets?
- » Are sales staff recognized and rewarded once those targets are reached?
- » Are there opportunities for skills training and development?
- » Does staff have broad and comprehensive product or industry knowledge?
- » Is there opportunity for growth within the company?
- » Is performance regularly reviewed?
- » Operations
- » Do you have a solid understanding of your sales numbers (revenue, profit, margins)?
- » Are your sales processes regularly reviewed?
- » Do you have a variety of sales scripts prepared?
- » Do you measure conversion rates?
- » How are your leads generated?

### **Sales Tools**

Every salesperson should have an arsenal of tools on hand to assist them in the sales process. These tools act as aids while a sale is taking place and help to foster continual learning and development of the salesperson's skills and approach.

The list below includes some popular sales tools. Add to this list with other resources that are specific to your business or industry.

## IMMEDIATE PROFITS THROUGH SALES

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Tool	Description and Benefit
Scripts	<ul style="list-style-type: none"><li>» Used for incoming and outgoing telemarketing, cold calls, door-to-door sales, in-store sales.</li><li>» Create several different scripts throughout your business.</li><li>» Maintains consistency in your sales approach.</li><li>» Revise and renew your scripts regularly.</li></ul>
Presentation Materials	<ul style="list-style-type: none"><li>» High-quality information about your product or service.</li><li>» Forms: PowerPoint presentation, brochure, product sheets, proposal.</li><li>» Serves as an outline of your sales presentation, and keeps you on task.</li></ul>
Colleagues	<ul style="list-style-type: none"><li>» A source of help and advice, especially when you are on the same team or sell similar products.</li><li>» Also a source of support.</li></ul>
Customer Databases	<ul style="list-style-type: none"><li>» An accurate, up-to-date database of customer contact information and contact history.</li><li>» Used to stay in touch with clients.</li><li>» Can also be used for direct mail and follow-up telemarketing.</li></ul>
The Internet	<ul style="list-style-type: none"><li>» A powerful resource for sales help and advice.</li><li>» Information to help improve your sales process.</li><li>» Online sales coaching.</li><li>» Source for product knowledge.</li></ul>

Tool	Description and Benefit
Ongoing Training	<ul style="list-style-type: none"><li>» Constant improvement of your sales skills.</li><li>» Constant increase in product knowledge.</li><li>» Investment in yourself and your company.</li></ul>

## 8 Tips for Better Sales

1. **Dress for the sale.** Dress professionally, appear well put together and maintain good hygiene. Ensure you are not only dressed professionally, but appropriately. Would your client feel more comfortable if you wore a suit, or jeans and blazer?
2. **Speak their language.** Show you understand their industry or culture, and use phrases your customer understands. This may require researching industry jargon or common phrases. Remember to avoid using words and phrases that are used in the sales process: "sold," "contract," "telemarketing," "finance," "interest," etc. Doing so will help break down the salesperson/customer barrier.
3. **Ooze positivity.** Show up or answer the phone with a smile, and leave your personal or business issues behind. Be enthusiastic about what you have to offer, and how that offering will benefit your customer. Reflect this not only in your voice, but also in your body language.
4. **Deliver a strong pitch or presentation.** Be confident and convincing. Leave self-doubt at the door, and walk in assuming the sale. Take time to explain

complex concepts, and always connect what you're saying to your audience in a specific way.

5. **Be a poster-child for good manners.** Accept any amenity you're offered, listen intently, don't interrupt, don't show up late, have a strong handshake, and give everyone you are speaking to equal attention.
6. **Avoid sensitive subjects.** Politics, religion, swearing, sexual innuendos and racial comments are absolutely off limits. So are negative comments about other customers or the competition.
7. **Create a real relationship.** Icebreakers and small talk are not just to pass the time before your presentation. They are how relationships get established. Show genuine interest in everything your customer says. Ask questions about topics you know they are passionate about. Speak person to person, not salesperson to customer. Remember everything.
8. **Know more than you need to.** Impress clients with comprehensive knowledge, not only of your product or service but also of the people who use that product or service, and industry trends. Be seen as an expert in order to build trust and respect.



## YOUR UNIQUE SELLING PROPOSITION

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**Y**our Unique Selling Proposition (USP) is the nucleus around which you build your success, fame and business wealth. It is paramount to your success and the reason prospects choose you over the competition. Think of the single benefit or advantageous result customers get after undertaking business with you and your products or services.

A huge error in judgment is to promote service, quality and dependability, otherwise known as boring platitudes. Consumers are exposed to over 3,000 commercial messages a day, if you want to be heard through the marketing noise of your competitors you need to be saying something precise, concise and easy to remember. Also ensure you focus on the appeal of your ideal market, opposed to what appeals to you on a personal level or what you may think the greatest achievement of your business is.

Your USP should be short and sharp. Seven powerful

words are far more effective than a 100-word description. Here are some successful examples for leverage:

- » Avis Rent a Car - "We're number two. We try harder."
- » Federal Express - "When it absolutely, positively has to be there."
- » Domino's Pizza - "Fresh, hot pizza in 30 minutes or less."
- » Tony Roma's - "Famous for Ribs"
- » Safeway - "Fresh Food People"
- » Leader Global Consulting - "No Results—No Fee"

### ***Why a USP?***

In contrast to a Mission Statement, which is *internal*, a USP is always *external* and tells people how you differentiate yourself on a competitive business landscape. To achieve success in small business, you will always be in a more powerful position being unique than being better. Once you have found your unique distinction you must work to incorporate it in everything you do to ensure profitability. It should appear on your letterhead, business cards, brochure, website and even your domain name. Have the person answering the phone state it: "Thank you for calling Simpson Chrysler. Easy credit terms and no down payments. How can I direct your call?"

If you owned a personal training studio you could answer the phone: "Thank you for calling Joe's Personal Training Studio. Lose 30 pounds in 30 days with us Guaranteed. How can I direct your call?"

This could then be backed up with a domain name of 30poundsin30days.com. Piano School answers the phone: "Learn to play the piano in 30 minutes GUARANTEED. How may I direct your call?"

If you owned a company that did water testing and passing was vital to those engaging in the services, a USP and phone script that sounded like “Thanks for calling Vancouver Water. If you don’t pass, you don’t pay! How may I direct your call?” would work well.

Example: You are the secretary for Xerox and you have just been reminded about a package that must be in the hands of your CEO (who is across the country) in 24 hours. Who are you going to call?

Example: Your kids have friends over and have been playing in the backyard all day while you did the garden. It is dinner time; you are tired and the kids are hungry and complaining. You want hot pizza delivered and you want it in 30 minutes or less. Who are you going to call?

Example: You are grocery shopping and need baby shampoo for your young toddler. Which brand do you choose?

If you answered Fed Ex, Dominos and Johnson and Johnson, you just demonstrated the immense and profitable power of, ‘why a USP.’ Yes, you can do this on a smaller scale!

### **Be Clear Over Clever**

The business world has run over the top of numerous clever ideas, plans and presentations that are highly memorable but do not lead to increased revenues. Your prospects become clients because they feel understood, not because they understand what you do.

Corporate companies get this wrong all the time. A great example is the clever pink bunny with the drum promoting batteries. Can you name the brand of batteries he is promoting? Numerous surveys have been done and the sta-

tistics state over half the participants name the company's competition! Using a pink bunny to sell batteries is 'clever' but not recommended.

If you want your USP to derive interest hack away at verbiage and ruthlessly edit your way to denominate, clearly, your benefits with impact. Being abstract will not work and to find the benefits and solutions you are seeking simply ask. With the answers build a consistent, efficient selling message and incorporate into all your companies' processes and communication. Your USP should be one statement. That does not mean one sentence but it does mean one clear, concise easy to understand message that speaks directly to the wants and needs of the people you hope to business with.

*"Employ your time in improving yourself by other men's writings, so that you shall gain easily what other have labored hard for" - Socrates*

Fed Ex was very clear when they said to call them when it absolutely, positively had to be there the next day. Johnson and Johnson are very clear when they call their shampoo "Baby Shampoo" and use the slogan "no more tears." Those messages were weaved through all their external communications and became enormously successful as a result. At Leader Global Consulting the USP is "No Results - No Fee" and that message has created countless sales. Confused customers say maybe and seldom convert. Do whatever it takes to be clear to your prospects.

### **Developing Your USP**

You have undoubtedly been through the process of laying out what seems like a hundred Ikea pieces, screws

and bolts across your living room floor with the plan of assembling a new table, chair or desk. Although it was a pain, the end result was rather satisfying and long lasting. Welcome to the process of building a USP.

Three thought provoking questions:

1. What are your prospect's fears about what you offer?
2. What is the end result your prospect's desire?
3. What are your prospect's frustrations with what you offer?

The quickest and easiest process is to get a pad of paper and simply itemize the answers under the headings of benefits, features, advantages, facts, promises, offers, guarantees and any new ideas in relation to your company. Do not stop; be patient and willing to take a few days if necessary, until you have written everything of significance. Go through the list and rank, out of ten, the importance in the eyes of your prospects.

Rewrite all those that rated seven or higher on a new sheet of paper. Now, rank the new list in order of importance in the eyes of your prospects. Find the top ten and go to work on crafting your benefit laden USP.

Be creative, be inventive and make the invisible visible. Price is almost inconsequential if you offer something otherwise unavailable from your competitors.

### **Checklist for Inspiration**

- » **Customer Service** – “Lose 30 pounds in 30 days. GUARANTEED!” or “Served in 3 minutes!”
- » **Guarantee** – “If you are not happy anytime now or in the future, we’ll take care of you” or “On time or it’s FREE!”

- » **Honesty** – “Johnson Moving - we are movers - not shakers!”
- » **Quality** – “Custom Jewelry of twice the quality for half the price!” or “Only organic produce used!”
- » **Convenience** – “No down payments and guaranteed credit terms” or “Buy today and we will deliver tonight!”
- » **Education** – “Join us Thursday night for pizza and beers while we show you, step-by-step, how the custom choppers are made from scratch.”
- » **Personality** – “I liked it so much I bought the company” or “Gatorade: Be like Mike!”
- » **Exclusive and Expensive** – “Only 100 made each year!”
- » **Technology** – “We have the latest and fastest ovens/ special cooking methods!”
- » **Performance** – “I sell a house every 28 minutes - want yours to be next?”
- » **Availability** – “Get it first or get it free!”
- » **Fees** – “No More Late Fees” or “The Dollar store and more!”
- » **Specificity** – “798 special herbs and spices used!”
- » **Product** – “The One Beer to have when you’re having more than one!”
- » **Quick Response** – “Phone today and it’s fixed by tonight!” or “Phone today and delivered tonight!”
- » **Selection** – “We have 148 colors, 28 fabrics available and in no less than 12 different sizes priced from \$6 to \$397.”
- » **Aesthetics** – “Create a visually pleasing environment!” or “Candlelight on each table and a rose for every lady in the house!”
- » **Speed** – “One Hour Martinizing” or “Fast Food” or

- “Glasses while you wait!”
- » **Information** – “Hot Line 1 800 number”
  - » **Personal Involvement** – “Small is better”
  - » **Precision** – “...is painstakingly produced using only the finest ingredients!”
  - » **Design** – “Thicker sandwiches” or “Deeper pan pizzas!”
  - » **Distribution** – “Available anywhere in the city!”
  - » **Trust** – “In business for 27 years”
  - » **Qualification** – “Our chef trained in France” or “Award winning Chef”
  - » **Price** – “Bring us a cheaper advertised price and we will beat it by 10%” or “We will not be beaten on price—PERIOD!”
  - » **Added Value** – “Free Coffee/Movie tickets with your meal” or “With every gym membership receive \$259 of sun tanning minutes FREE of charge!”
  - » **Risk Reversal** – “100% no questions asked money back guarantee” or “Like it just came out of the oven or it’s FREE!”
  - » **People** – “Better trained and highly qualified” or “The Mortgage Girl” or “The Profit Queen”
  - » **Systems** – “Consistent product or service delivered on time and on budget!”
  - » **Range** – “Biggest range” or “26 different steaks on the menu”
  - » **Exclusivity** – “Only available from us”
  - » **Scarcity** – “Only available to certain qualified clients” or “By referral only”
  - » **Simplicity** – “Easier to get to”
  - » **Flexibility** – “Have it as you want, when you want and in whatever color or size you want!”
  - » **Size** – “Biggest distributor of (a particular product

- or service)”
- » **Remove the frustration or fear** – “Our sedation Dentistry is safe and pain free” or “Quick and Easy”
  - » **Eliminate the embarrassment** – “Your identity will remain anonymous”
  - » **Safety** – “Volvos are the safest cars (tested etc...)”
  - » **Legal Services** – “We offer legal services for the working class. We will take your personal injury case on a contingency basis if we believe in you. If you think you need a lawyer but don’t know for sure, come for a free no obligation consultation.”
  - » **The Best** – “We have five times the selection, six times the color choice, three times the number of convenient locations, two times the warranty and half the mark up of any other dealer.”
  - » **We are better** – “We sell the same brands of equipment as Company X—at 25% to 75% less and with a longer warranty.”
  - » **Competition** – “Most computer companies sell you a computer and leave you to figure out how to use it. We provide individualized training to help you get started—and double the warranty period with a free replacement machine should your computer ever break down.”
  - » **Inconvenience** – “Mass market health clubs have hundreds of people all trying to use the machines at once. At our club, membership is strictly limited—plus we have 19 more machines than our closest competitor.”

### Not Necessarily Unique

Your USP is designed to be a proclamation of the unique offer you make to the marketplace. However, if you announce and promote something first, you will own the

category and therefore the uniqueness of the USP is less significant. McDonalds will always own the drive-thru, Fed Ex will own overnight delivery and Johnson and Johnson will always be thought of as the baby shampoo. None of which are overly unique but all have significant market share. Consider creating a category within your industry, make a statement and promote it in all your external communications.

### **Live Up to Your USP**

Do not promote a USP you cannot deliver on consistently. Business owners of all shapes and sizes have made the mistake of developing earth shattering USP's only to find out that when they do not deliver, the result can be less than desirable. Be bold but not foolish and understand that your USP is a dynamic process and can improve with time, or stick your neck out and resign yourself to the fact you might need to refund a few clients or do some free work to ensure the integrity of your message is upheld.

### **Integrate Your USP Into Everything**

Once you have developed your USP, integrate it into everything you do - your ads, voicemail, staff, those that answer the telephone, field workers, customer service, middle management, upper management, and the CEO. Anyone that makes a decision that affects your business must fully comprehend and be able to articulate how and why you fulfill your USP. It should be incorporated into your sales scripts, on all marketing material, your website and even in your domain name. It is impossible to overuse your USP.

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## EFFECTIVE MARKETING MATERIALS

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Your marketing collateral is sent out in the world to act as an ambassador for your product or service, in place of you. This may seem like a big job for a piece of paper, but it's a helpful way to think about the materials you create.

When you meet with a potential or existing client, you do a number of things. You make sure you are well prepared with all the information the customer could need. You dress in clothing that is appropriate. You anticipate their needs and offer a solution to their problems. You may also cater to how they best like to receive information.

You wouldn't meet with clients just for the sake of meeting with a client—say, for instance, to show off your new suit. Likewise, you shouldn't create and distribute collateral that is non-essential.

We all know that the biggest challenge for small businesses is the limited number of zeros attached to their marketing budget. Marketing materials can be expensive,

and a single, well-produced piece has the ability to devour the entire budget. Given that billion-dollar marketing campaigns fail every day, how can you be sure to make the most of, and be successful with, the dollars you're working within?

The answer: Limit yourself to only the essential items for your individual business, and by producing them well with the resources you have.

### **Your Essential Marketing Materials**

The easiest way to waste your marketing budget is to create and produce marketing materials you don't need. Since many pieces of collateral are paper-based, this not only leaves you with boxes of outdated materials but also takes a huge toll on the environment.

Take the time to determine what marketing materials you do need, and stick to your list. It's easy to want to "keep up with the Joneses" when your competition comes out with a new piece, but remember your focus should be on attracting and retaining a customer base, not matching the competition item for item.

**Know your target market.** Make sure you have a solid understanding of your customer base. From that knowledge, you can easily determine what the best way is to reach out and communicate with them. Are they a paper-based or techno savvy client group? Do they appreciate being contacted by email or mail? Are they impressed by flashy design, or simple pieces? How you communicate is often just as, or more, important that what you communicate.

**Pay attention to costs.** Do you really need a die-cut business card? Does your flyer absolutely require ink to

the edges? Unique touches to marketing collateral can grab a customer's attention, but they can also dramatically increase the cost of production. Keep an eye out during the design process and make strategic choices about graphic elements.

**Make mistakes in small batches.** Not sure if that flyer will do the trick? Testing out a limited time offer? Small production runs may cost a little more, but you'll avoid collecting boxes of unusable materials. Or, try a split run with type versions of the same piece and see what works best.

**Keep the environment in mind.** Environmental responsibility is on everyone's mind these days—including your customer's. Always question if a particular marketing item can be produced in electronic format. Consider eliminating plastic bags in exchange for cloth bags, printed with your logo; print everything double-sided; send electronic newsletters; use your website to communicate; use recycled paper and envelopes when you can.

**Brainstorm your wish list.** Create a list of desired marketing materials, and ignore expenses, clients, or any other constraint. Then, beside each item, indicate realistically if it is a needed, wanted, not needed, or electronic item. The next page includes a checklist to get you started. Once you have finished, re-write your list in priority order. This will keep you focused on the essentials only.

### *Marketing Materials Checklist*

Item	Ne	W	Do	Electr
Logo				
Business Cards				
Brochure				
Website				

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

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Item	Ne	W	Do	Electr
Newsletter				
Catalog				
Advertisements				
Flyers				
Fridge Magnet				
Branded Swag (pens, etc.)				
Employee Clothing				
Cloth Bags				
Product Labels				
Signage				
Internal Templates (Fax Cover, Memo, etc.)				
Email Signature				
Blog				
Letterhead and Envelope				
Thank You Cards				
Note Pads				
Seasonal Gifts				
Company Profile				

### Headlines and Sub-Headlines

If your headlines were all a potential customer read, how do you think your marketing materials would fare? Headlines need to be bold, dramatic, shocking and absolutely answer the questions “What’s in it for me?” or, “Why should I care?”

Headlines (and sub-headlines) are vital in today’s market because we are bombarded with so much information that

we scan everything. Readers are skimming your materials to find out why they should bother paying attention to your product or service. Hit their hot buttons, and tell them why they should care, in your headlines!

Remember that headlines and sub-headlines are not just for advertisements; they work wonders in newsletters, sales letters, brochures and websites, and can be incorporated into all of your essential marketing materials.

For a list of the most powerful and profitable headlines ever written, email [info@noresults-nofee.com](mailto:info@noresults-nofee.com).

## Design

The cost of professional design can eat up the majority of your marketing budget in a hurry. However, the intangible cost of distributing materials that look and feel unprofessional can often be much higher. The key is to find the middle ground.

Unless you have design or desktop publishing experience—even if you do—your time is probably not best spent designing your own marketing materials. Depending on the size of your business and your graphic needs there are a number of options to choose from:

**Hire a design agency.** This is the most costly of your options. However, if you have a number of items to be designed, you may be able to get a package rate. Another option is to have the design agency create a logo and stationery package for you, then create a “how-to” guide for use of the logo, fonts, and other graphic elements in the rest of your marketing materials.

- » **Hire a freelance designer.** For most small businesses, the benefits of using a freelance designer (aside from cost savings) are convenience and trust. If you

are lucky enough to find one you work well with, work hard to establish a seamless working relationship and you'll never worry about the design of your marketing materials again. Ask colleagues for recommendations of local designers, or post an ad on craigslist.

- » **Hire a part-time design employee.** Need to hire someone part-time for a task around the office or shop? Consider recruiting someone with design skills and hiring them for full-time work. This could include graphic design students or someone with an interest (and talent) in the field.

Whichever option you choose—or if you design your materials yourself—the two most important things to remember about design are:

1. **Keep it consistent.** Your marketing materials must be consistent, or your customers will never learn to recognize your brand.
2. **Keep it simple.** A simple, clean design is the most effective way of communicating. Use “wow” pieces sparingly.

## Guidelines for the Top 10 Marketing Materials

### Logo

- » **Use design resources.** If you are going to spend any money on outside design help, this is the time to do it. Your logo is the visual representation of your product or service, and it appears on everything that relates to your business. This is the core of your brand image and needs to be done right the first time.
- » **Remember the purpose.** The logo needs to be a

unique reflection of your business, your business values, and the industry you work in. Before you commit to your logo, make sure to give careful consideration to color choice, image selection and image recognition—as well as the logos that exist in the marketplace. Test it out on your family and friends for an outside opinion and use their feedback.

- » ***Don't get too complicated.*** Can it be produced (and seen clearly) in black and white? In a single color? With your company name? Too often businesses design their own logos that include a complex assortment of photos, words, and solid design elements. These do not photocopy well, and can't be clearly read at a small scale. Keep your logo design down to a graphic image and the name of your business.

### ***Business Cards***

***Cover the basics.*** A business card needs to communicate your basic contact information to potential clients, including who you are and what your business does. Make sure you've covered the basics and made it easy for them to be in touch.

- » Name
- » Title
- » Company Name
- » Company Slogan / Description
- » Phone Number
- » Email Address
- » Fax Number
- » Address

- » Cell Number (if applicable)
- » Website
- » Make it memorable
- » Give them a reason to keep it
- » Produce a high quality card

### **Letterhead**

- » **Ensure a professional quality.** Letterhead that is simple, clean, and well produced allows the reader to focus on the important part: the content. Have your letterhead professionally printed on 32lb paper, or choose a textured stock. Show that you are invested in the professionalism of your company.
- » **Pay attention to design choices.** The design of your marketing collateral should reflect your corporate values and the personality of your organization. If you are environmentally conscious, choose recycled paper and write it in small print at the bottom of the page. Letterhead can be a place for subtle graphic elements, like watermarks, in addition to your logo.
- » **Keep consistent with other materials.** Your letterhead is part of your stationery package and should look and feel the same as the rest of your pieces. For example, if your business cards have been printed with rounded corners, do the same with your letterhead. Use consistent fonts, colors, and logo placement on your letterhead, business cards, fax cover sheets, and other internal documents to ensure recognition and ease of readability.

### **Brochures**

- » **Cover the basics.** Each brochure you produce should include your basic marketing message, USP, and

detailed company contact information. Product or service features, and customer benefits should be clearly displayed and described.

- » ***Be purpose-focused.*** Why are you producing this brochure? Are you featuring a new product line? Trying to increase awareness? Introducing your service to a new market? Stay closely connected to the purpose behind your brochure, and ensure all the information (and images) in the brochure support that purpose.
- » ***Keep it simple.*** Make sure the design and information organization is clean and easy to navigate. Like advertisements, leaving blank spaces gives the reader a break and makes it easier to focus on key messages.
- » ***Choose high quality production.*** If you don't invest in your business, why should anyone else? Produce your brochure on high quality paper, in vivid color, and have it professionally folded. An impressive-looking brochure will travel further than a home-made one—from one client's hands to another's.
- » ***Keep it fresh.*** If you produce brochures on a regular basis, consider giving each a theme to distinguish the information as new and interesting. Keep the overall look and feel consistent, but play with images and content layout to revitalize the design.

### ***Newsletters***

- » ***Be in touch.*** Don't wait until your existing clients walk back into your store. Show them they're important to your business, and keep them updated on new products and services by keeping distributing a personalized newsletter.
- » ***Use an online distribution service.*** Online email marketing tools (CRM tools) have never been easier

or cheaper to use, and they enable you to personalize your letters without much effort. They will also track for you which clients open their newsletters, and which click through to your website.

- » **Provide information, tell a story.** Engage the reader with a short anecdote or a piece of relevant information. Many people are bombarded by hard-copy and electronic letters on a daily basis, so make sure yours is worthy of their reading time. Include an “expert’s corner” or “new product feature” and structure the newsletter like your own business newspaper. Add links to relevant media articles, or special offers.
- » **Choose a frequency you can maintain.** Newsletters can be time consuming, so be realistic about how often you promise to distribute them. This depends on your resources, and the needs of your business, but generally once a month to once every three months is a good time frame.

### **Company (or Corporate) Profile**

- » **Your ultimate company brochure.** Your company profile includes all pertinent information on your business and your offering, and acts as the base for all other marketing items. These are generally longer pieces—from five to 20 pages in length, allowing you ample room for written and visual content.
- » **Tell your story.** The company profile is the place to tell the story of your business. Engage the reader, use anecdotes, and describe how and why your company was created. If you inherited the family business, describe how you’re carrying on tradition and instilling new life. If you created your company from scratch with your college roommate, let the

reader know. These real life details are interesting and establish trust with your potential clients and associates.

- » **Communicate your values.** Here you have the space to describe your company's vision, values and approach, or philosophies. Make sure you relate your values to your offering, and keep this section short and succinct.
- » **Explain your offering.** It's features, benefits and all. Just like your brochure, make sure to describe the full features and benefits of your product or service. Sprinkle testimonials throughout the design to back up your statements. This can include your full range of services, or simply an overview of your product types. Use professional images and creative copy to keep readers engaged.
- » **Choose high-quality design and production.** Spend time creating a company profile that will last. Then, spend money producing one that will impress. Choose glossy paper, and a high-quality press, and leave the profiles around your store and office for clients to read and admire.

## **Signage**

- » **Get professional advice.** Getting outdoor signage can be a daunting task for anyone who hasn't designed, produced, or otherwise gone through the process. Since signage is influenced by a variety of factors—one of which is your municipal government bylaws—you may wish to enlist the help of a professional (a signage designer or printer) to guide you through the process and avoid costly errors.
- » **Make it visible.** All of your outdoor signage should be easily seen from the street, or within the plaza or complex you are located in. In some cases, you may

need more than one sign to do this. Keep in mind how your sign will look at night, as well as during the day, as your company logo and phone number or website should be visible at all times.

- » ***Make it distinct.*** When it comes to signage, you can get really creative with materials, lights, and colors. While you need to maintain logo, color, and font consistency, you can add other graphic elements that may not work on the rest of your collateral, including 3D elements and window treatments. Make it memorable.
- » ***Remember your indoor signage.*** Every business needs indoor signage to continually remind customers where they are. This includes section signage, product signage, way finding systems, and promotion announcements. If your business is located in an office, consider signage with you logo and company name above the reception area. Again, keep this signage consistent with the rest of your company materials, and you will be contributing to brand recognition.

*“The optimist sees opportunity in every danger; the pessimist sees danger in every opportunity.”* – Winston Churchill

### ***Advertisements and Flyers***

- » ***Place ads strategically.*** Once you have identified your target market, focus on advertising in the publications they are likely to read, and distribute flyers in places they are likely to be. Spend ad dollars strategically, and don't spend them all at once. Take time to test what publications work and which don't

by measuring the response from each placement. And, when you place ads, request placement that is well-forward and in the top right hand corner.

- » **Grab their attention.** You have less than half a second to grab the attention of your audience with print advertising, so use it wisely. Spend the bulk of your time crafting the headline and choosing compelling images.
- » **Keep their attention.** If you caught their attention, you have another two seconds to keep it. Use sub-headings to further entice them to read on for the details of your product or service offer.
- » **Tell them why they should buy.** Always include your marketing message or USP in your advertising. Describe the features and benefits of your product or service, but focus on the benefits that will trigger an emotional response from your target audience—love, money, luxury, convenience, and security.
- » **Tell them how they can buy.** Include a call to action beside your contact information, and include your phone number, website address, and business address (if applicable). You may wish to include a scarcity or urgency offer to compel your readers to act fast.
- » **Know the importance of white space.** If you try to cram too much information into your ad or flyer, your readers will skip it. Clean, clear, easy to read ads and one-page flyers with succinct messages are most effective.

### **Website**

- » **Be purpose-focused.** Like your brochure, your website can serve a number of purposes. To be effective, you need to narrow in on the specific purpose when designing the content structure

of the pages. Who is your audience? What do you want them to leave the site knowing? What do you want the site to make them do? Visit your store? Buy your offering? Pick up the phone? Make sure you are clear on this point before you start.

- » ***Make the address easy to remember.*** A website address that is too long or too complicated will be forgotten. Do a search for available website addresses that relate to your business or marketing message, and try to secure a site with a “.com” ending. If your company name is taken, use your USP or guarantee instead.
- » ***Focus on content.*** The overall structure of the content on your site is like the foundation of your house. You can change the paint color and the furniture, but the foundation is more or less there for good. Before you work with a designer and create the visual fabric of your website, focus on creating solid copy that is clearly organized. Put together a map of your structure, starting with your home page and sub-pages, and allocating specific content to each page.
- » ***Revitalize regularly.*** Your company is always changing, and your website should also be changing. This is an important and relatively inexpensive way to communicate your company news and achievements and most likely the easiest accessed source of information. Have areas for easy content updates—like a “news” section—and make sure sections like “employees” and “services” are kept up-to-date. For larger updates, go back to your purpose and website map, and make sure the content changes still support the original intent of the website.
- » ***Organize for intuition.*** Make key information easy to access—especially your contact information.

You can quickly tell if a website is easy to navigate, because the information you are looking for appears in a natural order. For example, when visiting a restaurant website, a link to the reservations page is provided on the menu page. While you're putting together your website map, research what does and doesn't work. A good rule of thumb is to ensure it takes no more than three clicks to access a page. Bury content too deep, and your audience will get frustrated and leave.

- » ***Keep consistent with marketing materials.*** Your website is an extension of your marketing campaign and should be treated as such. Use consistent logo placements, fonts, colors and images so that all elements of your collateral are unified. Likewise with marketing campaigns. If you are running a new promotion or featuring a new item in an advertisement, include that information on your website. Customers responding to the ad will be reinforced, and customers who did not see the ad will be aware of the offer.
- » ***Measure your results.*** Your website is a piece of your marketing collateral, just like brochures and advertisements, and should be evaluated for effectiveness on a regular basis. Easy website analysis tools, like Google Analytics, will show you which pages your audience is viewing, how long they're staying on each page, and where and when they leave the site. That is powerful information when it comes to structuring content and choosing which page to put your most important messages on.



# TESTIMONIALS TO INCREASE SALES

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## **The Power of Testimonials**

Testimonials are the single most powerful asset you can have in your marketing toolkit. When your customers tell others about the benefits of choosing your business, it is a thousand times more powerful than you telling them.

The words and opinions of others motivate people to spend money every day. From celebrity endorsements on TV and in magazines, to casual conversations with friends, decisions about what product or service to buy—and what brand or provider—are heavily influenced by those who have purchased before.

### *Why?*

There are several reasons. Many people have an inherent distrust of salespeople and skepticism towards marketing materials. Others are bombarded with choice and looking for some sense of security in their purchase decisions.

Testimonials build the credibility of your business, break down natural barriers, and instill a sense of trust in the consumer. They have an incredible ability to persuade customers to buy, and to buy from you. Think about the last time someone recommended a brand of laundry detergent, a bottle of wine, or a plumber to you. Their positive experience had more of an impact on your decision to buy than any advertisement or discount.

When it comes to spending money, people want a sure bet. They want to know that someone else has bought before, and they want to know that the product or service delivered the promised results. A testimonial for your business is worth more than any copywriter, clever ad slogan, or sales pitch.

### **Customers Who Give Testimonials**

When people put their name and reputation on paper to endorse something, it creates a sense of loyalty; if questioned, they will back their decision, even if they find later their decision was wrong.

When someone is willing to endorse your product or service in writing, they have likely already started a word-of-mouth chain of verbal testimonials about their positive experience. Remember the last time you discovered a chiropractic miracle worker? Or the fastest and cheapest dry cleaner? Didn't you tell every one of your friends who could use the service?

By asking a customer for a testimonial, you are asking for their assistance in the growth of your business. When they feel they are truly helping and participating the development of your company, their sense of pride will mean continuous loyalty to your product or service.

*"It is literally true that you can succeed best and quickest by helping others to succeed." – Napoleon Hill*

## **11 Ways to Get Great Testimonials**

Testimonials are powerful—no question. But how do you make sure the quotes you get from your customers will bring you the most value? How do you ensure that your client will articulate your product's merits in a clear, easy to understand way? How do you make sure you can actually use their testimonials in your marketing materials?

Asking for testimonials requires more effort than merely soliciting general comments and praise. You want to ensure that your customer feels a sense of pride and loyalty in providing their opinion, and that their opinion will have an impact on potential buyers. Here are 11 proven ways to get great testimonials from your customers:

### ***1. Don't Wait***

Your customers are the happiest and most willing to help you within a day to a week of their purchase, so aim to secure the testimonial in this time period. Ask for the testimonial before they leave, and make sure you have all their contact details to follow up with. This also ensures you stay on top of your testimonial recruitment!

### ***2. Get Specific***

Specific testimonials are more believable. The more specific your customer is, the stronger and more impactful the testimonial will be. Remember the Sleep Country testimonials that referenced the little "booties" their delivery men wore to keep carpets clean? Details are remembered. Ask for mention of things like time, dates, extraordinary

customer service, and personal observations.

### ***3. If You are the Solution—What’s the Problem?***

Testimonials that tell stories are more engaging. Ask the client to not only describe their experience with your company, but also the negative experience that led them to your door. If they can describe the struggles and challenges they were facing before receiving your service, the reader will likely be able to sympathize and resonate with similar struggles. This will motivate them to solve their problems with your solution.

### ***4. Write the First Draft***

Make it easy for your clients. This technique is something you can offer someone who hesitates due to time constraints, or is procrastinating. Ask them to brainstorm a few notes they would like to include in their feedback, write them down, and string them into a concise testimonial for their review. All they have to do is review, print on their letterhead, sign, and mail back to you!

### ***5. Include Your Marketing Message / USP***

Always ask your customers to include your unique selling proposition (USP) in the testimonial. For instance, if your USP includes exceptional customer service, same-day installation, and a money-back guarantee then ask your customer to attest to those qualities.

### ***6. A Picture Says a Thousand Words***

Yes, you know the saying. But it’s true. When readers attach an image of the speaker to words, the words are enlivened and have twice as much validity and impact. When readers see an image of a previous client using your

product or service, their words and opinions are even more believable. You can take these simple pictures yourself—and take many so you have a selection to choose from.

### ***7. Credentials = Trust***

As we mentioned, testimonials from credible sources will have the most believability and impact. When you ask for a testimonial, make sure your customer states their expertise and credentials. If you sell custom orthotics, and can secure a solid testimonial from a doctor, their words will be golden in your marketing materials.

### ***8. Ask Permission***

When you ask for testimonials, make sure you are clear that their words may be used in your marketing materials, including advertisements, website and in-store displays. This is a good time to thank them for their time and sincerity, and show your appreciation for their words.

### ***9. Location, Location, Location***

Depending on the market reach of your business, the location of your customers is an important part of the believability of your testimonial. If you own a community-based business, when potential clients see you've made others happy just down their street they'll be motivated to use your service too. If you own a regional business, then the cities and addresses of other happy customers can help communicate the reach of your service.

### ***10. Testimonials Are Not Surveys***

Keep the purpose of your request in mind when you're asking for testimonials. Testimonials should be positive fodder for your advertising materials. Surveys are used to

solicit meaningful (and often confidential) customer information to refine and improve your service. Testimonials are public statements, while surveys are often anonymous and can produce less-than-positive results.

### ***11. Say Thank You***

Thanking a customer for their time and effort creating your testimonial is just plain good manners. It also increases loyalty and goodwill. This can be done via email, but sending a formal letter on your letterhead is a more meaningful approach.

## **Using Testimonials Strategically**

So now you have a pile of glowing customer testimonials. What's next?

### ***Choose the most powerful piece of the testimonial***

What is the most convincing aspect of the testimonial? Is it the author? Where they are from? A specific sentence or paragraph they wrote? Be strategic about the aspect of the testimonial that you feature, and select what will have the most impact.

For example, you can compile a list titled "What Customers are Saying," and list only the phrases that support your specific marketing message. Or you can feature the unique credentials or story of your customer, before you even include their testimonial. You can also summarize the testimonial with a powerful headline.

### ***Put them on your website***

Adding a page of testimonials to your website is a great start, especially when you're beginning to solicit customer

responses. However, the most powerful way to ensure site visitors actually see your testimonials is to include them on every page—especially the ones with the highest traffic.

A testimonial should be placed wherever you make a strong statement about your service or product, and wherever the service or product is described. This is a great way to break up your sales copy with some “proof.” As they read about your offering, your credibility will be validated by someone other than you.

### ***Compile your best 25 to 50 letters in a display book***

Like a proud grandparent, keep a book of testimonials in the waiting area of your office, your boardroom, and in your desk. Or, put one at the service counter, cash register and anywhere else people may have a moment to flip through.

I’ve seen this done in a recruiting firm, a hardware store, and a physiotherapist’s office. When clients have a chance to read about the positive experiences of others, they will be more open to hearing your sales pitch and less guarded when responding to your unique offering.

### ***Hang your favorite testimonials in your store or office***

Testimonials as art! Frame your favorite testimonials—preferably the ones written on client letterhead—and post them on the wall in your business. Even if clients don’t read them up close, the volume and visual recognition of client logos will have impact. Plus, your next satisfied clients will want to see their company names on the wall too.

### ***Put them in your advertisements***

Use short, clear, concise testimonials in your advertising. When was the last time you saw a prescription drug adver-

tisement without a testimonial? Can't remember? That's because you haven't. The best advertisers know that testimonials are the fastest and most effective way to overcome skepticism and get clients thinking that your product or service is the solution to their problem.

### ***Include a page of testimonials in your direct mail***

When sending your marketing materials directly to a mass list of potential clients, let the words of others speak to the merits of your product or service. Put together a page or two of testimonials, and attach it to your mailing. The credibility of your company will be instantly established, encouraging clients to act—and buy—faster.

### ***Partner with an associate for joint mailing***

If you have an associate or colleague who has a similar customer base of new prospects for your business, try a joint-endorsed mailing. Each of you will send a letter to your own clients, endorsing the other's products and services. Your service or solution is offered to a potential client by a trusted source, and you are offering your existing clients the added value of an associate's service to complement your own.

### **Testimonial Request Letter**

Here is an example of a basic testimonial request letter that can be customized and made into a template for your business. This can also be sent over email if that is how your clients prefer to be contacted.

Mr. John Smith  
1234 Main Street

Anytown, Anyplace 90210

January 2, 20

Dear Mr. Smith,

Thank you for visiting our store this week. It was a pleasure helping you select a new laptop for your daughter to use at university this fall. They just grow up too fast! Your research and clear idea of the product you were searching for truly made our job easy. We love the back-to-school season, because it means working with clients like you.

We know there are a lot of choices when it comes to purchasing a laptop in Anytown, so thank you for choosing ABC Company. If there is anything else we can assist you with, please don't hesitate to contact me directly.

We occasionally ask select customers for their feedback in the form of a testimonial. Because we are so proud of the feedback we receive, we often use our customer's quotes in our marketing materials—specifically our website and sales brochures. The real life experiences of our customers at ABC Company are stories we are proud of.

Could I ask you to write down some of your feedback? A few words about your experience with ABC Company, and how we helped you and your daughter would be greatly appreciated. We encourage you to print this on your company letterhead, so we can provide your own company with some exposure as well.

You may want to include the names of the associates who helped you, and how your daughter is enjoying her laptop. Again, we would like to feature your name and experience in our marketing materials. For your convenience, I've included a prepaid envelope with which to mail your testimonial back to us.

Thank you very much for your assistance.

Kind regards,

Your name here

## **Testimonial Thank You Letter**

Here is an example of a short thank you letter for a testimonial that can be customized and made into a template for your business. You may wish to write your thank you letters on company note cards, but try to avoid sending these thank you's via email.

Mr. John Smith  
1234 Main Street  
Anytown, Anyplace 90210

January 10, 2014

Dear Mr. Smith,

We received your glowing testimonial in the mail today, and I wanted to thank you personally for your kind words. Your comments about our store and our people are important to us, and I will make sure my staff takes a moment to read your letter.

We are thrilled that your daughter is enjoying her laptop and using it to keep in touch with you while she studies abroad. When we sold it to you, we truly believed it would provide long-lasting value for her student budget. I hope it serves her for the rest of her time at school.

Thank you again for taking the time to write to us. We are all proud to have been of service to you and your daughter, and look forward to seeing you both again soon.

Warm regards,

Your Name Here

## **Testimonial Examples**

Below you will find a series of sample testimonials, and excerpts from testimonial letters. Read these over, and take a moment to notice why each is a powerful statement. We have also summarized each testimonial with a headline.

### ***24% Response Rate from a Single Direct Mailing!***

We were skeptical about direct mail campaigns, and unsure about the return on investment. Your strategic advice and logistical help made the project run smoothly and easily—we received over 200 leads from this single effort! - John and Betty McFee, Scottsdale, AZ

### ***Best Sleep in 20 Years!***

I can't tell you how much I appreciated Craig's patience and assistance in my mattress selection. He is so knowledgeable of each mattress' design and features, and helped us find a financing solution that worked with our budget. I haven't slept this well in over two decades. Promote him! - Jason Carmichael

### ***Gentle and effective approach***

I have always been reluctant to visit a chiropractor for my lower back pain because I am not comfortable with physical adjustments. Sarah took the time to clearly explain







## PACKAGE DEALS FOR IMMEDIATE RESULTS

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The majority of small businesses, like yours, are established in response to market demand for a product or service. Many build their businesses by serving that demand, and enjoy growing profits without putting much effort into long-term planning or marketing.

However, what happens when that demand slows or stops? What happens when the competition sets up shop down the road with a “new and improved” version of your product? How do you keep your offering fresh, while growing and maintaining your client base? The answer is by adding value to your product or service.

Added value is a marketing or customer relations strategy that can take the form of a product or service added to the original offering for free, or as part of a discounted package. It, like all other elements in your marketing toolkit, is designed to attract new customers and retain existing ones. A simple example of added value would be if you owned

a gift shop and offered complimentary gift wrapping with every purchase.

If you don't refresh and renew your offering over time, your customers will get bored and be drawn to your competitor. Your employees, too, may become disinterested and find work elsewhere. Ultimately, both clients and employees will demand additional value to remain loyal—and aren't they the keystones for your business growth?

### **Can You Add Value to Your Business?**

Everyone can afford to add value to their business. Adding value doesn't have to blow your marketing budget, or take up hours of your time. There are many ways—big and small—to enhance your business in the eyes of your clients.

The key to adding value is determining what your customers and target market perceive as valuable. You must understand their needs, wants, troubles and inconveniences in order to entice them with solutions through added value products or services. Adding value will add to your profits, but if you don't focus on genuinely helping your clients, you'll have a difficult time attracting them.

Added value works for both product- and service-based businesses. If you offer a service, like hairstyling, treat your customers with products like a latte while they wait, shampoo samples, or a free conditioning treatment with every sixth visit. If you sell a product, consider offering convenience services—like free shipping or delivery—to make the customer's experience a seamless one. The customer will feel appreciated and their needs will have been taken care of.

## Ways to Add Value to Your Business

There are many ways to enhance your offer, depending on your budget and the resources you have access to. You may wish to hold a brainstorming session with your staff to come up with ideas for your business; if your employees are on the front lines, they'll likely have first-hand information about what clients would like to see more of.

### *Feature Your Expertise*

Your intellectual property is a free resource you have at your disposal to share with your clients, and make them feel as though they have an inside track. Consider adding it to your business as a value-added service.

Here are some ideas:

- » ***Expert Corner:*** Supplement your website and newsletter with columns on topics of interest to your customers and of relevance to your service. This will position you as an expert in the marketplace, and give your clients helpful information they won't receive from the competition.
- » ***Do It Yourself Tips:*** This is a great tool for seasonal marketing. Provide your clients with this information on your website, in your newsletters, or on take away note cards in your store or office. Ideas include recipes, craft ideas, gift ideas—all of which are branded with your company logo and contact information, and include your product as an ingredient.
- » ***What to Expect Tips:*** Take your customer through what they should expect in the first few days (weeks) of using your service or product, and how they can make the most of it. This can include assembly instructions, product care and cleaning, or

service results (like a 25% increase in business—guaranteed!).

- » **Related Community Events:** Do you own a store that sells athletic equipment? Post information on your website, in store, and in your newsletter about upcoming races, games, or consumer trade shows. Or simply keep a bulletin in your store of community events and offers that will be a draw to your clients, and establish itself as a hub in the neighborhood for information.

### ***Offer Convenience Services***

Customer service is a dying practice in our high-paced culture. Use it to your advantage. When done well, it can be the difference between you and the competition, or the deciding factor for a potential repeat client.

Envision the steps a customer takes to arrive at your store, purchase your offering, and use your product or service. Can you eliminate any of those steps? Can you shorten waiting times or make them more pleasurable? Stepping into your clients' shoes will allow you to determine the most powerful value add for your company. Here are a few ideas:

- » **Free Delivery and Shipping:** Will you ship your product free to India? This is a solid value added service that many businesses offer. Free delivery (usually with a purchase over a set amount) is a convenience for those people who do not have access to a vehicle, or need help moving large items.
- » **Follow-Up Services:** This works great for computers, appliances and other mechanical or technology-based products. Offer maintenance and service contracts for three time periods; instead of dealing with the manufacturer, customers will rely on you for assistance, which brings them back into the

store and establishes a relationship of trust.

- » ***Gift-Wrapping:*** A great service to provide—especially for seasonal gifts. This service costs very little and can have a big impact on your customer's experience.
- » ***"While You Wait" Amenities:*** If you could make your customer feel like a VIP for minimal cost, why wouldn't you? Offering amenities like coffee and treats, free samples and services (wireless Internet) goes a long way.
- » ***Comparison-Shopping Tools:*** Show your customers that you are so sure your product will measure up against the competition that you'll help them compare.

### ***Establish Complementary Partnerships***

Complementary partnerships with other businesses can add value for your customer and generate new business. Just like a joint testimonial mailing, the power (and convenience) of referral business is immense. Here are some suggestions:

- » ***Build a web of associates:*** If you're a yoga instructor, carry the cards of your treatment providers (physiotherapists, massage therapists, etc.) to refer your students to. In exchange, your brochure or card is posted in their offices. This works for automotive repair, esthetics, consultants and other service providers. Customers will trust referrals received by their existing service providers, and feel taken care of by a reputable community of experts.
- » ***Establish partnerships with financial incentives:*** This is one that has your interests in mind as well as those of your customers. In addition to establishing a complementary partnership with a related associ-

ate, establish an incentive structure where each of you is compensated for your referrals. For example, if you refer a client to a furniture store after they've purchased a mattress from you, and they buy a bed frame, your associate will pay you a portion of the sale—and vice versa.

- » **Location-based partnerships:** Consider creating partnerships with the businesses around you—even if your products and services don't appear to be related. Shopping malls do this often with value coupon books that customers must purchase for \$5 to \$20 dollars. These partnerships and incentives will keep the customer spending money in the area, which is good for everyone's bottom line.

*"We are not creatures of circumstance, we are creators of circumstance."* – Benjamin Disraeli

### ***Packages and Bundles***

Packaging and bundling products and services is a popular method of adding value. Clients perceive the bundles as having a higher value than the sum of the individual items.

Cleverly packaged and named bundles can spark interest and revive your products in the eyes of your customers. Remember to give the offers an end date or provide a limited number to create a sense of scarcity and urgency and to prevent this strategy from going stale. Try these:

- » **Intuitive product bundles:** Package independent related products together, and give them a reduced price or name. For example, sell an extra pair of

running socks with new runners. Remember the convenience of starter kits. Package everything your customer will need to begin a new activity—painting, camping, running, etc.—in a bundle for simple buying decisions.

- » ***Package your upsell:*** This can also be called a chain of purchasing. It includes the products or services your client will need to use your product or service. Won't they need leather protector for their new boots? If they've run out of oil paints, how's their supply of brushes, acrylics or canvases? By packaging these clearly related products together, you are making their shopping experience faster and more convenient.

### ***Offer a Customer Loyalty Program***

There are a number of ways to structure your rewards and loyalty program, depending on the type of business and level of technological resources available to you. Customer loyalty programs have a huge advantage. They help build your database of customer information and in most cases allow you to view and analyze purchasing patterns. Here are the most popular:

- » ***Every 6th (or 10th) Visit On Us:*** This works well for businesses that rely on repeat visits from their customers—like hair salons, coffee shops, and auto maintenance. Customers receive a card with store information on the front and space for stamps or initials on the back. Remember that while 10 is a nice even number, it may be too far in the future for some customers—especially for services that are three to six weeks apart. The idea of six visits is more manageable.
- » ***Rewards Dollars:*** This is the Canadian Tire model.

For every dollar your customer spends in the store, they receive a small portion back in store credit (i.e., Canadian Tire money). The store credit is in the form of printed dollars, branded with your company logo and contact information, and serves as a reminder each time a client opens their wallet.

- » **Rewards Points:** Another common value-add strategy is a rewards points system. Most grocery stores use this incentive as do credit card companies. This works the same as rewards dollars, where a certain number of points are accumulated based on each dollar spent in store. Points can then be spent in-store or on products you have brought in for “rewards points holders” only. This strategy also allows you to feature products with “extra points value” instead of discounting prices.
- » **Membership Amenities:** Instead of points or dollars, you can offer VIP treatment for members, when they sign up for or purchase a membership. This may include occasional discounts but is primarily centered around perks like “while you wait” amenities, skipping the line, free delivery, etc. You can also produce membership cards.



## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## PROFIT FROM INTERNET MARKETING

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*Is your business online?* If not, it should be.

The Internet is today's primary consumer research tool. If your business does not have an online presence, it is harder for customers to find and choose your business over the competition. With over 73% of North Americans online, it is no wonder that individuals and businesses in all industries are looking to the Internet to enhance their marketing strategies.

Luckily, it has never been easier to establish and maintain a comprehensive online presence. Internet marketing, also referred to as online marketing, online advertising or e-marketing, is the fastest growing medium for marketing.

But it is not just company websites that users are viewing. Blogs, consumer reviews, chatrooms and a variety of social media are growing rapidly in popularity.

The Internet is a very powerful tool for businesses if used strategically and effectively. It can be a cost saving alter-

native to traditional marketing approaches, and may be the most effective way to communicate with your target consumer.

A major advantage of the Internet is that you are always open. Users can access your business 24 hours a day, 7 days a week, and depending on your business and the purpose of the website, visitors can also purchase goods at any time.

### **Internet Marketing for Everyone**

The Internet is a great way to create product and brand awareness, develop relationships with consumers and share and exchange information. You can't afford not to take advantage of online marketing opportunities because your competition is likely already there.

Internet marketing can take on many different forms. By creating and maintaining a website for your business, you are reaching out to a new consumer base. You have full control over the messaging that users receive and it has a global reach.

Internet marketing can be very cost-effective. If you have a strong email database of your customers, an e-newsletter may be cheaper and more effective than post mail. You can deliver time sensitive materials immediately and you can update your subscribers instantaneously.

#### Top 10 Websites (Globally):

1. Yahoo.com
2. Google.com
3. YouTube
4. Windows Live
5. Facebook
6. MSN.com

7. MySpace
8. Wikipedia
9. Blogger.com
10. Yahoo Japan

You will notice that half of these websites are search engines. An increasing number of consumers are first researching products, services and companies online, whether it is to compare products, complete a sale, or look for a future employer. Most people in the 18 to 35 age group obtain all of their information online—including news, weather, product research, etc. The remaining sites are interactive sites where users can upload information for social networking or information sharing.

## **Internet Marketing Strategies**

Internet marketing—like all other elements of your marketing campaign—must have clear goals and objectives. Creating brand and product awareness will not happen overnight so it is important to budget accordingly, ensuring there is money set aside for maintenance of the website and analytics.

Be flexible with ideas and options. Do your research; try out different options, and test and measure the results. Metrics and evaluations can be updated almost immediately and should be monitored regularly. By keeping an eye out for online marketing strategies that work and which do not, it will be easier to create a balanced portfolio of marketing techniques. You might find that in certain geographical areas, certain marketing strategies are more effective than others.

This list is not the full extent of options available for marketing online, but it is a good place to start when

deciding which options are best suited to your company.

### ***Create a website***

The Internet is primarily used for seeking information, so you should provide consumers with information about your company first-hand. You have more control over your branding and messaging and can also collect visitor information to determine what type of Internet users are accessing your website.

### ***Search Engine Optimization***

Since search engines comprise 50% of the most visited sites globally, you can make your website more search engine friendly to increase your organic search listing. An organic search listing refers to search engine results that when search terms are entered.

You may wish to repeat keywords multiple times on your website and write the copy on your site not only with the reader in mind, but also search engines.

Remember this when you design your website: any text that appears in Flash format is not recognized by search engines. If your website is built on a Flash platform, you will have a poor organic search listing.

### ***Price Per Click (PPC) Advertising***

If you find that visitors access your website after searching for it first with a search engine, then it may be beneficial to advertise on these websites and bid on keywords associated with your company.

These advertisements will appear at the top of the page or along the left side of the search results on a search engine. You can have control over the specific geographic area you

wish to target, set a monthly budget, and have the option of being charged only when a user clicks on your link.

### ***Online Directories***

Listing your business in an online directory can be an inexpensive and effective online marketing strategy. However, you must distinguish your company from the plethora of competitors that may exist. Likely, you will need to complement this strategy with other brand awareness campaigns.

### ***Online Ads***

These advertisements can have positive or negative effects based on the reputation and consumer perception of the website on which you are advertising. These ads should be treated like print ads you may place in local newspapers or other publications.

### ***Online Videos***

With the growing popularity of sites such as YouTube, it is evident that people love researching online and being able to find video clips of the information they are seeking. Depending on your small business, you may want to upload informational videos or tutorials about your products or services.

### ***Blogging***

Blogging can be a fun, interactive method to communicate with users. A blog is traditionally a website maintained by an individual user that has regular entries, similar to a diary. These entries can be commentary, descriptions of events, pictures, videos, and more. Companies can use blogging as a way to keep users updated on current information and allow them to post comments on your blog. If

blogging is something you wish to invest in, make sure that it is regularly updated and monitored.

### **Top 10 Mistakes to Avoid**

#### ***1. Failure to measure ROI***

Which metrics are you using? Are your visitors actually motivated to purchase or sign up? If the benefits of your online campaign are not greater than the costs incurred, then you may wish to re-evaluate your strategy.

#### ***2. Poor Web Design***

This can make a bad impression of your company on the visitor. A poor design could result in frustration on the visitor's part if they are not able to easily find what they want on your site and it also does not build trust. If consumers do not trust your company or your website, you will not be able to complete the sale and develop a longer relationship with that customer. You should also include privacy protection and security when building trust.

Insure that all information on the website is current and have customer service available to users that are experiencing difficulty or cannot find the information they seek. This could be as simple as providing a 'Contact Us' email or phone number for support.

#### ***3. Becoming locked into an advertising strategy***

Remember your marketing mix when creating a marketing strategy, and avoid putting all of your eggs in one basket. Online marketing is a valuable tool, but depending on your business and your target markets, other marketing campaigns may be the best option for you. Especially if this is your first time making a significant investment into your

online sector, you want to remain flexible and able to adapt your strategy based on feedback received by researching and analyzing different options.

#### ***4. Acting without researching***

This is similar to becoming locked in an advertising strategy early; this mistake implies not dutifully testing and researching different online marketing options. For example, if your target consumer is aged 65 and over, and you are spending all of your marketing efforts on a blogging website (where the average blogger is 18 to 35 years of age), then you will likely not have a successful campaign.

#### ***5. Assuming more visitors means more sales***

Go back to your original goals and the purpose of your company. More visitors may not lead to more sales if your website is used primarily for information and consumers purchase their products elsewhere. You could also have an increase in sales without an increase in unique visitors if your current consumer base is very loyal and willing to spend lots of money.

Often people will collect information online about products they wish to purchase because it is easier to compare options, but they purchase in person. Even though shopping online is becoming quite popular, people still prefer to see and feel the physical product before purchasing.

#### ***6. Failing to follow up with customers that purchase***

Repeat sales can account for up to 60% of total revenue. It's no wonder that organizations are always trying to maintain loyal customers and may have customer relationship management systems in place. It is easier to get

a happy customer to purchase again than it is to get a new customer to purchase once.

### ***7. Not incorporating online marketing into the business plan***

By ensuring that your online marketing plan is fully integrated and accurately represents your organization's overall goals and objectives, the business plan will be more comprehensive and encompassing.

### ***8. Trying to discover your own best practices***

It is beneficial to use trial and error to determine the best online strategy for your company, but do not be afraid to perform research and learn from what other have figured out. There will be many cases where someone was in a similar position as you and they may have some suggestions and secrets that they wish to share. Researching in advance can save a great deal of time and money.

*"The Internet is becoming the town square for the global village of tomorrow."* – Bill Gates

### ***9. Spending too much too fast***

Although it may be cheaper than traditional marketing, Internet marketing does have its costs. You have to consider the software and hardware designs, maintenance, distribution, supply chain management, and the time required. You don't want to spend your entire marketing budget all at once.

### **10. *Getting distracted by irrelevant metrics***

As discussed in the following section, there are endless reports and measurables you can analyze to determine the effectiveness of your campaign. You will need to establish which measurables are actually relevant to your marketing.

### **Testing and Measuring Online**

As with any element of your marketing campaign, you will need to track your results and measure them against your investment. Otherwise, how will you know if your online marketing is successful?

These results—or metrics—need to be recorded and analyzed as to how they impact your overall return on investment.

Some examples of metrics are:

- » New account setups
- » Conversion rates
- » Page stickiness
- » Contact us form completion

Due to the popularity of online marketing and the importance of having a strong web presence, companies have demanded more sophisticated tracking tools and metrics for their online activities. It can be very difficult to not only know what to measure, but also HOW to measure.

Thankfully, it is easier than ever to get the information you need with the many types of software and services available, including Google Analytics, which are free and relatively accurate.

### **8 *Metrics to Track***

Below are eight key metrics to watch for when testing

and measuring your Internet marketing efforts.

### **1. Conversions**

How many leads has your online presence generated, and of those leads, how many were turned into sales? Ultimately, your campaign needs to have a positive impact on your business. Regardless of the specific purpose of the campaign—from lead generation and service sign-up, to blog entries—you need to know how many customers are taking the desired action in response to your efforts. Your tracking tool will be able to provide you with this information.

### **2. Spend**

If you are not making a profit—or at least breaking even—from your Internet marketing efforts, then you need to change your strategy. Redistribute your financial resources and reconsider your motives and objectives for your online campaign.

An easy way to do this analysis is to divide your total spend by conversions. This could be broken down by product. You could use a tracking tool and view reports on the “per visit value of every click” from every type of source. Your sources can include organic/search engine referrals, direct visit (i.e. person typed your web address into their address bar), or email/newsletter.

### **3. Attention**

You need to keep a close eye on how much attention you are getting on your website. To analyze this, compare unique visitors to page views per visit to time on site. The number of people visiting, how many pages they are viewing, what pages they are viewing, and the amount of time they are

spending on the site.

A *unique visitor* is any one person who visits the website in a given amount of time. For example, if Evelyn visits her online banking website daily for an entire month, over that one month period, she is considered to be one unique visitor (not 30 visitors).

You may also want to incorporate referring source as well: the places online that refer customers to your website. You'll be able to determine what referring sources offer the "best" visitors.

#### **4. Top Referrals**

Know who is doing the best job of referring clients to your website—and note how they are doing this. Is it the prominence of the link? Positioning? Reputation of the referring company?

Understanding where your visitors are coming from will allow you focus on those sources when you increase your referral sites. They also allow you to gain a better understanding of your online market—and target audience.

#### **5. Bounce Rate**

The *bounce rate* is the number of people who visit the home page of your website but do not visit other pages. If you have a high bounce rate, you either have all the necessary information on your home page, or you are not giving your customers a reason to click further.

In Google Analytics, view the "content" or "pages" report and view the "bounce rate" column.

#### **6. Errors**

It is important to track the errors that visitors receive

while trying to access or view your website. For example, if someone links to your website, but makes a spelling error in typing the link, your users will see an error page in their browser, and will not ultimately make it to your website.

You can also receive reports on errors that customer's make when trying to type in your website address in their browser. You may wish to buy the domains that are common spelling mistakes and link those addresses to your true home page. This will increase overall traffic and potential conversions.

### **7. Onsite Search Terms**

If you have a "search website" function on your website, it is useful to monitor which terms users are most frequently searching. This can provide valuable insight into the user friendliness of your site and your website's navigation system. This information will be included in the traffic reporting tool.

### **8. Bailout Rates**

If you provide users with the option of purchasing something on your website (i.e. shopping cart), then you can track where along the purchasing process people decided not to go through with the sale.

This could be at the first step of receiving the order, or further when stating shipping options. By obtaining this information, a company can reorganize or revamp their sales process to make it more fluid and possibly encourage more purchases.

Here are the three main questions to ask yourself when evaluating your website presence:

- » Who visits my website?
- » Where do visitors come from?
- » Which pages are viewed?

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## DEVELOPING A MARKETING MESSAGE

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### **Creating Your Message**

The term “marketing message” denotes a communication that is received and understood. The key to creating a winning marketing message is to ensure it matches the wants and needs of those who fit the profile of your target market.

Otherwise stated: you are wasting your time sending the “right message” to the wrong audience! Example: if you were selling hamburgers and were provided one key ingredient to your business what would you choose? Secret sauce, a powerful brand name like McDonalds, great burgers..? Answer: A HUNGRY audience. That is why your local shopping center has a food court—people get hungry while shopping. Where does your “hungry audience” spend time?

Your marketing material should “speak” to your prospect. Appealing to your prospect’s hot buttons, those sensitivi-

ties that trigger an emotional reaction from your prospects, speak the loudest and are heard the most by your ideal client.

Three of the greatest marketing messages of all time:

- » Fed Ex: When it absolutely, positively has to be there the next day!
- » Domino's Pizza: Fresh, piping hot pizza to your door in 30 minutes or it's FREE!
- » Robert Allen: No Money Down Real Estate

Note: All are highly quantifiable and clearly speaking to their prospective audience.

The marketing sheets in this Chapter will walk you through a step-by-step process to ensure you develop a successful marketing message for your business, product or service. In these pages you will create the foundation of all you will want to say in successful promotional material.

### **Research Successful Marketing**

Research successful strategies to implement. When attempting a new strategy, always test, measure and decide. Do not simply 'decide.'

In this day and age your business and the landscape it operates in is a moving target. So, because of such rapid change, innovation and acute competition at every level, you must continually market your business. Do not stop once you become busy.

It is vital that you learn about your market, prospect problems and the solution you provide prior to creating offers or messages. Study competitors, like-minded businesses and outrageously successful companies. Continuously refresh your knowledge base by leveraging the Internet, Yellow Pages, mail, locations, store fronts and

basically anywhere you will find promotional material and effective marketing. Do not reinvent the wheel. Find out who is out there that is better, more sensitive, innovative, or responsive and let them educate you, improve and inspire you to make your business better.

Get a feel for the features, advantages, benefits, offers, guarantees, USPs, pricing, domain names and relevant messages your competition, like-minded companies and successful businesses use to effectively market. Examples are limitless but some could include two for one offers, pricing, memberships, uniforms, catchy slogans, premium pricing, value add promotions, distribution channels, cross selling opportunities, advertising medium they are using on a regular basis and the business model they use.

A great example: A successful landscaping company read and followed through with this research project. After a small amount of exploration they found the competition was actually in the game of selling \$30,000 licenses (franchises)! They consolidated their existing systems, developed what they did not have and entered the powerful and profitable game of licensing. Simple research done in one day has amounted to millions of dollars of profits for the business owner.

Below are examples of research we've compiled. After reviewing them, fill in the results of your research in the appropriate tables following:

### Example 1:

Domino's Pizza	
USP	Fast, guaranteed delivery
Offers	2 large pizzas for \$19.95
Guarantees	Delivery in 30 minutes GUARANTEED

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Domino's Pizza	
Pricing	Low - Mid pricing
Domain Names	Dominos.com
Marketing Message	Fresh, piping hot pizza to your door in 30 minutes or it's FREE!
Other	They sell Franchises, not pizza.

### Example 2:

FedEx	
USP	Overnight delivery
Offers	Delivery within 24 hours
Guarantees	Next day delivery GUARANTEED
Pricing	Mid - High pricing
Domain Names	FedEx.com
Marketing Message	When it absolutely, positively has to be there the next day!
Other	Own the largest fleet of airplanes in the world.

### Example 3:

Robert Allen	
USP	Real estate with leverage
Offers	Provides a system on how to buy real estate using none of your own money.
Guarantees	You will not have to use any of your own money.
Pricing	High pricing
Domain Names	RobertAllensChallenge.com
Marketing Message	No money down real estate.

Robert Allen	
Other	<p>Statement that got him editorial in 10 national publications and interviewed on countless high profile programs:</p> <p>“Send me to any city in America, take away my wallet, and provide me just \$100 for living expenses. And in just 72 hours, I will have purchased a quality property using none of my own money.”</p>

## Hot Buttons

There is a natural process prospects go through prior to doing business with you to ensure they are making the right decision. A Hot Button is the “Gotcha,” the emotional pull, the thought or benefit that drives them to your door. If you hit the heart of the prospect, the head will follow.

Consider the “hot buttons” that potential customers consider before doing business with you, and ensure your marketing message ultimately addresses them head on. Some examples could include quality, timeliness, atmosphere, price, location, results, exclusivity and safety. If you supervise children, safety, reputation, available activities and supervision will be hot buttons, whereas in a high end restaurant, atmosphere, location and the style of food will top the list. If you are unsure, ask a cross section of your clients or prospects.

## The FAB Technique

The biggest marketing message mistake is communicating “What-We-Do” instead of “What’s-In-It-For-Me.” If these were two radio stations (WWD vs. WIIFM), which one do you think your prospect would rather hear? When you speak to

prospects do you talk about “you” or “them”? It is unnatural to speak about them and therefore must be consciously practiced.

Another mistake independent professionals make is to think their credentials are part of the marketing message. People do not care if you are a CMC (Certified Management Consultant); it is a feature. They care about what you can do for them. So being a CMC has no place in your marketing message.

- » A feature is any tangible or intangible characteristic.
- » An advantage is the performance characteristics that describe how it can be used or will help the buyer.
- » A benefit is the favorable result the buyer receives from the product because of a particular feature or advantage that has the ability to satisfy the buyers need.
- » Features and advantages “tell” while benefits “sell.”
- » Key benefits with appeal are quality, comfort, better complexion, savings, sexual attraction, pride of possession, time saved, improved personal earnings, better health, prestige, safety, more pep and vitality and enjoyment.
- » When speaking with prospects be sure to talk in “benefit speak.”

Buying an expensive vehicle?

Hot Button	Quality
Feature/Advantage	German engineering with 85 years of experience
Benefit	You can rely on our trouble free warranty

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Hot Button	Prestige
Feature/Advantage	Designed by acclaimed Italian designer
Benefit	Heads will turn and you will be the envy of your friends

Hot Button	Safety
Feature/Advantage	Air bags and ABS brakes
Benefit	You and your loved ones will be safe

Hot Button	Re-sale Value
Feature/Advantage	Car of the Year Winner
Benefit	Guaranteed high trade-in value when you upgrade to a newer model

### Buying a pencil?

Hot Button	Price
Feature/Advantage	Six inches long
Benefit	Lasts an average of six months

Hot Button	Reliability
Feature/Advantage	Graphite composition
Benefit	Lead doesn't break

Hot Button	Quality
Feature/Advantage	Pre-fired graphite
Benefit	Produces dark legible lines

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

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Hot Button	Safety
Feature/Advantage	Non-toxic paint
Benefit	Children can chew on it without fear of poisoning

Making your benefits quantifiable will increase their effectiveness. In this day and age people want SPEED. They want it done, they want it effortlessly and they do not want to wait. There have been entire categories of business created around this premise.

### "Oil Change"

Feature—Quick service

Advantage—Better running automobile

Benefit—10 minute oil change

### "Burgers, Tacos or Chicken"

Feature—Burgers cooked while you wait

Advantage—Short line ups

Benefit—Fast Food

### "Medication"

Feature—10 mg micronized loratadine

Advantage—Small easy to swallow tablets

Benefit—24 Hour Relief

### "Photo Processing"

Feature—35 mm film processing

Advantage—We do it for you

Benefit—One Hour Photos

How can you make your offer quantifiable? Is it possible to create your own 'category of businesses?

## **Your Uniqueness**

Find something unique that positions you against the competition. Research the most successful companies and you will find they are consistently promoting uniqueness and not superior quality. When Wal-Mart labels itself "The Low Price Leader," it has made a clear positioning statement. In the early 1990's, Chrysler promoted being the only American car manufacturer that used driver's side air bags as standard equipment. It worked sensationally for a period of time and once the others caught up they had to change their message.

Some examples could include: price, product, ingredient, positioning, color, size, scent, celebrity endorsement, membership, location, hours of operation and is only limited to your creativity. Do not follow the leader, believe in yourself and create your own path. It is also not vital that your unique qualities are totally unique. Promoting them heavily will be unique in itself.

In competitive industries, you can use the "theme" of your business like "the cold, clear, water of the Rockies" or your coffee is "mountain grown." If you were selling licenses or a course where participants were required to achieve a certain score, a message of "Do Not Pass—Do Not Pay" would work well just as Leader Global Consulting have used "No Results—No Fee" to a huge competitive advantage.

*"There are no shortcuts to life's greatest achievements." -  
Anonymous*

## Your Guarantee

Reversing the risk by offering a prospect your guarantee is a powerful way to overcome buyer hesitation, yet an incredible number of business owners and professionals are unwilling to assume full—and sometimes even partial—transactional risk. When companies start using risk-reversal, sales almost always increase immediately and it is not uncommon for sales conversions to triple.

Yes, a few customers will take advantage of your guarantee, but as a rule, so many people will buy from this strategy that the refund or return levels are virtually unimportant. If you sold an extra 10 units per year through risk reversal, and two clients took advantage, you would be ahead eight sales plus all the referrals they provide plus the confidence and momentum often associated with getting a yes in sales.

Some examples could include 100% money back, don't pass—don't pay, pick up orders ready in ten minutes or dinner is on us, in 15 minutes I guarantee to show you three simple ways a burglar can enter your family's home with a screw driver, my plumber will show up on time.... and smell good!, satisfaction guarantee, on time—on budget. If you are a doctor or a professional and a guarantee is difficult, then use an initial consolation as your guarantee to provide a course of treatments—all with no risk to the prospect initially.

A company running presentations could offer a guarantee, "Give me two hours of your time and I guarantee to make you more money." Offer a guarantee on the follow-up consultation, stating clients will get 10 times the value or they do not pay. Then offer a guarantee on the end program of "no results—no fee." One guarantee for each

step of the sales strategy!

Another excellent way to use risk reversal is to create a membership and then give a 100% money back guarantee on it. This was done effectively for a company that did high end kitchens and couldn't safely offer a guarantee on a \$50,000 purchase. The membership entailed free design advice, free delivery, on-site consultations and decorating suggestions. A company remodeling kitchens were providing a 100% money back guarantee on all their marketing material and the competition simply wasn't able to. A guarantee is ammunition you want to use in your marketing.

### **Your Powerful Offer**

This part is critical and will therefore go into some detail. If I asked you to go buy a brand new white t-shirt immediately, could you have one within an hour? Easily, provided you had \$10.

Go into the business of "buying new customers" and the world of business will never be quite the same for you. If you were to ask the single most important step to getting the attention of your market, the answer would be: An Irrefutable Offer! In fact, an ad or a direct mail piece starting with the development of a powerful offer can be a far more effective strategy than with the headline.

Four key tips to creating this offer:

1. Your offer must be clear—not clever. Confused people say maybe and people that say maybe really said no but do not want to hurt your feelings. People get confused by percentages and therefore are not recommended.
2. The offer must be of excellent value. You must explain to your target market exactly how valuable it is and

provide actual numbers.

3. A freebie—not always possible but highly recommended.
4. Offer a premium. A premium is something you give away with a purchase. Example: Be one of the first twelve to purchase this couch and receive one of our \$800 Plasma screen TVs absolutely FREE.

Now that you have created a flow of customers through an outstanding offer or the premise of buying customers, you must now ensure they purchase often. Strongly consider offering bigger units of sale, bigger inducements and bigger packages. Think of the last time you visited the Superstore. Did you really need the five bottles of ketchup, 60 rolls of toilet paper and a giant sized jar of peanut butter?

Did you really need all you bought? Of course not, but the price is so appealing you could not resist. Double your offer size and amount, sell to half of the people you currently sell to, make the same amount of money, provide far better service to those clients so you get more referrals and have more time off in doing so. People who spend more are far more loyal to you.

Otherwise stated, package your goods and services to create a powerful offer and higher unit of sale with more committed clients that pay, stay and refer. There are a lot of easy, non-threatening ways to give your customers an incentive to commit to buy more, other than having them write a huge check on the spot. They may or may not ever come back to you for individual units.

If you lock 100 people in to purchase monthly and give them a price incentive up front, ten people will take advantage and cancel the minute they get home and you will miss out. But, 90 of them will stay and commit to the

business in your favor and benefit from the convenience of your offer. You will have 10 or 12 times the sales from that small technique. Do not design a business around dishonest people. Provided you are fair, people will be more than fair with you and your business offering.

Some example up-front offers:

- » A free workshop.
- » My fitness program will have you shed 12 pounds in 30 days... Guaranteed!
- » Draw for a free \$500 website (business capable of making money online with no website—found through a simple questionnaire and draw at a trade show. Everyone that qualifies—wins. These people are the perfect target market and can be easily up-sold into a more expensive site)
- » A travel store offers a free 'travel alarm clock' just for coming in while supplies last.
- » 2 for 1 TV sets while stock lasts (have other complimentary offers waiting).
- » Free drinks in Las Vegas (ya right!) while at your table.
- » Tree surgeon provides 12 month maintenance at no charge (these quarterly visits become profitable sales opportunities).
- » Free quarterly party with musician, wine and cheese plus VIP viewing of next seasons range.
- » Provide a top end laser printer free of charge for 30 days (selected targeted businesses). If they buy the printers do the same with a photo copier. If they do not want them after 30 days you pick it up at absolutely no charge (puppy dog close).
- » Do the same for family water units and include a CD outlining the dangers of tap water on your fam-

ily's livelihood and benefits of your machine. Add more value by providing modest, non-threatening payment terms.

It is baffling why businesses are hesitant to try these results-based promotions, yet they have no problem risking \$1,000 to an unproven advertising medium. Concentrate on what you end up with rather than what you give away.

Some example packages:

- » **Travel Company** - Package called "Posh Hawaii" and includes first class airfare, beach front suite, limo pick up and drop off and a top of the line rental car for the week—all for a flat fee of \$10,000. The package also includes a free 3 month travel membership designed with added benefits, discounts and advice for regular travellers for \$50 per month. The club came with a money back guarantee.
- » **Car Wash** - Package called "Love My Car" includes free up front detailing for high end cars, and a hand wash inside and out every Thursday afternoon ongoing and a guarantee that if for whatever reason the car needed to be cleaned in between washes, it would be done within 24 hours of notification 100% free of charge. All payments went through on a credit card and client had the ability to cancel any time. Weekly charge was \$49.95.
- » **Plumbing Company** - Package called "Pipe Dreams" includes annual maintenance, quarterly routing of all pipes, free 24-hour emergency service and annual replacing of all loose-fitting washers and valves, which is billed in non-threatening quarterly installments of \$1,000 with satisfaction guarantee.
- » **Dentist** – "My Teeth Forever" is marketed to kids and includes free up-front x-rays, biannual cleaning,

maintenance, check-up, two annual seminars for parents and kids on the effects diet has on inexpensively looking after and keeping your teeth, once first check-up is performed, free cavity filing for an annual fee billed monthly to the credit card. All kids that do not get a cavity for 12 months receive a free bike compliment of the dentist and a picture in the paper.

- » **Gym Membership** - Program is called "Triple Your Energy" and includes a 12-month membership, free consolation that results in a personal program developed by personal trainer, 25 free minutes at the tanning salon, unlimited spinning classes, quarterly seminars provided on diet to triple your energy and quality of your family's life, a free branded t-shirt with the slogan "Train with the Best to be the Best," and two member only parties per year. All for a non-threatening up front fee of \$999.
- » **Other** - When developing your offers think of bonuses, extended guarantees, free samples, quarterly visits, contests (winner gets something related to your product or service), better than risk free, free report, VIP club, try before you buy (puppy dog close), information products as a bonus, let charity sell your product or service and keep 100% of the gross provided they supply names to you for on-going promotion, one month free, by referral only, free membership.

### **Justify Your Powerful Offer(s)**

There should be a logical reason for your offer. If you discount or give something away without explanation, you create doubt and suspicion. People have been told since birth there is no such thing as a free lunch. Come up with a

viable reason and tell your prospects.

### *Why Should They Act Now?*

Look at it this way, if they do not act now, they will not act. Create a reason and sense of urgency in your prospects by using expiration dates, limited availability or a bonus for a fast response.

### *What Should They Do Next?*

Provide a strong, clear direct call to action and tell the person exactly what you want them to do. Pick up the phone and call us to make a reservation, get in your car and drive to our location before 6 p.m. Thursday, November 1st, get here immediately to ensure you do not miss out on the opportunity to receive one of the 12 FREE plasma screen TVs, order \$1,000 before Monday to ensure you get your name in the drawing for our FREE Vegas trip.

Here is an effective call to action:

*"Cut this coupon out of your newspaper. Bring it into our One Stop travel store located at 522 Mercedes Avenue any day this week between 9:00 a.m. and 7:00 p.m. Take it to one of our friendly and knowledgeable travel staff; they will give you a free alarm clock, a gift for just coming to visit our wonderful staff, while the supplies last. Then feel free to browse through our popular and unique One Stop travel store. Take advantage of the huge mark downs, 1,028 different widgets to make your travel experience a safe and enjoyable one and get another free gift of a travel bag with any \$49 purchase."*

## Your Powerful Headlines

The headline is a vital element of your promotional material and must zero in precisely on who you are trying to reach—your target market. Headlines should tell the readers immediately and clearly the essence of what you are trying to say in the rest of the promotional piece—and the direct benefit to them. Your company name is a no-no here. When creating promotional material for your company having a headline that paints a mental picture (you have the ugliest kids I have ever seen!) works wonders for grabbing attention and keeping it.

Next in importance are *sub-headlines* which are used to break up large sections of text and paraphrase what is being said.

Next on the list are *photo captions* (pictures automatically draw the reader), which act as excellent marketing real estate to sell your prospect and tell them what to do next. The body of the text is designed to further and more deeply explain your message and the benefits of what you offer through educational copy. Once there has been sufficient information shared, present a powerful offer.

Create a collection of both negative and positive headlines that capture the attention and speak directly to your prospect. Having this dynamic collection will grant you an opportunity to test, measure and decide which provide the highest return on investment. Do not try to get this in one attempt and be careful not to let perfection stop it from happening.

Headlines can be developed by identifying

- » Threatening things - sirens, shouting, loud bangs, crying
- » Familiar things - names, songs, hobbies

- » Important things - health, education, new products
- » Different things - new things, unbelievable things, unique things

A successful headline talks directly to hot buttons and prompts the reader to seek more information.

Take a look at these very powerful headlines:

- » Almost Everyone Has a \$10,000 Idea. Here is How to Make It Pay.
- » The Secret of Making People Like You.
- » Here is a Way To Become Tight, Lean, Attractive, Radiant and Remarkably Healthy In Just 45 minutes, Three Times a Week.
- » A Little Mistake That Cost a Farmer \$3,000 A Year.
- » Never Turn On A Vacuum Cleaner Again As Long As You Live.
- » Our Employee Screening Test Is So Stringent That 71% of Applicants Flunk The First Time. And 54% Never Pass. (Guess Who You're Hiring When You Hire Temps from Our Competitors)
- » How A New Discovery Made A Plain Girl Beautiful.
- » Advice To Wives Who's Husbands Don't Save Money—By A Wife.
- » At 60 Miles An Hour The Loudest Noise In This New Rolls-Royce Comes From The Electric Clock.
- » Hands That Look Lovelier In 24 Hours -- Or Your Money Back.
- » You Can Laugh At Money Worries -- If You Follow This Simple Plan.
- » Is The Life Of A Child Worth \$1 To You?
- » They Laughed When I Sat Down At The Piano -- But When I Started To Play!
- » Do You Really Want The Lowest Bidding Temp

Agency To Provide Employees For Your Million Dollar Project?

- » How Much Is 'Worker Tension' Costing Your Company?
- » Imagine Me.. Holding An Audience Spellbound For 30 Minutes!
- » How To Do Your Christmas Shopping In 5 Minutes.
- » Play Guitar In 7 Days Or Your Money Back.

## **Your Domain Names**

If marketing is about generating interest, then backing up your message with an attention grabbing domain name is something you should do. You will see large companies move towards this in the future. How many times are you offering your email address on a weekly basis? Each time is an opportunity to sell.

When asked for your email address and you say john@noresults-nofee.com, you often get the dream question back: "so what do you do?" If you are selling a business opportunity and a major benefit is more time with their kids, you could promote [www.ihangwithmykids.com](http://www.ihangwithmykids.com) and your email address would become sue@ihangwithmykids.com. If you provide personal training for busy professionals, it could be [www.doublenergytriplesales.com](http://www.doublenergytriplesales.com). This will undoubtedly create increased interest in what you offer.

Examples of effective domains:

- » [www.donotpassdonotpay.com](http://www.donotpassdonotpay.com)
- » [www.noresults-nofee.com](http://www.noresults-nofee.com)
- » [www.nomoneydownrealestate.com](http://www.nomoneydownrealestate.com)
- » [www.12poundsin30daysguaranteed.com](http://www.12poundsin30daysguaranteed.com)
- » [www.winmylexus.com](http://www.winmylexus.com)
- » [www.registermenow.com](http://www.registermenow.com)

» [www.ontimeonbudget.com](http://www.ontimeonbudget.com)

## **Your E-mail Signature**

When was the last time you went to the bottom of an email to find a phone number? People are looking at the bottom of your emails and therefore it is an excellent opportunity to promote your marketing message, guarantee, website, mention awards, ask for referrals and generate interest.

Follow these steps to create your email signature:

- » Name
- » Rank
- » List all coordinates
- » Your catch phrase
- » Ask for referrals
- » List success stories or testimonials
- » Include any other powerful information that will generate interest

## **Your Phone Message**

When you are unavailable to receive a phone call what does your message say? Do they get a sense of why they should talk to you and the benefit you provide therefore encouraging a message?

Example phone message:

Thank you for calling our South Pacific Training Hotline. We invest all of our time building strong referral partners and alliances to provide 100% guaranteed-money-back satisfaction for you and your key staff. We look forward to solving your staffing issues and congratulations on choosing our "Your Staff Do Not Pass—You Do Not Pay" Hotline. At the sound of the tone please make sure you leave your name,

phone number and the time you called and we will get back to you.

## **Your Ideal Testimonial**

When critiquing marketing material there is one thing we find ourselves saying more than any other: “Where are the testimonials?”

What others say about you, your company, your products, and your services is indefinitely more credible than anything you can say on your own. Watch the progress and promotion of the very competitive weight loss industry (or any successful TV ad). Recall the boss or staff of the company speaking—always someone who experienced the benefit, and in the more successful promotions it is someone of celebrity status. Think of your testimonial as a pair of verbal before and after “snapshots.”

Follow these steps to create a powerful testimonial:

- » Create a headline, stating benefits where possible, out of the testimonial using the existing text. Underline it, make it bold and add an exclamation point on the end where appropriate.
- » Use negative words to create a “snapshot” of where the person was prior to you. Use thesaurus for inspiration.
- » Credit the supplier of the offer that changed the situation for the better (i.e. But now thanks to Fit for Life)
- » Now provide the after ‘snapshot’ with positive words and quantify wherever possible (i.e. I lost 50 pounds).
- » Say thanks to provider.
- » Use coordinates for credibility of your social proof.
- » Consider these tips and tricks; Write “perfect” testi-

monials and provide to clients to save them from doing them, keep them short for marketing material, use full letters on your office wall and website, use parts of full letters for marketing material with permission and do not use dates.

### ***Thin, popular and happy!***

"I was alone, scared, broke, unhappy, skeptical... but now thanks to Fit for Life, I lost 50 pounds, I'm thin, popular, confident, rich, happy and a believer! Thanks Fit for Life!" - John Smith—Leader Global Consulting Alberta

### ***100% pain free!***

"I knew I needed dental care for over a year because I couldn't bear the pain. I just couldn't stand the thought of going to the dentist. Dr. Smith and his staff are amazing! They were patient and understanding and amazing how going to the dentist has changed since the last time I went. The impressive new technology made the work 100% pain-free. I was amazed and thank you Dr. Smith!" - John Smith—Leader Global Consulting British Columbia

### **Make Mistakes**

The difference between knowledge and wisdom: *knowledge* is knowing how to clean your car; wisdom comes from having done it.

Be willing to take risks, be willing and accepting of falling down. It takes far less energy to go at something full out than it does to go at it half speed with concern of a less than perfect outcome.

Think back to when you first learned to walk. How many attempts at getting up and walking did you give yourself before you called it quits? Did your parents show you how

to do it and then say, “Well, we have shown you 22 times and you keep falling over. That is it. You will have to be a crawler.” I do not think so.

You pushed until you found a way to get there. You tried until you reached and attained your goal and look at you now—and do you even recall the trying times? Your will and determination didn’t have this extremely expensive thing called pride and common sense standing in the way at that early stage in life. Remember this as you strive for excellence in sales and marketing your company and developing that winning message.

When asked about his triumph of inventing the light bulb, Thomas Edison said he didn’t see it as failure; he felt he successfully developed 3,215 ways to *not* create the light bulb.



## RISK REVERSAL TO INCREASE SALES

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**W**hat is the biggest objection you need to overcome when closing a sale? Is it cost? Belief in what you have to say? Confidence in your product or service?

While it is a different answer for every business, every business has to deal with some element of customer fear or hesitation before a monetary transaction occurs.

The reality is that even if you overcome these objections and close the sale, your customer walks away carrying 99% of the risk associated with the purchase. If the product doesn't work, breaks down, or doesn't perform to expectations, your customer has parted with their dollars in exchange for disappointment.

In marketing, your objective is to generate as many leads as possible, then to convert each lead into a customer or sale. The ratio of leads to closed sales is your *conversion rate*.

What if you could eliminate the risk involved in a transaction? Would you turn more leads into customers? The

answer is absolutely.

Introducing a risk reversal element into your marketing message or unique offer is a powerful way to get an edge on the competition and close more sales. But how exactly will you do this?

It's easy – just give them a guarantee.

## **The Power of Guarantees**

### ***What is Risk Reversal?***

Risk reversal simply refers to reversing the risk associated with a transaction—transferring it from the customer to the vendor.

Everyone can think of a handful of times they have purchased a product or service that did not deliver on their expectations. A time where a salesperson made them a promise and did not deliver. A time where they lost money on a faulty product or bogus service.

Fear of being burned or taken advantage of prevents many people from spending their money. Customers can also be wary of buying a product or service the first time.

Providing a strong guarantee eliminates the majority of risk involved in the purchase and breaks down natural barriers in the sales process. Guarantees will often shorten the sales process all together—skipping any discussion of objections—because the customer does not see any risk in “trying out the product.”

There is also a growing consumer expectation when it comes to guarantees. Many stores take back anything the customer has not been happy with, and return money or store credit. Popular health food stores encourage customers to try new or unfamiliar products by promising a hassle-

free, no-questions-asked return process. A guarantee or easy return policy can be the difference between choosing one business over its competition.

### ***Your customers buy results, not products or services***

The strongest guarantee you can make is on results, not products or services. If you guarantee that your customer will receive the benefits or results they are looking for, the specific product or service they need to achieve those results becomes irrelevant.

People buy benefits and results: they don't buy water purifiers; they buy the benefit enjoying clean, fresh-tasting water. They don't buy lawn sprinkler systems; they buy a healthy green lawn.

Once you understand what specific benefit or solution your customers are seeking, find a way to guarantee they'll receive or experience that solution. If they don't, you'll compensate them for it.

### ***Remember what you have guaranteed***

While guarantees will increase sales for most businesses, they can also be the fast track to business failure if their product or service isn't a quality one. Take the time to ensure you have a strong offering before you implement a guarantee.

Guarantees are most effective when you are selling someone something they need or want—not when you are trying to convince someone to purchase something they have no use for.

## **Increasing Conversion Rates With a Guarantee**

Guarantees can help your business turn more qualified leads into repeat customers. Strong guarantees are big and bold, but also realistic. They're just a little bit better than your competition's, but consistent with industry standards.

### ***Your conversion rate***

Your *conversion rate* is the percentage of clients you convert from leads into customers. The higher your conversion rate, the more revenue you will generate.

To figure out your conversion rate, divide the number of people who purchase from you by the number of people who inquired about your product or service. This will generate a percentage value of your conversion rate.

Guarantees encourage and increase conversion. They motivate potential customers to buy—and to buy from you—because you stand behind what you sell in a big way. There is no risk involved in purchasing what you have to offer.

### ***Creating your guarantee***

So you're convinced your business—and your customers—would benefit from a strong guarantee. Now what? What are you going to guarantee? How are you going to position it?

Once again, this goes back to your target audience and your product or service. What are some of the major objections your potential customers raise during the sales process? What kind of risk do they take on when they make a purchase? How much time will they need to test or experience your product or service?

Brainstorm a list of things about your industry that really

frustrate your customers. They could be service-based (contractors that don't show up, employees who don't perform) or product-based (products that break, do not perform). Then, take a look at your list and decide how you can make sure these things do not happen. Think big—you can do a lot more than you think—then determine if you can actually make good on your promise. If you can't guarantee the first frustration, then move on to the second.

Here are some tips on writing your guarantee:

- » **Be specific.** Explain exactly what you are guaranteeing. Don't make vague guarantees that a product will "work" or a service will make you "happy." These words mean different things to different people. Guarantee specific performance or results.
- » **Include a clear time frame.** Put a realistic time frame on your guarantee. Very few products or services are good forever. Offer a 30-day or 90-day free trial; guarantee results within a set number of days or weeks. This can protect your company, and sets out clear expectations for your clients.
- » **Be bold.** Unbelievable guarantees get a customer's attention, so go as far as you realistically can with your claim. Find a way to stand out over the competition – which may also have a guarantee.
- » **Tell them what you'll do.** Explain what you'll do—how you'll compensate them—if your product or service doesn't deliver. Be specific, talk money, and go above and beyond.

## Implementing Guarantees

### *Tell your clients!*

Put your guarantee everywhere: your website, brochures,

receipt tape, in-store signage, advertisements, and other promotional materials. It will only help attract customers if they know about it.

Send a newsletter to your existing client base informing them of your new guarantees. You never know how many customers you can convince to come back and spend more in your business.

### ***Train your Staff***

Once you have decided to offer your clients a guarantee, you need to ensure your staff are properly trained on the specific policies and procedures associated with that guarantee. If you offer different guarantees for different products and services, ensure this is clear.

Presumably, your staff will be communicating the details of your guarantee, and fielding customer questions. They will have to know how to sell the product using the guarantee as a benefit, and understand every application of the guarantee in your business: every scenario a customer may need to use it.

To ensure your staff is not making any false claims or promises, create a Guarantee Script for them to use and follow. This will prevent customers from returning with false hopes for their money back, or other compensation.

### **Returns and Claims**

So, by now you must be thinking, "Great, I can convert more customers with a strong guarantee, and increase my sales. But what about the added risk I have taken on from my customers? Won't I start to see a ton of returns and service claims?" This is a valid question. Making a strong guarantee means standing by it and delivering on your promise. Inevi-

tably, when you guarantee something, someone will take you up on that guarantee and make a claim. I'm going to answer this question in two parts:

**1. Stand behind your product or service.** You're not in business to scam customers. If you sell a product or service, and you believe in it enough to offer it to your customers, it is likely a quality product or genuine service.

If this concerns you, consider implementing strong quality controls or stronger criteria for your merchandising. Companies that offer products and services that deliver results can offer the strongest guarantees.

Of course you will get returns. You will have customers come in to take advantage of you. Just remember that as long as the increase in sales outweighs the claims, your guarantee strategy has been successful.

**2. Understand your customer's likely behavior.** The truth is that most customers will never take advantage of your guarantee, regardless of their satisfaction level. There are a number of reasons for this.

The first is that most people can't be bothered to drive, mail, or otherwise seek a refund on an item under \$50. Many let the time frame slip by, and have an "oh well" attitude.

The second is that most people don't like confrontation. There is usually an element of confrontation involved in telling someone you didn't like a product or service, and many people do not have the confidence to do so. They'd rather eat the cost than go through the process of asking for a refund.

### *Handling claims and returns*

If you have a product returned, it is in your company's best interest to create a system for handling these customer

interactions.

### Create a claim form

Ensure that each customer who makes a claim fills out a standard form. Doing so will help you prevent fraud, gather important information about the customer and their reasoning, and create a “hoop” for the customer to jump through if they want their money back. Include:

- » Name
- » Date
- » Contact Information
- » Salesperson
- » Product
- » Reason for claim:
- » Comments
- » Follow-up

### ***Keep a claim or return log***

Create a log or filing system for your claims. This will give you a snapshot of your guarantee program, a record-keeping system, and a wealth of information about each customer’s experience and motivations.

### ***Use the information***

Take the claim forms your customers fill out and review them regularly. While some of the claims won’t be genuine, there will be some real feedback you can use to improve your product or service, or to modify your guarantee. You may need to make it more realistic, or change the specifics.



## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## BUYING A BUSINESS

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This may seem like an odd topic to include in a small business marketing program. Chances are, if you've purchased this program you already have a business you are focused on growing, right?

Exactly. Stick with me. This section is absolutely related to business growth.

Buying a business is not just about purchasing an already established organization, avoiding start-up costs, and focusing on growth. It's about buying customers. Whether you're buying your competition or an organization that offers a complementary product or service, the purpose of buying an existing business is to grow your own base of loyal clients.

Buying an existing business is not for everyone, or every business owner. It can be a complex process, with no guarantees of a profitable outcome. You may increase your overhead dramatically in the short term, with no guarantee

for a dramatic increase in profit in the long term.

There is no guarantee that you will secure the clients you are after, or be able to transfer every contract. It may not be the best strategy to grow within your industry, or market conditions. On the other hand, it could be the smartest business decision you've ever made. After all, when the stakes are higher, so are the rewards.

### **Mergers and Acquisitions**

There are two basic ways to use another organization as a vehicle for business growth:

1. You can *acquire* the organization by purchasing the business outright. Depending on the nature of your agreement, you will purchase their customers, employees, property, and other assets.
2. You can *merge* with the organization to create a new business. Depending on the nature of your agreement, you will combine and own half of your customers, employees, property, and other assets.

Many business owners choose to acquire their target business, and retain control of all business decisions. Alternately, merging with another organization will typically see both business owners in partnership, equally bearing the challenge of joining two companies as one.

As you will see throughout this chapter, the choices involved in business transactions will be entirely dependent on your specific business, and your unique goals and objectives for its growth.

In general, here are some advantages and disadvantages to consider when evaluating how a merger or acquisition may help your business growth.

### ***Mergers and Acquisitions: Advantages***

- » Addition of new employees and skills
- » Addition of new knowledge within industry sector
- » Acquisition of customers within new market segment
- » Increase in market share
- » Potential reduction in competition
- » Potential reduction in costs and expenses (overhead)
- » Addition of business intelligence, complementary to existing levels
- » Gain in tangible assets, as well as intangible assets
- » Potential growth in revenue and market presence
- » Ability to further develop products or services, and thereby business
- » Increase in diversification of business, which increases protection from natural fluctuation of market cycles

### ***Mergers and Acquisitions: Challenges***

- » Impact of new management on existing employees
- » Impact of old management's exit strategy
- » Time management and business performance challenges while agreement is being put together
- » Reputation of new business (positive or negative)
- » Integration of two staff groups, including management of compensation and bonus structures
- » Integration of two sets of systems and processes, or choice between sets
- » Impact of new systems and processes on old/new employees
- » Speed of relationship building between new staff

and existing management

- » Impact of merger or acquisition on existing customer base

## **The Acquisition Process**

The process of finding and acquiring (or merging with) a new business can be highly time-consuming, but also highly rewarding. The following is a guide to help you find, negotiate with, and acquire an organization that will enhance your existing business.

### ***Finding the Ideal Business***

You may have already located an ideal business for purchase. The announcement that a particular business is for sale may have prompted you to consider an acquisition as part of your growth strategy. Or, you may be considering the idea of a merger or acquisition, and not sure which organization would be an ideal target. Either way, you will need to assess if your target is truly a diamond in the rough, or just a bad egg.

**A good target** is another business that sells complementary or competing products or services, and for one reason or another is not realizing its true potential in the market. For example, you would consider a business under seemingly poor management, or in need of relocation. Often these floundering businesses will need simple fixes, like relocation, a surge of new investment capital, or implementation of new systems. Depending on the seller's motivations, these businesses can also be acquired at a relatively low cost.

Ensure that you undertake a comprehensive due diligence process (to be discussed in the next section) in order to confirm your assumptions and to uncover any in-

formation that the owner has not volunteered.

Generally speaking, a **bad target** is another business that sells complementary or competing products or services and is performing well. These businesses have a solid customer base, are making a handsome profit, and under solid management. These businesses will likely expect a high sum in an acquisition, and may not see a benefit in a merger.

### ***Seller's motivations***

When evaluating potential businesses for sale, take into account the seller's motivations. This will influence the negotiation process, and will also provide insight into the daily operations of the business. If the business in question is in a market complementary to your own, this can also give you a "heads up" that upward trends could be shifting.

- » **Personal:** health, family problems, divorce, finances, retirement
- » **Financial:** bankruptcy, no access to capital, profit levels have peaked, increase in operating costs, increase in professional costs (accounting, legal, etc.)
- » **Market:** trends declining, increase in competition, technology out of date
- » **Location:** end of lease, high crime area, new non-complementary development, increase in rent

### ***Where do you find businesses on the market?***

The answer to this question is a tricky one. Generally, businesses that are good targets won't be listed for sale, which is why the number one source for locating an ideal business is by word of mouth.

1. **Word of Mouth.** If you're in the market to acquire a new business, let your closest or best-connected colleagues and associates know. Word of mouth is the

best way to get in on a potential deal early—before others catch on to your ideal target and create a bidding war. Tap into networking events in related industries, as well as the networks of your accountant, lawyer, and other advisors. Keep your eyes open and be aware of how your competitors are faring in the marketplace. Some clues that may indicate internal strife are:

- » Customer complaints about the competition
  - » Competitor's employees applying at your business for work
  - » Suspiciously low prices
  - » Senior staff leaving the business
2. **Brokers.** Brokers can be a great help to your business search, especially if you have limited time to invest in the acquisition process. Get a quote for their services up front. They will expect a commission from the transaction. Remember, there are lots of brokers out there, so try to find a referral through your existing network.
  3. **Commercial Investment Magazines.** These publications are found mostly in major cities, and list businesses for sale that are attached to property. Retail businesses and apartment buildings are the primary type of organization for sale.
  4. **Trade Publications.** These are great resources for businesses looking to break into a new industry or marketplace with an acquisition. Their Classified section will often list businesses for sale.
  5. **Online.** The Internet and online Classified sites like Craigslist are a great source for business listings, especially if you want to acquire a business outside

your region. Be wary of information you exchange online, however. You may wish to set up an initial meeting to ensure the lead you are pursuing is legitimate.

6. **Newspapers.** Newspapers can be a source for business listings by category, but they also include a high number of scams. Again, be wary when investigating these leads.

## Your Acquisition Team

Once you have found your ideal target business, and certainly before you make contact with them, assemble a team of advisors to help you navigate through the acquisition process.

Many business owners are wary of engaging expert advice due to the cost involved, which can be substantial. However, it is highly preferable to spend money early on to avoid massive financial surprises after you've signed on the dotted line.

It is a good idea to source your accountant and lawyer—if you don't already have one—from business associates you trust. These people will need to have an intimate understanding of your business and keep your best interests at the forefront.

Ensure that you have a clear scope of work agreements, and understand the fee structure with each member of the acquisition team. Also, since everyone will have to work collaboratively, it's a good idea to have a face-to-face meeting with the entire team to establish relationships early on. In general terms, your acquisition team's responsibilities will be:

Accountant	Lawyer
Valuation	Lead due diligence process
Target business selection	Draft and review purchase and sale agreement
Financial rationale for selection	Draft a review business contracts, including employee contracts
Financial forecasting	All relevant legal processes
Financing	Review of warranties and indemnities
Review of target business financials	
Liaison with legal team	

## Due Diligence and Valuation

After you have identified an ideal target business, you will approach them and secure their interest in purchase negotiations; then the real work begins.

With the assistance of your acquisition teams, you and the seller will determine the value of the business in question, and arrive at a price based on that value. The process that establishes how much the business is worth is called *valuation*.

The other critical process you will need to begin is the *due diligence process*. This will help you determine whether this is a good acquisition for your business objectives.

### **Valuation**

The process for placing a dollar value on a business is a complex one. There are many different formulas that can be used depending on the business in question: whether it is service-based or product-based, new or old, etc... But each formula is impacted by the hard and soft factors described below.

*Hard factors* are the tangible assets the company owns. This can include property, buildings, inventory, technology and equipment. These items are fairly simple to attach a fixed price to, and are typically included on the company's financial statements.

*Soft factors* are the intangible assets attributed to the company. This can include goodwill, location, brand name recognition, and intellectual property, including employees. These factors are complex variables in the valuation formula, and can increase the value of the business dramatically.

Generally speaking, intangible assets are worth what they bring into the company and are valued based on their potential earnings.

### ***Due Diligence***

Simply put, the onus is on you and your acquisition team to ensure that the information you receive from the seller is honest and accurate. Failing to do so could cost you hundreds of thousands of dollars after the sale, so don't learn the hard way.

While you can assume the seller is doing their best to provide honest and accurate information, the fact remains that they are looking out for their best interests and not yours. Therefore, it is your responsibility to gather the information you need to properly assess the deal before you enter into negotiations.

Your accountant and lawyer will guide you through the due diligence process and indicate which financial statements, legal documentation, and bylaws need to be reviewed.

You will do your own due diligence to validate intangible assets like goodwill, reputation, and brand awareness.

Talk to their customers, vendors, and anyone else who deals with the company on a regular basis.

Again, your acquisition team should ensure that you cover your bases when completing your due diligence. Here is a list of questions to include:

- » How accurate are the financials? Are there any factors that could have falsely inflated or deflated the numbers? How realistic are the costs of the products or services? Is there enough or too much allocated to the profit margin?
- » What is the true value of the inventory? Which items in stock can be realistically sold? Which can be discounted and moved quickly?
- » Are the lead generation numbers accurate? How many customers are actually walking in the doors? Calling in?
- » Is there any information that the seller isn't volunteering that could impact the vitality of the business?

### **Negotiations**

Once you have completed a thorough due diligence and valuation process, the next step is negotiations. You and the seller may have agreed on a loose price for the business, but you still have many other issues to discuss and ultimately cement in a contract form.

A key element to be aware of during the negotiation process is intangible assets. These assets can significantly increase the price of the business during the valuation period, so what guarantees will be implemented to ensure those assets continue to earn at the same level?

Here are some other thoughts to keep in mind when negotiating with the seller:

**Be prepared to walk away.** Establish a maximum dollar figure you are prepared to spend on the business, and stick to it.

**Don't get emotionally involved.** Remember that this is a business transaction that may or may not work out. Once your heart or emotional self is attached to the deal, it's easy to spend too much, or give up too much.

**Establish a continuous flow of communication.** Make a strong effort to keep communication flowing throughout the negotiation process. Avoid using your lawyer to pass on negative or confrontational messages. Stay calm, and stick to fact-based negotiation.

**Focus on intangible assets.** As mentioned above, these assets can quickly inflate the value of a business, and give the seller certain tax benefits. Make sure that every intangible asset is accurately measured and can be reasonably guaranteed to perform after the seller is out of the picture.

## **Purchase Agreement**

The purchase agreement—or Buy-Sell agreement—puts the agreed-to price and purchase terms in formal, legal contract format. It is important to remember that this is often the only contract, so you need to ensure it encompasses every possible scenario to protect your interest. Your legal team will be responsible for drafting and reviewing this.

This document will look different depending on the type of business, and the unique considerations that pertain to the terms of the sale. For example, if you are purchasing assets or shares in the company, the structure of the legal documentation will be dramatically different.

Here are some elements that you should be aware of:

- » **Warranties.** These are essential elements of the purchase agreement. Warranty clauses confirm facts about the business as represented by the seller. These can include assets, liabilities, employees, legal claims, creditors, debtors, and year-end accounts. For example, a warranty clause could state that all outstanding bills have been paid.
- » **Indemnities.** Indemnity clauses ensure the seller will pay for unforeseen liabilities related to the business prior to the sale. These could include potential lawsuits and other costs related to the management of the company before you acquired it.
- » **Overlap period.** You may wish to include a clause that allows you to work in the business for a period of time before the final close. This would give you an opportunity to identify any major issues that would affect the sale, before the deal is sealed. A bailout clause would accompany the overlap period.
- » **Other contracts.** Be aware of other contracts the company you are purchasing is engaged in, including employment agreements, leases, and licenses. You will need to be aware of and review these contracts before you sign the final agreement.
- » **Non-compete clause.** This will prevent the seller from establishing a competitive business in the same local area or market. If you are buying a consultancy where the majority of the value of the business is goodwill, you will want to ensure the non-compete clause is present.

### Employees and Customers

After you've signed on the dotted line, you can turn your focus to growing the business! The new business's existing

employees and customers are two groups of important stakeholders that you will need to communicate with, build a relationship with, and establish rapport with.

### ***Customer Retention***

If you have just purchased a new business to expand your own, chances are your new customer base is of high value to you. In most cases, these customers will have an existing relationship with the previous business owner, and may not be willing or excited to deal with new management. I suggest you spend time getting to know your new clients and working to establish new relationships and confidence in the new management team. Remember: You will lose some clients, but with effective communication and patience, you will retain the best ones.

### ***Staff retention***

A business purchase and sale can create much unnecessary strife for staff members. Without fluid communication, the rumor mill takes over and supercharges feelings of uncertainty, change and threats to employment. These things can be damaging to your ability to be an effective manager, so take the time to communicate openly with staff at every opportunity, and involve them in key decision making to earn their buy-in to the process.

### ***Combining policies and systems***

Depending on the integration level of the two businesses (old and new), you will want to establish some consistency in the policies and systems of each business. At the very least, ensure that the financial accounting systems are synchronized and systemized to facilitate efficient reporting. At the staff and customer level, ensure that all changes (add,

## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

remove or change systems) are clearly discussed, and opportunities for feedback are given. Remember that these changes won't happen overnight, so be patient!



## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

## DEVELOPING EFFECTIVE PROCESSES

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One of the biggest mistakes a business owner can make is to create a company that is dependent on the owner's involvement for the success of its daily operations. This is called working "in" your business. You're writing basic sales letters, licking stamps, and guiding staff step-by-step through each task.

There are a number of problems with this approach. One is redundancy. You're paying your staff to carry out tasks that you eventually complete. The second is poor time management. You're spending your day—at your high hourly rate—on tasks as they arise, leaving little room for the tasks you need to be focused on.

However, the biggest issue I have with this approach is that countless intelligent business owners are spending the majority of their time operating their business, instead of growing it.

A good test of this is to ask: What would happen if you

took off to a hot sunny destination for three weeks and left your cell phone, PDA and laptop at home? Would your business be able to continue operating?

If you said no, then this chapter is for you.

Systemizing your business is about putting policies and procedures in place to make your business operations run smoothly without your constant involvement. With your newfound free time, you can focus your efforts on the bigger picture: strategically growing your business.

### **Why Systemize?**

For most small business owners, systems simply mean freedom from the day-to-day functioning of their organization. The company runs smoothly, makes a profit, and provides a high level of service—regardless of the owner's involvement.

Systemizing your business is also a healthy way to plan for the future. You're not going to be working forever, so what happens when you retire? How will you transition your business to new ownership or management? How will you take that vacation you've been dreaming of?

Businesses that function without their ownership are also highly valuable to investors. Systemizing your business can position it in a favorable light for purchase, and merit a high price tag.

A system is any process, policy, or procedure that consistently achieves the same result, regardless of who is completing the task.

Any task that is performed in your business more than once can be systemized. Ideally, the tasks that are completed on a cyclical basis—daily, weekly, monthly, and quarterly—should be systemized so anyone can perform them.

Systems can take many forms, from manuals and instruction sheets, to signs, banners, and audio or video recordings. They don't have to be elaborate or extensive, just provide enough information in step-by-step form to guide the person(s) performing the task.

### ***Benefits of Business Systems***

There are unlimited benefits available to you and your business through systemization. The more systems you can successfully implement, the more benefits you'll see. Here are some:

- » Better cost management
- » Improved time management
- » Clearer expectations of staff
- » More effective staff training and orientation
- » Increased productivity (and potentially profits)
- » Happier customers (consistent service)
- » Maximized conversion rates
- » Increased staff respect for your time
- » Increased level of individual initiative
- » Greater focus on long-term business growth

### ***Taking Stock of Your Existing Systems***

The first step in systemizing your business is taking a look at the existing systems (if any). Look for any systems that have simply emerged as "the way we do things here."

How does your staff answer the phone? What is the process customers go through when dealing with your business? How are employees hired? Trained? How is performance reviewed and rewarded?

Some of your systems may be highly effective and not require any changes. Others may be ineffective and require

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some reworking. If you have previously established some systems, now is a good time to check-in and evaluate how well they are functioning.

Use the following chart to record what systems currently exist in your business.

Existing Systems	
Administration	
Financials	
Communication	
Customer Relations	
Employees	
Marketing	
Data	

### **Seven Areas to Systemize**

There is no doubt that system creation—especially when none exist to begin with—is a daunting and time-

consuming task. For many businesses, it can be difficult to determine where to start.

Here are seven main areas of your business you can to systemize. Begin with one area and progress to the other areas when you are ready. Alternately, start with one or two systems within each area and evaluate how those new systems affect your business. Each business will require its own unique set of systems.

### **1. Administration**

This is an important area of your business to systemize because administrative roles tend to have a high turnover. A series of systems will reduce training time and keep you from explaining how the phones are to be answered each time a new receptionist joins your team.

<b>Administrative Systems</b>	
Opening and closing procedures	Filing and paper management
Phone greeting	Workflow
Mail processing	Document production
Sending couriers	Inventory management
Office maintenance (watering plants, emptying recycle bins, etc.)	Order processing
	Making orders

### **2. Financials**

This is one area of systems that you will need to keep a close eye on, but that doesn't mean you have to do the work yourself. Financial management systems are everything from tracking credit card purchases to invoicing clients and following up on overdue accounts.

These systems will prevent employee theft and give you a clear picture of your numbers. They will let you control

purchasing, and ensure that each decision is signed-off on.

Financial Systems	
Purchasing	Profit / loss statements
Credit card purchase tracking	Invoicing
Accounts payable	Daily cash out
Accounts receivable	Petty cash
Bank deposits	Employee expenses
Cutting checks	Payroll
Tax payments	Commission payments

### 3. *Communications*

The area of communication is essential and time consuming for any business. Fax cover letters, sales letters, internal memos, reports, and newsletters are items that need to be created regularly by different people in your organization.

Most of the time, these communications aren't much different from each other, yet each one is created from scratch by a different person. There is a huge opportunity for systemization in this area of your business. Systemized communication ensures consistency and company differentiation.

Communication Systems	
Internal memo template	Newsletter template
Fax cover template	Sales letter template(s)
Letterhead template	Meeting minutes template
Team meeting agenda	Report template
Sending faxes	Internal meetings
Internal emails	Scheduling

#### 4. *Customer Relations*

Another important area for systemization is customer relations. This includes everything the customer sees or touches in your company, as well as any interaction they might have with you or your staff members.

Establishing a customer relations system will also ensure that new staff members understand how customers are handled in your business. It will allow you to maintain a high level of customer service, without constantly reminding staff of your policies. It will also ensure that the success of your customer relations and retention does not hinge on you or any other individual salesperson.

Customer Relations Systems	
Incoming phone call script	Sales process
Outgoing phone call script	Sales script
Customer service standards	Newsletter templates
Customer retention strategy	Ongoing customer communication strategy
Customer communications templates	Customer liaison policy

#### 5. *Employees*

Create systems in your business for hiring, training, and developing your employees. This will establish clear expectations for the employee and streamline time consuming activities like recruitment.

Employees with clear expectations who work within clear structures are happier and more productive. They are motivated to achieve an "A" when they know they will receive a "B" if they do. Establishing a clear training manual will also save you and your staff the time and hassle of training each new staff member on the fly.

<b>Employee Systems</b>	
Employee recruitment	Staff uniforms or dress code
Employee retention	Employee training
Incentive and rewards program	Ongoing training and professional development
Regular employee reviews	Job descriptions and role profiles
Employee feedback structure	

## **6. Marketing**

This is likely an area where you spend a lot of your time. You focus on generating new leads and getting more people to call you or walk through your doors. These efforts can be systemized and delegated to other staff members.

Use the information in this program to create simple systems for your basic promotional efforts. Any one of your staff should be able to pick up a marketing manual and implement a successful direct mail campaign or place a purposeful advertisement.

<b>Marketing Systems</b>	
Referral program	Regular advertisements
Customer retention program	Advertisement creation system
Regular promotions	Direct mail system
Marketing calendar	Sales procedures
Enquiries management	Lead management

## **7. Data**

While we like to think we operate a paperless office, often the opposite is true. Your business needs to have clear systems for managing paper and electronic information to ensure that information is protected, easily accessed, and only kept when necessary.

Data management systems help you keep your office organized. Everyone knows where information is to be stored and how it is to be handled, which prevents big stacks of paper with no place to go.

Ensure that within your data management systems you include a data backup system. That way, if anything happens to you server or computer software, your data—and potentially your business—is protected.

Data Management Systems	
IT Management	Client file system
Data backup	Project file system
Computer repairs	Point of sale system
Electronic information storage	Financial data management

## Implementing New Systems

If you completed the exercise earlier in this chapter, you will have a good idea of the systems that are currently in place in your business. The next step is to determine what systems you need to create in your business.

To do this you will need to get a better understanding of the tasks that you and your employees complete on a daily and weekly basis. If you operate a timesheet program, this can be a good source of information. Alternately, ask staff to keep a daily log of all the tasks they contribute to or complete. Doing so for a week will not only give you valuable insight into how they spend their time on a daily basis, but it will also involve them in the systemizing process.

Review all task logs or timesheet records at the end of the week, remove duplicates, and group like tasks together. From here you can categorize the tasks into business areas like the seven listed above, or create your own categories.

Then, prioritize and plan your system creation and implementation efforts. Choose one from each category, or one category to focus on at a time. The amount you can take on will depend on your business needs, and the staff resources you have available for this process.

Remember that system creation is a long-term process, not something that will transform your business overnight. Be patient and focus on the items that hold the highest priority.

### ***Creating Your Systems***

There is a variety of ways to create systems for your business depending on the type of system you need and the type of business you operate. Some systems will be short and simple, i.e. a laminated sign in the kitchen that outlines step-by-step how to make the coffee, while others will be more complex, i.e. your sales scripts or letter templates.

One thing all of your systems have in common is steps. There is a linear process involved from start to finish. Begin by writing out each of the steps involved in completing the task, and provide as much detail as you can.

Then, review your step-by-step guide with the employee(s) who regularly complete the task and gather their feedback. Once you have incorporated their input, decide what format the system needs to be in: manual, laminated instruction sheet, sign, office memo, etc.

### ***Testing Your Systems***

Now that you have created a system, you will need to make sure it works. More specifically, ensure that it works without your involvement.

Implement the new system for an appropriate period of

time, a week or month, then ask for input from staff, vendors, and customers. Evaluate if it is informative enough for your staff, seamless enough for your suppliers, and whether or not it meets or exceeds your customer's needs.

Take that feedback and revise the system accordingly. You will rarely get the system right the first time, so be patient.

Systems will also need to be evaluated and revised on a regular basis to ensure your business processes are kept up to date. Structure an annual or biannual review of systems, and stick to it.

### ***Employee Buy-In***

It will be nearly impossible for you to develop effective systems without the involvement and input of your employees—the people who will be using the systems, and who are completing the tasks on a regular basis without systems. They have a wealth of knowledge to assist you in this process.

Employees can also draft the systems for you to review and finalize. This will make the systemization process much faster and more efficient.

It is also important to note that when you introduce new systems into your company, there may be a natural resistance to change. People—including your employees—are habitual people who can become set in the way they are used to doing things.

### ***Delegation***

The final step to systemizing your business is delegation. What is the point of creating systems unless someone other than you can use them to perform tasks?

This doesn't have to mean completely removing your involvement from the process, but it does mean giving your employees enough freedom to complete the task within the structure of the systems you have spent time and considerable thought creating.

After that, allow yourself the freedom of focusing on the tasks that you most enjoy, and most deserve your time, like creating big-picture strategies to grow your business and increase your profits.



## HOW TO DOUBLE YOUR PROFITS IN 6 MONTHS OR LESS

# A PERSONAL MESSAGE FROM ANDRÉ LARABIE

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## **So what do you do now..? TAKE ACTION!!**

Here is a saying I start many of my public speaking events with:

*“Concentrate on what you LEARN... not what you EARN!”*

Essentially stating that I am not here to get them thinking positively nor am I there as a motivational speaker... experience dictates that when I motivate an idiot... they do stupid things quicker! Therefore I am here to step audiences into “action” and this book operates exactly the same way.

Success is a learnable skill. If you truly want to be highly profitable in the business world, you must study successful business; you must go to work on yourself, and you must become a marketing master. The exciting news is that when you manage a level worthy of “expert status” in this game,

your bank balance reaches uncharted territory.

If you are going to jump on the basketball floor to challenge Michael Jordan... wouldn't you learn the game and get some practice in before meeting him on the court?

It's astounding how many business people enter the game of business without any thought of acquiring the necessary knowledge to be successful. Then become frustrated when they discover they are confusing "being busy" with "being successful."

Here is a harsh reality: 7 out of 10 of your marketing initiatives will not work.

This is why it is paramount you "test measure and then decide" your way forward and do not quit after a small "failure." Imagine if a baseball player quit every time he missed the ball or a quarterback packed it in when the receiver didn't catch the ball. When you find something that isn't working you can either stop or improve it (headline change on an ad as an example)... or keep going. When something does work you can ensure you generate maximum profits from the initiative.

You will be measured in life by what you finish... not what you start.

To Your Success!

André Larabie

CEO

Barclays Business Coaching, Inc.

## Recommended Reading

- » *Rich Dad, Poor Dad*
- » *Thin and Grow Rich*
- » *Who Moved My Cheese*
- » *Starbucks Story*
- » *The Tipping Point*
- » *Winning*
- » *The Toyota Way*
- » *E-Myth Revisited*
- » *The 8th habit*
- » *The Gatorade Story*
- » *The Bill Gates Story*
- » *The Brand Called You*
- » *The Purple Cow*
- » *First Things First*
- » *Freakonomics*
- » *Why We Want You to Be Rich*
- » *Jay Abraham on Business Building*
- » *You Inc*
- » *The 22 Immutable Laws of Branding*
- » *Nice Girls Don't Get the Corner Office*
- » *Metaphorically Speaking*
- » *Question Based Selling*
- » *Co-opetition*
- » *The Richest Man in Babylon*



## ABOUT THE AUTHOR

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André Larabie, MBA, PhD, is a Registered Corporate Coach, a Certified Master Coach, a Certified Business Coach, and an Executive Coach specializing in business turnaround and coaching clients with huge debt problems who are being sued by their Creditors. He is distinguished for his expertise in teaching, coaching, business consulting, commercial debt resolution, training, consumer debt collection, mediation, and arbitration. He has owned and operated two collection agencies, a factoring organization, and a business/management consulting practice in both the USA and Canada.

André has authored many college-level publications in Canada, including the following Doctorate Dissertations: "Starting a Factoring/Financing Company", "The Opening of a Business College", and "The Psychological Ramifications of Online Education".

He has published over 186 articles and has published the following books (available at amazon.com):

- » *Commercial Debt Negotiation*
- » *Business Growth Strategies*
- » *Business Turnaround Methods*
- » *How To Reach Your Own Personal Financial Freedom*
- » *How To Reduce Your Personal Debt And Start Living Debt-Free*
- » *Stop Trading Hours for Dollars - How to Build a Successful Coaching and Consulting Practice*
- » *Law Of Attraction - The Secret Is In Your Mind*
- » *Insider's Guide to Explosive Business Growth*
- » *Business Turnaround Coaching*

***Notes***

