



# Rapid Business Growth

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"Failure will never overtake me if my determination to succeed is strong enough."

Og Mandino



## ARE YOU NEGLECTING CUSTOMER PAIN POINTS?

BY ANDRE LARABIE

**W**elcome to this month's newsletter! My objective with it is to bring you easy-to-action business growth tactics and strategies that you can quickly apply to your business. Judging from the feedback I've received so far, it's fair to say I've hit the 'sweet spot' and you get enormous benefit from applying what I deliver to you.

I am more determined than ever, especially during these challenging times, to make the newsletter an indispensable read for you and one that ensures you drive your business to greater sales and profits every single month.

And with that in mind, let's first focus on a significant but often ignored area of your business that you must address and overcome IF you want your clients, customers or patients to keep buying from you.

I call it 'Customer Pain Points'.

It involves the identification of the things that irritate, annoy and frustrate your customers, clients or patients and the act of ensuring you minimize the chances of them happening and ideally banishing them from your business entirely.

It's not difficult!

Yet so many businesses don't tackle these pain points and simply allow them to continue.

Here are some examples...

When Walmart (who are not without their own recent troubles!) took over ASDA (a large UK supermarket) one of the first things they introduced was a 'no queue policy'. Basically if there were more than 2 people queuing at the checkout, they'd open another checkout... and so on.

*Continued on page 2...*

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## ARE YOU GUILTY OF NEGLECTING YOUR CUSTOMERS' PAIN POINTS?

Simple and straightforward. Tesco's followed, yet few other supermarkets in the UK have followed suit. Stupid!

During the last 10 years or so, large businesses (particularly the banks) have outsourced their entire customer support services overseas, to cheap labour countries such as India, Pakistan and the Philippines. This short-term profit gain instead of keeping customers happy is a huge area of frustration for millions of customers. Why? Because waiting times have increased. You speak to people who generally haven't been trained properly so their product knowledge is weak. And often it's hard to understand the customer support representative because of their dialect and accent.

It's a nightmare. That's why Santander (a large European Bank) decided to buck the trend and place their call centres in the UK.

So just like ASDA, they've created a point of differentiation from their competition by focusing on a customer pain point. Clever and very effective.

The hotel industry suffers many customer pain points. The 3 big pain points (other than the quality of the food) are: (1) Never enough sunbeds. (2) Towels counted in and out and only one towel per person. (3) Not enough parasols—not even enough for one per family is common—certainly in my experience throughout much of the world.

These are 3 common pain points that



*The Regnum Golf & Spa Resort in Turkey, really understands their guest pain points. 1.2 sun loungers per person, enough parasols for every two guests and as many towels as you want! Joy!*

most hotels (even many of the top hotels) just ignore and in doing so they bring a world of pain to their guests and to themselves on a regular basis.

But there are of course hotels that 'get it'. For example, at the Regnum Golf & Spa Resort in Turkey there are 1.2 sunbeds per guest. Enough parasols for every two people and literally as many towels as you want. With this approach to minimising guest pain points the Regnum have avoided potentially hundreds, even thousands of complaints each year (and poor online reviews), leaving staff to concentrate on serving guests as well as they can and not having to deal with rightly frustrated guests who can't find a sunbed or parasol! The Regnum uses

these benefits in their marketing.

So concentrating on your customer pain points will give you three very important advantages...

Firstly, you completely eradicate time-consuming complaint handling situations from things that could have been avoided in the first place.

Secondly, you make your customers happy! When customers are happy they are much more likely to keep buying! And last, you create points of differentiation that you can use in your marketing to get more customers, clients or patients. So don't accept customer pain points. Eradicate them from your business and watch your profits soar!

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## CUSTOMER REACTIVATION LETTER: HOW NOT TO DO IT...

**R**eactivating inactive customers is an inexpensive and excellent way to get dormant customers, clients or patients buying from you again. The marketing piece to use is what I call, the 'Customer Reactivation Letter' (a letter has far greater impact than an email).

Used in accordance with my guidelines, you should be able to create a compelling letter which kick-starts many of your dormant customers into buying from you again (and again, and again).

However, as always, there is a RIGHT WAY and a WRONG WAY to do it. Here's the right way...

**STEP 1** – Check To Make Sure The Contact Details And Spelling Are Correct

There's nothing more infuriating to someone than if you get their details wrong. So double-check the contact details.

**STEP 2** – Personalize The Letter

It doesn't take much effort to use the name of the past customer. A nice touch is to use the customer's name two or more times throughout the letter. Again this technique isn't used often and always has a positive effect on the customer (we all like reading or seeing our name).

**STEP 3** – Use A Headline That Immediately Acknowledges The Customer Hasn't Bought For A While

Make sure your headline communicates the fact that the customer hasn't purchased from you for a while.

For example, your reactivation letter can have a headline with something like: "Wanted: Information Regarding Missing Customer. Reward Offered." Another approach is more direct. It starts out with: "We miss you! We want you back!"

**STEP 4** – Make An Offer

In the text of the letter, remind the customer that you consider them just that—'a valued customer' - and you want them back. Give them a reason why they should return, and sweeten it with a great offer in the form of an incentive or reward for coming back, such as a discount or something free.

**STEP 5** – Put A Deadline On The Offer

Be sure to ask them to take action and always use a deadline on the offer.

**STEP 6** – Always Sign The Letter In Blue Ink

Don't forget to sign the letter in blue ink. And don't ever let anyone 'pp' the letter!

As long as you follow this simple FORMULA, you will get results—results that will surprise you. However, as always, it's not WHAT you do—it's HOW you do it.

Now take a look at the example on the following two pages. This is an attempt from a well-known UK online printing company to find out why customers have stopped buying from them. *Read through the letter and the questionnaire and then come back to this point.*

So, what do you think? Is this something that would inspire you to rekindle a relationship with Printing.com?

Would you even complete the questionnaire?

Let's look at it in more detail...

Researching why customers stop buying is, of course, a sensible approach.

However, you can't ignore the fact that a well-written 'Customer Reactivation Letter' will always out-perform this approach.

Where this example really falls down is in the use of humour. They've tried to use humour to create a more light-hearted approach—but instead of making customers laugh—it makes them cringe.

Some of the entries in the questionnaire have to be seen to be believed. When you write to customers (even dormant customers) - the rule is...

**'ALWAYS USE THEIR NAME'**

'Hello Stranger' is lazy and impersonal. Also note the signature. Does this person really care?

Make sure your signature is legible and always enter the person's name (not 'The printing.com team'). A letter like this should be signed by the MD or CEO.

My advice... Be extremely careful when using humour in your marketing, especially when writing to customers! And remember, the Customer Reactivation Letter is an easy and very cost-effective way to make more money from the existing 'assets' in your business.



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## CUSTOMER REACTIVATION LETTER: HOW NOT TO DO IT...



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## CUSTOMER REACTIVATION LETTER: HOW NOT TO DO IT...

Dear printing.com team

Here's the reason(s) I haven't been back in touch for a while...

*✓ (tick as many boxes as are appropriate)*

- ☐ I've just been too busy.
- ☐ You really, really annoyed me.
- ☐ Your marketing help has generated so much business – I can't cope with anymore.
- ☐ I've spent all my money on Smarties. I have a problem.
- ☐ I've moved to another city.
- ☐ I'm using another one of your stores. Don't you talk to each other?
- ☐ I've still got plenty of print left.
- ☐ My therapist says I should stay away from bright lights.
- ☐ I've misplaced your phone number.
- ☐ I've heard you've turned into a travel agent.
- ☐ They've changed the bus route – I don't pass your store any more.
- ☐ You let me down. I hate being let down.
- ☐ The quality of print wasn't up to my standards.
- ☐ I'm studying to become a Jedi Knight, in the continual fight against the dark side.
- ☐ I can never find a parking space.
- ☐ I know it sounds unlikely, but I've found a cheaper printer.
- ☐ I don't like your logo.
- ☐ I've spent my whole budget for this year.
- ☐ I've changed roles. I don't buy print anymore.
- ☐ I'll never need to buy print ever again.
- ☐ I'd forgotten you exist.
- ☐ Who are you?
- ☐ I'm on the run from the police.
- ☐ My business has closed.
- ☐ I've gone off to become a nun / monk\* (\*delete as appropriate)
- ☐ You were rude to me.
- ☐ I've emigrated.

Those were my reasons. But that's the past. Here's the future:

- ☐ I'll be in to see you / call you\* in the next week or so. (\*delete as appropriate)
- ☐ I'll be in to see you / call you\* in the next month or so. (\*delete as appropriate)
- ☐ I'll be in to see you / call you\* in the next quarter or so. (\*delete as appropriate)
- ☐ I'll be in to see you / call you\* in the next year or so. (\*delete as appropriate)
- ☐ Please call me soon – I'd like a chat.
- ☐ Never, ever contact me again. Delete me from your mailing list.
- ☐ I don't need anything at the moment, but keep sending me your buying guides.

As my reward:

- ☐ Please send me some chocolate.
- ☐ Please send me a £5 Gift Certificate.

Lastly, I am:

[REDACTED]



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## HOW TO STAND OUT, RISE ABOVE THE

**M**y opening article this month talked about identifying your customer pain points and using them to set you apart from the competition. Few do it. I also carry out dozens of *Scientific Marketing Makeovers* every month for clients all over the world (**see page 10 for a special offer**). On almost every occasion, the 'differentiator' is missing. That's why I'll keep pushing it in these pages. I figure, the more I make you realize just how important it is to your growth and margins, the more likely you are to adopt it!

Therefore, I want to reinforce why you must have a differentiator and HOW to create your own one that attracts clients, customers or patients to you...

A differentiator is a simple statement which sets the business apart from the competition **in the minds of its customers and prospects.**

It's what really makes you 'stand out from the crowd'. Without it, you become more susceptible to price comparison and you make it harder for people to move from one of your competitors to your business.

Often, the differentiator is what makes the DIFFERENCE between a very successful business and one that never reaches its full potential!

Your differentiator can often be found in your business – you just need to



*Differentiating your business from the competition is one of the most important Core Elements!*

identify it and articulate it in a way which makes the business stand out.

**I can't stress enough how important this is to you.**

How can you expect your prospects or customers to choose your business over and above any of the competition if they can't quickly see what it is the business does which is so unique and so beneficial to them?

Outstanding businesses have been founded on a differentiator alone. For example, here's a very well-known one... Tom Monaghan of Domino's Pizza created one of the most successful fast-food franchises in the

world based on the strength of this differentiator:

*"Red hot pizza delivered to your door in 30 minutes or less—guaranteed"*

Just think for a moment about what Tom did... Notice he doesn't say "the best-tasting pizza". Domino's pizzas are good, but not the best you can get – what he focuses on is what HIS customers (target market) really want.

And because his customers often buy on impulse (and even if they don't), they want their food delivered quickly and food that is hot! Sure, they want the pizza to taste good, but they are prepared to 'suffer' a little on quality for hot pizza delivered quickly!

### IMPORTANT

Notice that Tom Monaghan couldn't have crafted this powerful differentiator if he didn't know what his target market was.

That's why clarifying your target market has to come before you start creating your other Core Elements. Also notice that the differentiator is NOT about what you do. It's about what you do for your customers.

Find out what your customers want and then give it to them in a simple and easy-to-understand statement.

To help you understand this further, I'll tell you a classic story that dates back to 1920s America...

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...at that time there was an unsuccessful beer company called Schlitz Beer lying a lowly eighth in their market. They went to number 1 in six short months by using a differentiator...

Here's what happened...

At the time there were eight or nine different brewing companies aggressively competing for the same market. Everyone was communicating the same message that their beer was the purest.

No-one explained what 'pure' meant for the beer drinker, they just kept saying that it was pure, pure, pure. Unfortunately for Schlitz, they were losing ground.

Luckily for Schlitz, they were introduced to Claude Hopkins – one of the true legends of marketing. Many of his strategies are still being used today by people like us. Claude asked to be taken around their manufacturing plant.

Like all good marketing people, he wanted as much background information as possible. As he was being shown around the Schlitz plant, he was amazed at how they made their beer.

First and foremost, their facilities were right at the base of Lake Michigan. Back in the early twenties, this water was very pure. Despite this, Schlitz sunk two 5,000-foot-deep artesian wells on the shores because they had

to go deep enough to find the right combination of water with the mineral content to make the best possible beer.

They explained how they went through 1623 different tests and experiments over five years to identify the finest mother yeast cell that could produce the richest taste and flavour.

They showed him the intricate process of distillation of the water where it was heated to 5,000 degrees F, and then cooled down and condensed.

They carried out this process three times to ensure the water was absolutely purified.

They talked about the bottling process where they steamed each bottle at temperatures of 1600 degrees F to kill all bacteria. They finished by telling Claude they had every batch tasted to make sure it was indeed pure and rich before they would even bottle it and send it out the door.

Claude was staggered. The lengths to which Schlitz went to purify their beer were amazing.

He said to them... ***"Why don't you tell people this story?"***

They replied by saying... "Everybody goes through this process, it's not unique – it's what must be done to ensure the beer is so pure."

Claude replied by saying... "No-one knows about this. The first person who tells this story will gain distinction and

pre-eminence in their marketplace from then on."

Schlitz was the first and only beer company to tell the story of how their beer was formed. It made the word "pure" take on a totally different meaning in the eyes of their prospects and customers. The impact was instant and remarkable. A rise to number 1 from number 8 in just six short months!

That's the power of a powerful differentiator! And there are other factors to consider...

If you are viewed by your customers and prospects as the same as the competition, what do you think becomes the most important criterion when customers want your product or service?

*That's right – price.*

There's no hiding the fact that as soon as you create the differentiator for the business, you automatically take the business out of the 'price war' and into the nirvana of higher prices/fees – and less competition!

Or, worst case, the same price but the ability to win more custom. That's the power of a differentiator.

If I asked you the following question, what would be your answer?

"What's the one unique thing you offer that makes your prospects think –

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## HOW TO STAND OUT, RISE ABOVE THE COMPETITION AND WIN MORE SALES

‘Wow, I must have this product or service?’”

If you're like most people I meet and work with, your answer right now will be, at best, very vague.

Few people take the time to articulate what it is they do that is so unique and special for the client or customer. If the prospect can immediately see what it is you do that is so unique and they find it irresistible – you've created the perfect differentiator.

I've identified 10 proven and powerful, different differentiator categories. You will be able to choose at least one of them for your business...

### 1. New and Unique

Sometimes your product is so new and unique that the product itself is the differentiator.

Being the original or first mover in the market is a differentiator that nobody can duplicate. Inevitably, a competitor will emerge with a knock-off or copy of your product but until then, you can promote the newness and uniqueness of your product as the differentiator. When the competition heats up, you can switch your differentiator so that it positions your business as the ‘first’ or ‘original’ one of its kind.

### 2. Highest Quality

One well-known brand that

immediately comes to mind when you think about quality is the international watch leader, Rolex. Rolex also has a short differentiator statement that communicates volumes...

Rolex – “Quality Takes Time”

### 3. Expert Status

This type of differentiator communicates the idea that, “I/We am/are the top in my/our field. You can trust my/our knowledge and experience”. This works well for professionals and other skill- or service-based businesses.

### 4. Amazing Customer Service

Providing superior customer service is a wonderful way to add value, as well as develop long-term customer loyalty.

To surpass the competition, you must go beyond simply satisfying customers, you have to AMAZE them. One of the ways to do this is by using ‘Moments Of Truth’ whereby you look at every point of contact with your customers and create a WOW experience at each point.

### 5. The Largest Size/Selection

Providing the largest selection of items can be a powerfully effective differentiator. The classic example of this is Amazon.com. For years (prior to extending their product line)

Amazon's differentiator was “Earth's Biggest Bookstore”.

Even though they were not the first and today they have intense competition from both online and brick-and-mortar bookstores such as Barnes and Noble, Amazon.com still leads the pack in online bookselling because they clearly differentiated themselves early on by being the biggest and as you discovered in the Schlitz Beer example earlier, pre-eminence is an important differentiator.

### 6. Speed

The speed at which your product or service is delivered can be a powerful differentiator. Offering overnight or second-day delivery as your standard service can give you a strong competitive advantage. For example, Regus, the serviced office specialists, have a very powerful 3-word differentiator that sums up their uniqueness perfectly (quick and everywhere)...

“Instant Offices Worldwide”

### 7. Strongest Guarantee/Sales Barrier Demolition

A powerful guarantee can immediately give you a compelling differentiator. Craftsman Tools is a prime example of this differentiator category. Like all carefully crafted differentiators, the



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## HOW TO STAND OUT, RISE ABOVE THE COMPETITION AND WIN MORE SALES

Craftsman statement leaves no doubt what their main advantage is...

Craftsman Tools - "Hand tools so tough, they're guaranteed forever."

### 8. Problem/Solution

Understand that you are not selling a product or service, you're selling a major solution to your target market's most pressing problem(s). Think about the following situation...

You're out for a business lunch and someone you've been speaking to asks you this very familiar question...

"What do you do for a living?"

Now, if you were a solicitor or a printer you'd probably answer in this way... "I'm a solicitor" / "I'm a printer"

These are very common replies and explain why most people 'switch off' after asking this question. What you must realize is that when you answer in this way regarding your own business, you're saying what you ARE, rather than what you DO FOR YOUR CUSTOMERS!

There's a massive difference.

The good news is the competition ALSO answer in this way - they don't have a differentiator. All they are selling is the 'product' or the 'service' and not the result! To show you what I

mean, let's take the above printer example and add a differentiator...

"I help people sell more of their products or services using innovative and cost-effective printed materials"

In essence, your differentiator completely focuses on what you do for your specific target market(s). It is the major benefit - the result.

By focusing on the customer's most pressing problems, you can uncover the major benefit.

### 9. Magic Wand

If your customers and target market(s) could wave a magic wand over your industry, what would they want most?

Some of the greatest businesses in the world were founded on such thinking.

For example, Microsoft was built on this premise...

"to make the computer accessible and easy-to-use for everyone"

In an inexpensive way, can you reposition your basic offer in order to meet the customers' major need?

### 10. THE Biggest, Most Important Benefit

This final method is relatively simple. You need to identify every single

feature of your product or service together with how you operate as a business and how you interact with the customers.

Having written them down, you then need to convert each of these features into benefits.

Once you have your list of benefits, you then need to put them in order, with the most potent one at the top. If this is powerful, then the major benefit of the product will be the differentiator.

A good example of this is the 'Tech-ni-fold Tri-Creaser'. The major benefit of the Tri-Creaser is that it 'totally eliminates fibre-cracking'.

This benefit on its own is so powerful it became the differentiator. It was further strengthened by adding the word 'guaranteed' to it...

### "Totally Eliminates Fibre-Cracking - Guaranteed"

Now, to you and me, this means very little, but to printers and print finishers this means everything!

Now it's up to you to create your own differentiator to set your business apart from the competition, in order to magnetically attract people to buy from you.

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## STEP-BY-STEP ANALYSIS OF A PROFIT-BOOSTING MARKETING PIECE

**H**ere's another analysis of a winning Marketing Piece and an explanation as to why it worked.

This will help you understand how the Core Elements work with this particular Marketing Piece and show you how to do the same.

Remember, you can adapt all of these proven winners to your own business. It's known as "swiping". It doesn't mean copying, but you can use the basic fundamentals of each Marketing Piece and apply them to your business.

So, you can use these examples as templates for your own business—helping you increase your sales and profits further. This month we've chosen a lead generation postcard...

**Industry:** Personal Injury

**The Results:** The postcard was sent as part of a series to targeted households. It generated dozens of leads resulting in tens of thousands of pounds of fee income.

### **Why It Worked So Well:**

1. Headline selects the target market (people with serious injuries). Remember, the more relevant you make your Marketing Piece to the target market, the more it screams out at them. If you can laser-focus on your target market with each

Marketing Piece, your results will multiply.

2. It's important to have a visual element on the front so it stands out. The key then is to link the image to the headline (image of dice and message of 'don't take any chances'). **THIS SIMPLE APPROACH CAN BE USED BY VIRTUALLY ANY BUSINESS.**

3. Reverse of the postcard is written as a direct response ad. The headline offers the unique benefit (Differentiator) of the service.

4. Sub-headline. **Note:** Speed is a key motivator in most situations.

5. Uniqueness.

6. List of benefits. Your benefits should almost always be listed as a series of bullet points. This ensures they stand out and increases readership. Make sure

you convert your features into benefits. Most people don't!

7. Call to action.

In this example there is still good room for improvement...

- **Social Proof:** Notice there are no testimonials on the postcard. The addition of just one client testimonial would have improved response significantly.

- **Call To Action:** There is no 'stimulator' in the call to action. Every Marketing Piece you produce must give the prospect a reason to respond now.

As you can see, postcards are a cost-effective addition to any lead generation campaign. You too should think about using postcards to increase your leads!

### **FREE SCIENTIFIC MARKETING MAKEOVER**

Want to improve the results of your marketing for ZERO extra cost? During the month of March I'm offering **FREE** 'Scientific Marketing Makeovers' (normally £297) to **6 lucky businesses**.

I'll analyse your marketing piece and give you a 22-page easy-to-read report showing you EXACTLY how to optimize your results. I'll even give it an 'Effectiveness Score' broken down into the 9 'Core Elements' (as mentioned earlier) making it easy for you to make instant improvements. Full details here:

<https://www.andrelarabiementor.com/smm-andre-larabie>

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## STEP-BY-STEP ANALYSIS OF A PROFIT-BOOSTING MARKETING PIECE



3

4

5

6

7

**Taking All The Risk And Your Worries Away...**  
**FREE ‘WALK-IN Personal Injury Advice Service’**  
**No Appointment Needed**

**“We Guarantee You’ll Speak To One Of Our Specialist And Local Lawyers Within 10 Minutes”**

If you’ve sustained a serious injury, and someone else might be to blame, I have good news...

Our **FREE ‘Walk-In Advice Service’** gives you the opportunity to **quickly** find out if you have a good chance of winning your case (or not).

**Speak To A Specialist Lawyer Within 10 Minutes**

Phone us **FREE** on [REDACTED] or simply walk-in to our Leicester office (King Street - between 9am and 6pm). **No appointment is necessary!**

We **guarantee** you’ll speak to one of our specialist lawyers within 10 minutes. That’s how much we **value your time**. **Just bring this card with you!**

And if you decide to use our services here’s what you get...

- 1). A completely **local** service.
- 2). Free initial meeting - no matter how long it lasts
- 3). **No win, no fee - guaranteed**
- 4). You get **100% of the damages** (subject to funding)
- 5). Free home / work / hospital visits

6). In the last year alone we’ve won over **£4.5 million in damages** for our clients

7). **Interim compensation** may be available to you

**Get Your Case Moving Right Now...**

Phone us at... [REDACTED]

...or visit us right now and let us help you **win your case - without the risk, or the worry!**

Bray & Bray [REDACTED]

01 [REDACTED]



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## **THE LAST WORD** **THE 'HAPPY**

**A**s you know, you should be making offers regularly to your customers, clients or patients and, of course, to your prospects. Many businesses don't create enough offers. Part of the problem is you need 'valid reasons' to do it, so it doesn't appear that you're just selling all the time.

One thing is certain...

The more offers you make—the more sales you make and the more money you'll make. It's a simple equation, so you must start making more offers.

One of the best offers to customers, clients and patients is the 'Happy Anniversary Offer'.

The fact that a customer initially bought from you exactly one year ago (or two, three, four, etc., years ago) is a great excuse to send them a 'Happy Anniversary Offer'. More importantly, it's a stealth-like offer because it actually also promotes the fact that you 'remembered'. You 'cared' enough!

You don't get this dual effect with most other offers, which is why it works so well.

More importantly, your 'Happy Anniversary Offer' runs ALL YEAR ROUND because in most industries your customers are acquired all year round.

Even if you haven't kept records of when a customer first bought, make a calculated guess and then keep that date for forthcoming years.

From now on you should have a 'Happy Anniversary Offer' running every single week of the year for all your different customers.

Saying 'Happy Anniversary' in the subject line of your email or as the main headline in your offer letter is all you need to start things off. As mentioned previously, you will get better results sending a letter rather than an email. Better still use both... send a letter first and back it up with a series of 3 emails. That will increase results significantly!

As always, make sure your offer is clear and concise and put a deadline on it to reduce procrastination. Simple and effective and one of my favourite ways to grow any business - with little or no cost!

**"TRANSFORM THE RESULTS OF YOUR  
MARKETING IN JUST 5 DAYS"**

## **Introducing the... 'SELL MORE STUFF' CHALLENGE**



What would it mean to you if from the comfort and safety of your home or office you could, in just 5 days, lay the foundation to increase your sales by 10%, 25%, 50%, 100%... or more?

Well...you can with the **FREE SELL MORE STUFF CHALLENGE...**

Better still... you can do it **WITHOUT** spending a penny more than you're doing right now!

Get all the details here:

**[https://www.andrelarabiementor.com/  
challenge-andre-larabie](https://www.andrelarabiementor.com/challenge-andre-larabie)**

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