



COMMAND+CONTROL®

A REVOLUTIONARY NEW METHOD FOR BREAKING THE MILLION DOLLAR CEILING

**TOM
POLAND**

Your Publishing Company
Your City

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PREFACE

The What and Why of Breaking The Million Dollar Ceiling

The Why and What of Command+Control

*"Whenever you find yourself on the side of the majority,
it is time to pause and reflect."* **Mark Twain**

*"When you're the only sane person in the room
you look like the only insane person."* **Criss Jami**

The What and Why of Breaking The Million Dollar Ceiling

For many professional service providers and advisors, breaking the million dollar revenue ceiling is an exciting concept that thanks to the internet is now far more easily achieved than it was 20 years ago.

It was exactly 20 years ago (in 1995) when I launched my first training business "The Entrepreneurs Success Program"

which went on to generate annual revenue of well over seven figures at a very healthy net profit margin of around 35%.

These days, again thanks to the internet, I can generate over one million dollars of revenue sitting in my home office next to the beach and with net profit margins of around 50% – 70% depending on how much I am reinvesting into the business at any given point in time.

And as well as enjoying more free time than I've ever had, I'm less stressed because Value Delivery is so much more scalable than in my old business. That means more time with loved ones, more time for what I call personal passion pastimes, and I'm serving more people in my business. That all adds up to a whole lot of fulfilment and satisfaction.

I've therefore chosen "Breaking The Million Dollar Ceiling" as the theme for this book not only because it's now more easily achievable than ever before, but also because once a professional service provider or advisor breaks the million dollar revenue barrier (with healthy profit margins!) then both the life of that person and that of their family transforms into more lifestyle choices – including living location and housing quality, overseas holidays, children's education, philanthropic or community impact and much more.

In short, breaking the million dollar ceiling is not only eminently achievable, it's also transformational.

(And if you have already broken the million dollar ceiling you can still use all of the strategies, principles and concepts in this book to break the ten million dollar ceiling.)

Therefore I guess the question you might ask is not, “Why break the million dollar ceiling?” but, “Why the heck not?”

The Why and What of Command+Control

Having established why breaking the million dollar revenue ceiling is a darned good idea the next question is “How?”

And the short answer to that question is, “With Command+Control”.

I refer a lot throughout this book to the concept of Command+Control and so it’s important that you have an understanding of the concept prior to diving into the main content.

Traditional management methodologies were developed in the world of large business. These businesses typically have commensurately large resources of time, money and capability and can therefore manage complex planning systems and management methodologies that maximize the likelihood of market place success and the likelihood of a significant return on investment for investors.

At the core of traditional management methodologies are tried and proven principles that actually work and indeed, when applied correctly, work very well, as evidenced by the world’s most successful corporations.

As a business owner that leaves you on the horns of a dilemma because installing traditional management methodologies into your business generally works about as well as strapping a jet engine onto your bicycle. Both ideas are in-

tended to make things go faster but both will end in disaster, albeit after an initial short-lived but optimism-fuelled flush of excitement.

And yet innumerable business schools, consultants, coaches, authors, speakers and other advisors, including financiers, bankers and accountants, almost universally preach the wisdom and efficacy of strategic plans, business plans, job descriptions, quality control processes and other traditional management methodologies.

Surely, so many authority figures, each preaching essentially the same sermon to audiences the world over, must be right?

And so for the business owner the dilemma is this: do you attempt to implement traditional management methodologies in order to enjoy revenue growth, despite a lack of adequate resources to actually put them all into place?

Or do you continue “trying stuff” in the hope that one day you’ll get lucky like the proverbial blind squirrel finding an acorn in a forest? The downside of which is that your chance of success is reduced to a combination of hard work plus dumb luck, a formula which, although universally popular, is not exactly a sure-fire recipe for continual success.

I have two observations to offer in respect to the above dilemma.

Firstly, the stark and often surprising reality is this: the majority is almost always wrong.

I won't digress by explaining my rationale for that statement. (However if you want to explore further simply type the phrase "the majority is always wrong" into your internet search engine and explore from there.)

*"Wrong does not cease to be wrong just because
the majority share in it."* **Leo Tolstoy**

That, therefore, means that all of the well-meaning and serious-minded experts who tell you that "success leaves clues" and that you must therefore adopt the management methodologies of large business, are wrong; plain and simple.

My second observation is that wherever there is a dilemma, there is virtually always a third and infinitely more desirable option. Invariably it's the lack of one creative thought that consigns a person to only two invidious choices. In this case the third, and superior alternative to implementing traditional methodologies or relying on random luck, is Command+Control concept.

Here's why: Command+Control takes all of the most important but complex and disparate planning and management methodologies – most of which work eminently well for corporates - and **firstly simplifies them and secondly places them all in one central point, accessible to every Team Member regardless of location.**

Over time, this *simplification, centralization, transparency* and *accessibility* gives the business owner the ability to control both the stimulation and continuance of profitable revenue growth, in much the same way that a conductor leads

and orchestra. It also empowers each Team Member because they know exactly what their individual goals are and exactly what to do, when to do it and how to do it, in order to achieve their goals and thereby produce excellent results.

Naturally, my private clients have access to my proprietary version of Command+Control which has evolved since the early and, looking back, rather primitive paper-based version that I originally created in 1995.

At this point you may be asking how you can benefit from this book if you aren't a private client of mine and therefore don't have access to my proprietary version of Command+Control.

Fair question, and here's a fair answer...

You have two options.

Firstly, you can take the principles, concepts and specific methodologies that I reveal and create your own Command+Control. That way, whether you and I work together or not, you'll still gain great benefit from wisely investing time in studying this book.

Secondly, if you think that you may benefit from having a mentor guide you through breaking through the Million Dollar Ceiling by utilizing the power of Command+Control in your business, then you can take advantage of booking an initial Consult with me.

You can go to www.CommandControl.org to find out more details of how this works.

Now, back to the book.

In **Part One, Chapter One**, you'll discover why the traditional management systems have been failing business owners from time immemorial.

In **Part One, Chapter Two**, we'll explore the problem that Command+Control solves (creating predictable and profitable revenue growth), the symptoms of that problem and the benefits of solving it.

Part One, Chapter Three, reveals exactly what Command+Control consists of so that you can "swipe and deploy" my proven successful methodologies for revenue-rich benefits in your own business.

Part Two is a collection of articles that explore important principles, concepts and methodologies related to Command+Control concept and **Part Three** explores a proven "implementation acceleration" formula for installing Command+Control in your own business and thereby systemizing predictable and continual profitable revenue growth.

Lastly, **Part Four** demonstrates the effectiveness of Command+Control approach as evidenced by my clients' results.

My best intentions are with you for creating a business that enriches life for your clients, yourself, your family and your community.

Tom Poland
January 31, 2015

PART ONE

An Overview of
Command+Control

CHAPTER ONE

Eight Substantiated Reasons Why Traditional Management Methodologies Consistently Fail To Deliver Results For Business Owners, Thus Creating The Need For Command+Control

Science advances funeral by funeral. – **Max Planck 1858-1947,**
German physicist and Nobel Prize winner

About the origins of this book and why it should matter to you

In 1981 I set up my first business, which was an insurance brokerage. I sold it four years later and started a second business in security work and that went so well that I was bought out by a larger company.

I launched my third business developing and distributing customized software solutions for the life insurance industry which at the time was a massively under-served market.

However after only a year I was made an offer that was very

appealing. I took up a lucrative Sales and Marketing Management position with a huge multi-national conglomerate and, by mutual agreement, I left my business partner to run our software business, remaining available as a casual consultant.

My new employers gave me a shiny new car, an incredibly generous superannuation package, a fat salary and a great incentive bonus plan.

But what was even more enticing to me at the time was that my new role came with some of the highest quality management training available on the planet at that time.

For years I was regularly spirited away to national and international locations and trained by the best in Strategic Plans, Corporate Culture including Mission, Vision and Value statements, Business Plans, Job Descriptions, Project Management, Change Management, Action Plans, Profit and Loss, Balance Sheets, Cash Flow Projections, Performance Management, Sales Management and more.

And I have to say, it all worked pretty darned well.

I felt that I was Master and Commander of my domain which eventually included over 100 Team Members and a budget of tens of millions. By sticking to the systems and working hard we controlled costs and cranked out more revenue almost every year and even when a recession hit we were still able to maximize every revenue opportunity available.

Then I got the entrepreneurial itch again.

The thing was this: the higher I went up the career ladder,

the less autonomy I had, and I found that emasculating and frustrating. That was bad enough but the coup de grâce was that my personality, needs and values were being subsumed by the great corporate culture I was helping to create.

So I quit and in 1995 I started my fourth business in the field of business education, development and training.

But I initially made a big mistake.

I thought that I had a massive advantage compared to when I had started my first three businesses because of the arsenal of management methodologies and corporate management experience that I'd gained in the cut and thrust world of multi-national business.

In fact, prior to launching my fourth business I had created a Strategic Plan, a Business Plan, an Organizational Chart accompanied by Job Descriptions as well as Cashflow Projections and various Action Plans.

And it worked about as smoothly as a pig on stilts trying to dance the salsa.

The big problem was that despite my diligence in applying corporate management methodologies in my business, the cash was going out of my bank account at an alarmingly greater rate than it was coming in.

I was on the fast track to Broke Town and I desperately needed a different approach.

So I put aside all my corporate management training and

enrolled in numerous small business management courses, workshops and programs. I bought and consumed dozens of books and audio cassette courses (google “audio cassette” if you are too young to know what I’m talking about), making notes and scheduling follow up actions as I went.

Eventually I noticed that it was mostly the same theory and practices that I’d learned back in my corporate life, only dumbed down a little.

And so nothing changed.

I realized that because the small business management methodologies I was adopting were essentially the same as corporate methodologies, I was the living personification of the definition of insanity in *“doing the same thing but expecting a different result”*.

It’s said that necessity is the mother of invention and that proved to be the case for me. My need to turn around my cashflow crisis was the genesis of my developing a radically new approach to growing a small business which today is known as Command+Control hence the title of this book.

Terminology

For the sake of simplicity, since this book is for business owners, when you read “business” or “businesses” I’ll be referring to privately owned businesses. When you read “corporate” or “corporates” I’ll be referring to large businesses that have multiple shareholders and may be publicly listed on a stock exchange. The primary difference between the two is that a business has one person, the owner, who primarily calls the shots, whereas in a corporate major decisions are made by a Board of Directors.

I began by developing pragmatic, direct-response marketing campaigns and systemizing each one so that they could be run by the members of my team, who could simply “rinse and repeat” on request. After some fine-tuning we had installed what was effectively a new client tap and that tap was turned on and revenue was continually flowing into the business. Best of all, I could turn the tap off, and on again, at will. I liked that!

But I didn’t stop there. Wherever successful marketing exists, effective management must follow, in order to avoid the dreaded “boom and bust” phenomena that plagues so many businesses.

And so, once the marketing systems stimulating new business flows were sorted out, I turned my attention to management systems.

What resulted was Command+Control and it’s a radically new approach for both stimulating and sustaining profitable revenue growth in virtually any business or corporate, but it’s especially effective for anyone who is “Master and Commander” of their own business and is therefore not constrained by the protocols and requirements of an external Board of Directors or decrees of a Senior Manager.

Here’s what I discovered were some of the shortcomings in taking traditional management methodologies, adopted by large corporates, and applying them to an owner-operated businesses:

1. Corporates have access to commensurately large resources and can therefore handle layers of **complexity**

that are simply unmanageable by their owner-operator counterparts. Business owners need radically simpler management and marketing systems that are easy to operate and that can adapt faster to a rapidly changing market-place and supplier-place.

One of the fundamental reasons why traditional management methods don't work in owner-operated businesses is that the technical excellence of such systems is more than matched by their unworkability for those with fewer resources. For businesses, it could be said that traditional management methods are theoretically perfect but practically unusable.

2. **Of the countless Strategic Plans that I've reviewed, almost none includes any significant amount of strategy,** the latter being a clear and compellingly articulated explanation of what would make an Ideal Client consider the business/corporate their obvious number one choice when wanting to buy. This fatal omission consigns businesses to working too long and too hard for barely mediocre results. Always remember: one small gram of good strategy always beats a ton of hard work.
3. **Traditional management systems are siloed:** that means they typically each exist on their own with no direct connection, alignment or relevance to each other. This lack of direct linkage between objectives, people, actions and systems is a critical flaw and it's as true for corporate management systems as it is for the many and varied turn-key style business variations of the same.

For example, the Business Plan is a separate document from Job Descriptions. This results in the Business Plan specifying a need for certain results but no clear and direct linkage exists between that goal and who will achieve it or how it will be achieved and when.

Furthermore, the marketing and management systems exist in yet another silo, disconnected from the Business Plan and disconnected from the Job Descriptions.

This lack of direct linkage between the objectives of the business, the people in the business and how things should be done (systems) creates massive inefficiency and worse, ineffectiveness. And that means that you end up with a Treadmill Business; everyone working/running hard but not moving the business forward.

4. Traditional management systems are **static and fail to change with constantly changing (sometimes daily) events**, both internally and externally. An effective business management system must never stand still but, rather, must be dynamic and continually evolving. A lack of dynamism in a business management system means it can be out of date and largely irrelevant within a matter of months, if not weeks.
5. **A failure to recognise that dogs can't meow.** More on this later, but to be less cryptic: most business owners are naturally inclined to think strategically and less inclined to love detail. And once they've started a thing they tend to move on to another thing before they fin-

ish the first thing. In this regard traditional planning methods fail business owners utterly and miserably because they typically lay the responsibility for planning, measurement, review and systems development at the feet of the owner expecting him/her to start and finish almost everything.

That's a big mistake because, other than in a few rare cases, these vital activities simply don't get done. The owner is seduced by what he/she perceives are bigger and more urgent opportunities such as getting another sale in the door.

6. Traditional planning methodologies such as Strategic and Business Plans don't ask the tough questions

such as: How can I get my clients to WOW faster? How will I deliver WOW with as little time and effort as possible? How can I break the million dollar ceiling with ease? What message will I put into the market place that will cut through the marketing clutter of my competitors and that will have prospects begging to know more? What are 3 powerfully compelling reasons my ideal clients prefer to work with us? What are the 3 lead generation systems that will deliver more than enough clients? What are our 5 Core Goals and specifically who does what and when in order to achieve them?

7. Zero direct or explicit connection between the business and the owner's Life Purpose.

It's my belief, also shared by many, that in broad terms everyone has the same purpose in life, which is to make their part of the planet a better place at some point prior to leaving it. If you find it hard to relate to the term "Life Purpose" per-

haps think instead in terms of simply helping people.

For most of us, a large part of our time on earth is devoted to being of service to others in return for money. It's called business. So it stands to reason, therefore, that this "being of service" should help improve the lot of our clients and in that way our work contributes in a significant way to making us feel fulfilled and more satisfied.

This concept should and could be universally embraced, but it's not, either through ignorance or the mistaken belief that even talking about Life Purpose is not something we should do in a business environment. As the Dalai Lama said "*Share your knowledge. It's a way to achieve immortality*".

By way of further example, the private Mastermind Group that I lead has as its Customer Value Statement "*Greater Wealth, Optimal Health, Lasting Legacy*". To me, it's crazy to live and work in such a way that our business life is quarantined from our personal life.

Doing so sucks the *raison d'être* out of our business day and robs us of a motivation level that is virtually without peer.

I've seen Business Owners and their Team Members' attitudes, energy and productivity levels transformed once they are clear about how their work life is directly connected to making a difference in the world and therefore to the fulfilment of their Life Purpose. I mean, really, wouldn't it be a good idea to figure out

why you're here at some point prior to leaving?

8. Drilling down into more detail from point 7 above, the traditional approach is designed for corporates and is therefore **missing a vital direct link between the owner's personal lifestyle ambitions and the business's goals** or *modus operandi*.

Think about it this way: one of the main reasons why you started your own business probably has to do with freedom of lifestyle choice and an enhanced lifestyle for you and your family. In other words your business was to become a servant of your lifestyle. But all too often it becomes the other way around: your life becomes a servant of the business. A business can be both a wonderful servant and a brutal master. By being crystal clear on what you want your lifestyle to look like, you can then work backwards to figure out what your business has to look like in order for that to become a reality.

Having read the above failings of traditional management systems you'll probably also begin to understand why running a small business can be such a difficult and frustrating undertaking and why all too often the vital work of managing the business gets left undone. For most business owners, using traditional management and planning methods for growing revenue makes them feel like the proverbial square peg being rammed into a round hole.

Fortunately, this books reveals a better way, using Command+Control.

The quote from Max Planck at the start of this Preface is an interesting one. What the good doctor was indicating is that in science new and better methodologies are introduced by younger scientists but are only accepted into the mainstream scientific community once the old guard dies out. The old guard is then replaced by those where were once younger who in turn defend their (eventually) outdated methods against newer, more innovative and more effective practices. Thus, "science advances funeral by funeral".

Another way of looking at this by using the story of David and Goliath as an analogy.

Some estimates put David's age at the time of battle with Goliath as around 14 or 15 years old. Whatever his age, he was clearly considered to be a boy still because he was not old enough to be conscripted into the army.

Before David went out to battle Goliath, attempts were made to fit him out with the traditional armour and sword of the time. These weapons had worked well in battle for larger men. However David was so small that the armour didn't fit and the sword, whilst theoretically a great idea for killing someone, was so heavy that he couldn't wield it.

And so, as the story goes, he threw aside the armour and sword and picked up a lighter, simpler and easier to manage weapon, his slingshot. It also turned out to be much more effective. The rest, as they say, is history.

Similarly, business owners need to discard the heavier and more complex management arsenal of their larger counterparts, and replace them with a lighter, simpler and

easier to manage weapon, in the form of Command+Control, with which you can most assuredly and most joyfully slay your market place adversaries.

A word of warning.

This book contains revolutionary methodologies that will undoubtedly be condemned by some well-meaning but misguided experts as “simplistic” or “incomplete” and it will receive other dismissive comments by those who will defend their obsolete methodologies to their death. “Science advances funeral by funeral”, as indeed do management theories and practices.

To the critics, I offer but one simple truth in my defence: **my methods work** and many business owners are the beneficiary of that truth, some to the tune of millions of dollars. You can read about their results at the end of this book in Part Four.

And to those who say “*Yes, but traditional management methodologies do work if only business owners would use them*” I reply “*Yes, but they can’t use them, therefore they don’t work*”.

And so, my core message to you, my valued reader, is this:

*As the owner of a business, in order to achieve personal and professional fulfilment, including the lifestyle that you desire for both you and your family, you **can** and **must** master the art of predictably stimulating and sustaining profitable revenue growth.*

Command+Control® is your proven and well-trodden pathway to achieving such mastery and thereby breaking the million dollar revenue ceiling.

You may gain confidence in knowing that since 1995 hundreds of business owners have gone before you. Now it's your turn to step into your destiny.

CHAPTER TWO

Your Core Problem And 23 Painful Symptoms Of That Problem, Which All Disappear Once Command+Control Is In Place In Your Business

A problem is classically defined as the gap between what you have and what you want. For example if you want \$500,000 a year of personal income from your business but you currently only have enough revenue to pay yourself \$200,000 then your problem is \$300,000 because that's the gap between what you've got and what you want.

In classic problem-solving methodology we also need to identify the Cause and the Source of the Problem, so that we are not simply treating the Symptoms of the Problem, which would lead to a recurrence of the problem.

Let me illustrate.

My wife and I are fortunate enough to live next to the beach. However we also have a swimming pool which serves us well for a quick dip, which we are especially grate-

ful for during the hot summers we have here.

Some time ago I had a Problem with the swimming pool. The Symptoms were decaying leaves and small sand particles (carried by the sea breeze) on the bottom of our swimming pool.

The Cause of the Problem was that the automatic pool cleaner had a berry stuck in its intake valve and had stopped being able to suck up the leaves and other debris from the bottom of the pool. The Source of the Problem was the berries hanging from the Palm Trees overhanging the pool which would fall off and land on the bottom of the pool and then await the arrival of the automatic pool cleaner.

Let me lay this out for you in the classic problem solving format:

Problem: a dirty swimming pool

Symptoms: leaves and other debris lying on the bottom of the pool

Cause: a berry stuck in the intake valve of the automatic pool cleaner

Source: the palm trees overhanging the pool with bunches of berries

Now, let's lay out your Problem of the \$300,000 gap between your currently personal income and your desired personal income.

Problem: a shortfall of \$300,000 in personal annual income

Symptoms: not enough money for the desired housing and/or desired holidays and/or desired kids' education and/or desired vehicles and/or desired recreational pastimes and/or philanthropic causes and other symptoms probably include you working too long and too hard and getting too stressed plus an unhappy wife/husband/partner at home

Cause: lack of sufficient business revenue to fund desired personal income level

Source: a lack of a proven systems that predictably stimulate and sustain profitable revenue growth

Right now you may be in danger of thinking that what I've just illustrated is common sense. Maybe it is, but I can assure you that it ain't common place.

I estimate that less than one in one thousand businesses have developed the capability to predictably stimulate and sustain profitable revenue growth with any degree of certainty.

And yet this very same capability *can* be developed in almost every business once the traditional planning and management methods are ditched and a more business-owner-friendly system is adopted, such as Command+Control that features in this book.

This is NOT complicated!

At the very least, it's not as complicated as most consultants and business coaches try to make it, presumably in the hope of being the living personification of this idea:

If you want to make a lot of money

And build a really big reputation

Take something that's actually quite simple

And add a bloody big complication

If you suffer from any of the following 23 symptoms then this book is your prescription for gaining relief:

- A feeling that you could achieve so much more if only you knew how
- Working too long and not enjoying enough free time
- Enjoying parts of your work but spending too much time doing work that you don't like doing
- Spending too much time on administration or logistic type work when you would prefer to be working at a higher level in the business
- Pressure from home to bring in more money
- Cracks appearing in your Life Partner relationship
- Drinking or eating or spending excessively in an attempt to relieve anxiety
- Feeling guilty about not planning
- Failing to complete staff Performance Reviews regularly

- A lack of clear business goals
- Team Members not having clear goals
- Lacking clear competitive advantage that is visible and compelling to your ideal client
- Not tracking Key Performance Indicators (early signs of impending success or failure)
- Roller Coaster cash flow (up and down a lot along with your stress levels)
- Regularly needing new clients but unsure where they will come from
- Lead generation is almost totally by word of mouth referral
- Inability to attract and/or retain quality Team Members and suppliers
- Your Team works hard but fails to achieve breakthrough results
- Having no formal meeting structure in place to review progress and results
- No pre-set Marketing Calendar that shows you what marketing will take place, when it will take place, how it will be done and what the likely result will be
- Uncertainty around how much profit you are generating
- A lack of scalable value delivery (products or services can be delivered with little or no time input from yourself)
- Concern that you need a better quality product/service

If you can relate to seven or more of the above symptoms then you'll benefit greatly from the concepts contained in this book and indeed, from installing Command+Control in your business.

And as suggested previously, the above is a list of Symptoms, the Problem is the lack of enough cash coming out of the business and into your personal bank account, the Cause of your Problem is not enough business revenue and the Source of your Problem is a lack of a proven system that predictably stimulates and sustains profitable revenue growth, hence the need for Command+Control.

To elaborate more on the benefits of installing Command+Control simply imagine that all of the above 23 symptoms disappeared from your business life and were replaced with the opposite.

To make this exercise easier for you, read the following list of benefits, which is reality for many who have installed Command+Control but try not to drool too much while you read it (the following is simply a reversal of the symptoms listed above).

Benefits of installing Command+Control:

- ✓ A feeling that you are being increasingly productive within increasingly less time and with less effort
- ✓ Working the hours you want to work AND enjoying plenty of free time
- ✓ Investing the vast majority of your time at work doing the things you enjoy doing the most

- ✓ Investing only the essential time on administrative or logistic type work and investing much more time working at a higher level in the business
- ✓ Gratitude and appreciation from home for enhancing your family's lifestyle
- ✓ A feeling of increasing strength and loyalty in your Life Partner relationship
- ✓ Being able to maintain a calm mind and your ideal weight because you are largely free from distress
- ✓ Feeling at peace with yourself because you plan regularly and enjoy it
- ✓ Complete Performance Reviews regularly because it's easy, enjoyable and productive
- ✓ Having a simple but powerful set of clear business goals
- ✓ Team Members feeling empowered because they know what the goals of the business are and what their own goals are
- ✓ Your ideal clients seeing you as offering irresistible advantages over your competitors
- ✓ Tracking Key Performance Indicators and being able to take corrective action prior to problems occurring
- ✓ Profitable cash flow that regularly trends upwards
- ✓ Enjoying a regular flow of new clients and being able to relax in the knowledge that such a flow is like a tap that you can turn on and off at will
- ✓ New client enquiries come from multiple sources which are systemized and therefore controllable and predictable

- ✓ More easily attract quality Team Members and suppliers
- ✓ Your Team is working hard and feel fulfilled and motivated because they regularly see the progress the business makes and they are aware of their contribution to that success
- ✓ Having a formal meeting and review structure in place to ensure that projects, marketing campaigns and regular actions are on track
- ✓ Enjoying the peace of mind of having a set Marketing Calendar that shows you what marketing will take place, when it will take place, how it will be done and what the likely result will be
- ✓ Confidence and satisfaction around how much profit you are making
- ✓ Experiencing scalable value delivery whereby your business delivers continually increasing value to clients without any increase in the hours that you spend at work
- ✓ A calm confidence that your products/services are of high quality and that you have systemized continual innovation and improvements
- ✓ Lastly, you get to enjoy a predictable, proven, step by step method for breaking the million dollar revenue ceiling in your business

If you like the sound of that list of benefits, then I'd urge you to continue to the next chapter where you can discover in more depth the specific characteristics and features of Command+Control.

CHAPTER THREE

Characteristics And Features Of An Effective Command And Control Center Which You Can Swipe And Deploy For Maximum Revenue Benefit In Your Business

As mentioned earlier in this book, Command+Control is contained in a proprietary software file that's been under development since the mid-nineties.

In the previous two chapters I've written about why I created Command+Control as well as exploring the problem it solves (creating predictable and profitable revenue growth) and the benefits of installing such a system.

The purpose of this chapter is to give you more detail about the specific characteristics of Command+Control and to also reveal detailed features of Command+Control.

Remember, if you are not a private client of mine and you, therefore, don't have access to a copy of my proprietary Command+Control software you can still create something similar yourself but ensure you include all of the character-

istics and features.

Please note that I offer a fuller explanation of many of these concepts in Part Two.

Characteristics and features of Command+Control:

1. Identifies
2. An effective **Strategy** for creating **Competitive Advantage** and/or for creating new markets, including the articulation of how market share will be increased;
3. **Ideal Client Profile** and specific, tangible reasons **why you will be the number one choice** for your target market.
4. Clearly identifies where a **Specific Unmet Need** currently exists in the chosen market place and describes how that opportunity will be exploited by re-engineering existing products and services so that value is delivered faster and in bankable and/or other tangible terms.
5. Maximizes competitive advantage through effective but simple competitor **Desirability Rating** analysis.
6. Articulates a clear and action-compelling **Customer Value Statement** which is a message that is differentiated from competitors and action-compelling for the chosen target market.
7. Identifies three core **Lead Sources** that are scalable

and aligned to the capabilities of the owner and the culture of his/her business.

8. Identifies items to be developed in order to complete your **Marketing Assets** .
9. Uses the **Goal Based Planning Method** for ensuring total alignment between your personal lifestyle goals, the goals of your business and the goal-related actions that must be executed by yourself and your team on a day to day basis in order for all goals to be achieved.
10. Clearly identifies the **Roles** of each Team Member, including who is responsible for each **Goal** and Goal Related **Actions** together with links to the Goal Achievement **Systems** which allow each Team Member to execute their tasks efficiently and effectively.
11. **Tracks and Reviews Progress** weekly towards each Goal and towards Goal Related Actions, including Key Performance Indicators, and contains a monthly summary or results with Key Observations and Intentions for the following month.
12. Clearly identifies Key **Personal Goals** for personal health, wealth and relationships as well as free time away from the business and personal passion pastimes.
13. Lists current **Projects** with progress and upcoming actions noted, assigned and scheduled.
14. Contains a **Marketing Calendar** detailing Marketing

Campaigns for the next twelve months complete with links to systems and working files so that the campaigns can be executed efficiently and effectively.

15. **Scalability:** Identifies how revenue will be regularly increased without a requirement for the owner to invest any more time in the business.
16. Identification of **Recurring Events** that contribute to the achievement of specific goals including revenue, profitability, customer and team satisfaction, also incorporating links to all quality control systems that ensure predictably high quality results are delivered in the most efficient manner possible.
17. A **Product Funnel** showing the features and benefits of all products/services and how prospects will be converted into clients, plus how clients will be up-sold, on-sold, cross-sold or in-sold.
18. **The One Number:** identification of a monthly mini-Goal for each Team Member. For example, how many leads your business needs each month in order to achieve new business revenue objectives.
19. **The One Activity:** identification of the one activity that each person must perform routinely well which will result in the achievement of The One Number. For example, a specific lead generation activity.
20. Is stored in the **Cloud** so that every Team Member has access to it in order to see clearly the progress your business is making as well as their Role, their Goals

and the Recurring Events and Action Goals they are responsible for, including links to systems showing them how to execute their role efficiently and effectively.

Summary

Command+Control is a simpler, more focussed and more effective alternative to the disparate planning and management methodologies traditionally employed by corporate business.

Command+Control takes a normal business that's run on an ad-hoc basis and creates real and tangible Competitive Advantage, as well as identifying and creating the Roles and Systems for scaling value delivery and therefore scaling revenue growth beyond the time limitations of the owner.

Because the business becomes scalable due to systemization it also becomes increasingly valuable. You may choose to increase your personal wealth by utilizing your business as a Cash Cow or you may choose to sell your business and grow your personal asset base faster. The choice will be yours.

Whilst the list of features may make you feel a little intimidated when contemplating installing Command+Control in your business, it's all made a lot easier when you approach it understanding that it's simply a matter of taking it one step at a time.

PART TWO



Articles Revealing
Command+Control
Principles, Concepts And
Specific Methodologies

Article #1

Marketing Strategy Defined

Article #2

Ideal Client Profile and Identifying a Specific Unmet Need

Article #3

Differentiating: Your Black Jellybean

Article #4

How To Create A Flow of High Quality Leads

Article #5

How To Create Market Winning Products

Article #6

Building An Unbeatable Marketing Arsenal

Article #7

Scalability - Part One: The Five Phases of Business Growth

Article #8

Scalability - Part Two: The Eight P's of Scalability

Article #9

Enlisting Your Army To Generate More Revenue In Less Time

Article #10

The Masterstroke: How To Put Your Marketing On Cruise Control

Article #11

How To Get the Attention Of Your Target Market

Article #12

How To Maximize The Value Of Every Sale – Part One

Article #13

How To Maximize The Value Of Every Sale – Part Two

Article #14

How To Maximize The Value Of Every Sale – Part Three

Article #15

Leadership Versus Management And Big Business Versus Small

Article #16:

Developing Smart Core Goals

Article #17

Developing Goal Drivers

Article #18

Creating Recurring Action Goals With The The Goal Based Planning Method

Note 1: All of the subjects mentioned in Part Two also feature in Command+Control.

Note 2: You'll see that the early articles focus more on Marketing and the latter articles focus on Management. That's because you need to get your Marketing working first, and the reason is simple. Until you can get new clients into your business, you've nothing much to manage and even if you did have something to manage, you couldn't afford it. Putting management before marketing is like putting the cart before the horse and that means the business is going nowhere.

ARTICLE #1

Marketing Strategy Defined

Core message summary

The most effective Marketing Strategy begins with figuring out what people want to buy that is not being offered anywhere else.

Overview

You won't find a lot of "how to" information in this part however it's important to understand what I mean by the words "marketing" and "strategy" so that when you complete the Action Exercises throughout this book, you'll be much better prepared.

Definition of Marketing

Most people think that marketing is all about getting new clients in the door but my definition of marketing extends further than that:

"Marketing is any activity that does one or more of the following:

1. *Brings in more clients*
2. *Has them buy more often*

3. *Has them spend more when they buy*
4. *Has them stay longer*

By this definition therefore, both sales and customer service functions are a part of marketing and, indeed, virtually all other business functions have an impact as well. For example, if logistics or billings are sloppy the customers are unlikely to come back and buy more.

Marketing versus Selling

A useful distinction to note is that whereas both marketing and sales aim to increase revenue it's a prerequisite of winning marketing strategy that you first figure out what it is that people really want to buy. (And if that thing is not offered by competitors then so much the better.)

On occasion I've been approached by the owner or CEO of a business whose enquiry can be paraphrased as: "Can you help us sell more stuff?"

And whilst I may be able to answer that question in the affirmative, it contains an inherent danger in that it assumes that people want to buy the "stuff" that is on offer.

And that helps to clarify what marketing is versus what selling is.

Effective Marketing is about creating a magnet-like attraction whereas selling is more like hunting.

To illustrate the point let's use bees as a metaphor for clients. There are two ways you can catch bees. Firstly you can

grab a net and go hunting for them or you can put out a honey pot and have the bees fly in.

Selling is what salespeople do: life insurance salespeople, photocopier salespeople, multi-level marketing people and so on. And selling accelerates revenue growth IF the marketing strategy has been well crafted prior to the sales teams being set loose.

In order for selling to be effective it must come after the marketing

Big or small, every VP of Sales should report to the VP of Marketing. And if you are a solopreneur or a micro business owner that simply means you need nail your marketing strategy first and then ensure that all sales and advertising activity is aligned with that strategy.

For example if you decide that you can out-perform competitors on value for money, then all presentations and advertisements need to clearly articulate that advantage.

Definition of Strategy

Strategy is how you will capture Market Share, stated in broad terms.

Implicit in the capture of Market Share is taking revenue from competitors, of which there are three categories: direct, indirect and doing nothing.

For example a Financial Planner faces direct competition from other Financial Planners and indirect competition from Stock Brokers, Banks and Property Developers.

However he or she has a third competitor which is called "doing nothing".

Either way, a winning Strategy influences someone to putting their money into your bank account rather than leaving it in their own or putting it somewhere else.

A winning Marketing Strategy must overcome all three forms of competition.

The difference between Strategy and Tactics

Your Strategy is a plan, whereas Tactics are your methods of executing the plan. Whereas Strategy is primarily about "how", Tactics is about "what, when, who, where".

Just like Selling needs to come after the Marketing has been figured out, so too Tactics need to come after the Strategy has been created. Otherwise it's like the proverbial cart before the horse in that it simply isn't going to take your business anywhere.

Examples of Marketing Strategy

- Faster delivery time e.g. pizza
- More reliable e.g. vehicle
- More accurate e.g. watch
- Cheaper prices e.g. home furnishings
- Easier to use e.g. video camera
- More knowledgeable e.g. newspaper
- More durable e.g. car tyres
- Customized e.g. bespoke tailors
- More distribution outlets e.g. soft drink
- Easier access e.g. drive through fast food

- More glamorous e.g. premium handbags
- Safer e.g. car
- More environmentally friendly e.g. energy
- 24/7 international support e.g. credit card
- More innovative e.g. smart phone
- Better long term return on investment e.g. property
- Save return on investment e.g. banking
- More luxurious e.g. air travel

Key Points

- Winning Marketing Strategy figures out firstly what people want and seeks to create or refine a product so that it delivers it in a way which is both appealing and differentiated from competitors (see Part Three).
- Attempting to sell or advertise a product prior to creating a winning Marketing Strategy makes sustainable success all but impossible.

Action Items

- ✓ Make a list of three businesses that are dominant in their market. Alongside each name write down what you think their core strategy is. For example Wal-Mart clearly has a Strategy of lower prices plus extensive range.
- ✓ Describe what you will do differently and/or better that will cause you to outperform your competitors. Be as specific as possible. For example instead of "better service" you might write "60 minute response time" and instead of "better quality" you might write "10 year unconditional guarantee"

ARTICLE #2

Ideal Client Profile, the Beachhead and Identifying a Specific Unmet Need

Introduction

The basis of all effective marketing is covered in this part: figure out who you are going to market to and what they need. You can do this either way around.

If you're just starting out then you're best to figure out what's needed and then profile who needs it. However if you are already established in a specific market it can work just fine to begin with identifying your Ideal Client Profile first, provided your target market has the ability and willingness to buy your products/service.

For example, a home-based masseur is unlikely to have the ability to invest in a new luxury car and a male solicitor is unlikely to invest in a course of aromatherapy. This may sound like an obvious point but I'm still surprised by the number of people who are trying to "milk mice" as I call it. Better to find a cow. Otherwise it's painful for the mouse

(prospect) and frustrating for you.

At the 80-20 Center we refer to these two steps as: finding a Specific Unmet Need (SUN) and creating an Ideal Client Profile (ICP) and they go together like two wings of the same bird. And after we've dealt with these two issues we'll make sure that your marketing focus is crystal clear by identifying what I call your "Beachhead".

Ideal Client Profile

In my native country of New Zealand there once existed a bird called the Moa. Standing up to 2.5 meters tall the Moa was the world's largest flightless bird and, having no natural predators, it roamed the country in massive numbers but was eaten to extinction with the arrival of man.

When Europeans arrived, expeditions tried to find any last Moas but failed to do so. Their efforts were said to be hampered by not knowing what a Moa looked like.

What's my point here? If you are going to put a lot of time and effort into your Marketing, make sure that you know exactly what your target prospect looks like, what they like to consume and where they hang out.

This first part of your Ideal Client Profile is called "demographics" and it's about stating facts that describe your Ideal Client. Another word for demographics in this context might be "who". This is opposed to psychographics which describes the "why" or an Ideal Client's motivators, which we'll deal with a little later.

For example my ICP is “English speaking business owners”. And one of my clients, who is an executive coach, has this Ideal Client Profile: “Top performing managers with problematic social skills”. Here’s one that’s more specific: “Women, 40+ years who are renovating their bathroom or kithchen”.

When you complete the action exercise later, be as specific as you need to be in order to describe your Ideal Client. Once you figure out who you are going to target, then you can add their SUN (examples below).

Specific Unmet Need (SUN)

Getting this right is the foundation for effective marketing. Once you’ve identified a need that’s not being met you have a window of opportunity to dominate that market until competitors get wind of your success. In all likelihood this means that you’ll have no direct competition for a number of years. Note that the only sustainable competitive advantage is your ability to continually identify unmet needs and to reinvent your products and services to stay one step ahead of competitors.

Once you’ve got your first ICP together then it’s time to identify their needs. Questions to ask, in relation to your products/services include:

- What do they lie awake worrying about?
- What do they hate having to do?
- What do they hate happening?
- What have they tried and why didn’t it work?
- If they had a magic wand what would they wish for?

For example, my prospects may lie awake at night worrying about how to get new clients in the door. They hate having to work through complicated planning processes and they hate spending money on marketing that ends up being wasted money. They may have tried free mentors or mastermind groups or business coaches but none of these things improved their results because the advice they received was ineffective. If they had a magic wand they'd create a machine that brought new clients into their business every week of the year including when they were on holiday or at the beach.

Can you see how much clarity I possess, once I've completed that exercise? The marketing that I put together with that information in mind is infinitely more powerful than any marketing I could do which disregarded these answers. My web pages, public talks, sales letters, special offers and advertisements all use words which speak to their experiences. Many times after a talk I've been approached by an audience member who says that my description of them in their business was so accurate that I must have been a fly on the wall of their office.

Imagine the rapport I establish with a prospect when I describe their experiences so accurately. And, when you can do the same, you'll discover that your prospects are eager to find what you recommend to solve their problems or meet their needs.

"Where do I get the answers from?" is the next question and the first place is to go and sit in "your common sense corner" and write down the answers to the above questions based on your own experience.

Go to your favorite café and start to brainstorm the answers to the questions but don't complicate this! It's often quite straightforward and simple so if you get answers quickly don't think that you've necessarily got it wrong.

Other places to find the answers include:

- Frequently expressed frustrations (FEFs) that you've heard Ideal Clients make
- Frequently Asked Questions (FAQs)

And if you don't have enough experience to figure out the answers on your own OR if you want confirmation of your thoughts then you can dig deeper at these places:

- www.Amazon.com - search for top selling books that relate to your industry and note their titles (this will tell you what's in demand) and customer reviews (this will tell what they liked and sometimes what they thought could be improved)
- www.Groups.Google.com – here you'll find a list of online forums for almost every subject imaginable. Do some searches for products/services in your industry and notes the FEFs and FAQs (see above)
- Industry Association courses and publications – search online for relevant websites and find out what's hot and what's not in regard to 'in demand' courses and articles and in any online discussions.
- Visit competitors' websites – but a word of caution here: don't assume that they are having any success with what they are doing! A flash looking website does not mean new clients are banging the doors down.

- Interview “lost quotes”. Get someone to interview people who you thought would become clients but who did not start. Tell the interviewer to assure the people of confidentiality and have them ask, “Why did you choose not to proceed?” and, “What would have had to happen in order for you to proceed”. My prediction is that this will prove to be one of the most valuable exercises you’ll ever undertake.
- Buy the magazines that your Ideal Clients buy, that are related to your industry, and see what’s been advertised, read the letters to the editor and note FEFs and FAQs.

Establishing Your Beachhead

Lastly, decide where you’ll concentrate your focus.

The metaphor I use for this is the concept of a “Beachhead”. By way of illustration, when the Allies invaded France, to liberate western Europe from the Nazis they selected five or so beaches to establish their initial Beachheads and they dominated those places prior to pushing further inland.

When starting out, it’s very difficult, and sometimes impossible, to succeed without first picking some form of niche to focus on. For your first Beachhead you get to choose from one or more of three aspects:

1. A product/service niche
2. An industry niche
3. A regional niche

Establishing a Beachhead is a metaphor for focusing your resources on a small part of a large market. The idea is to dominate that niche prior to expansion.

The Beachhead concept is a very difficult one for entrepreneur's to buy into because it initially limits their vision and focus to a small area. An entrepreneur's version for invading western Europe would have been something like this: "Okay, let's take France on Sunday, Belgium and Holland, Monday, and Germany, Tuesday ... or maybe Wednesday".

This applies to all systems: an army would not expand until it knows that supply lines and other logistical systems were functioning and could support the expansion. Ditto with your business, in that you must ensure that any systems that you need in place to grow your business are functioning well, prior to breaking out of your Beachhead.

Key point: any weakness in marketing or support systems will be magnified when you expand, so make sure your supply lines (including marketing and product/service supply) are up to the task prior to expanding. The cracks only get bigger when you expand!

As mentioned above, you can choose from one or two of three niches to start with. Either a Product/Service niche and/or an Industry Sector niche and/or a Regional niche.

But let's debunk a major myth, which is that in order to succeed you must niche in a specific industry or sector.

I heard that for many years before I looked at the busi-

nesses that I had started, and many that my colleagues had started, which were all successful, but which did not niche in a specific industry.

For example in 1995 I launched the Entrepreneur's Success Program which was a three year curriculum-based program for business owners. It plugged a gap in the market (SUN), for the education of entrepreneurs, that was wholistic (work/life balance and more) and free of irrelevant assignments and mumbo-jumbo (think "MBA").

I took the business international and in the first seven years we not only had clients from multiple regions but also from some 97 different industries! So we niched the product and region (we started in one city only) but we had no industry niche. Once we were established as the dominant player in the first city we expanded to others and then overseas.

Similarly my colleague Mike O'Hagan started "Mini-Movers" with a spare pick up truck and \$200. He hired a driver to move small lots e.g. a kitchen table from one side of the city to another. After growing the business and dominating the small lot removal business in his city he then expanded to other cities and expanded his range of services to include household lots.

So, do you *have* to niche? Well, yes. But not necessarily in an industry or sector. You may niche in a product or service. But either way, remember the Beachhead principle: focus resources on a small part of a large market, dominate it and then expand. You can expand either your target market and/or your product/service range and/or your region.

The “small part” referred to above has to be large enough to satisfy your short term revenue objectives (at least) but able to be expanded once established.

So whilst a colleague successfully started swimming schools for “Little People” (short adults and their children) in California he would have struggled if he had targeted “Little People who were blind in their left eye and whom had a bad lisp”.

The last word on niching in an industry is this: whilst it’s not necessary to target an industry niche it is, however, generally easier. So if you have experience in an industry niche (e.g. you were a chiropractor or a vehicle designer or professional sailor) and that industry is large enough for you to become established in, then go for it.

Just don’t assume that an industry niche will automatically make marketing more successful. It’s always “test and measure”.

For example a niche that I developed was for Marketing Services for Veterinarians but despite the fact that I can use their industry jargon in my talks and use testimonials from other Veterinarians, my conversion rate from prospect to client is the same as my average for all other industries. But put me in front of Business Coaches (as opposed to Personal Coaches) and Consultants and my conversion rates are well above average. It’s always “test and measure”!

Case Study

To illustrate the focus that the Beachhead concept brings to a business owner I’ll share a conversation I recently had

with two new clients (partners). And this is typical of many new clients.

Their business is run by two people and has three service offerings:

1. Face-to-face clinic visits for counselling
2. Group courses offering advanced Kinesiology training for Kinesiologists
3. Online relationships training courses

My clients are highly intelligent people and the main service provider is probably a genius. However even he was struggling with the complexity of attempting to grow these three different business areas simultaneously. Not enough time and not enough mental space (the latter being more important than the former).

And so I asked which of the three areas offered the *best* opportunity for fast and profitable growth.

After he answered that it was the clinic work we agreed that whatever was going to happen with the other two areas would have to happen organically until we had clinic visits to the point where the cash flow was such that he could breathe easy and could afford to begin to bring in contractors in to take over some of the work load.

Next I asked about the types of clients who came into the clinic and there were three separate markets:

1. Counselling services to individuals and couples who want to shift from emotional pain to freedom
2. Educational services for 8 – 10 year old school children with learning difficulties
3. Relief from back and other body pain

Again, the complexity of developing three different marketing messages and multiple campaigns for each group is something that would daunt even a marketing Einstein.

And so after more chatting we picked #2 above, because that market has proved to be the most responsive and easiest to access as well as being very profitable.

What a difference! We went from the equivalent of recapturing Europe, Asia and Africa before lunchtime to securing just the one beach!

Putting it all together

Your next step is to combine your Ideal Client Profile, their Specific Unmet Need and your Beachhead into one succinct statement. Tip: You are better to sacrifice completeness for memorability. In other words: keep it short.

By way of example, here's some Product/Service niche examples that include some Regional niches and some Industry niches along with ICP and SUNs (all real businesses):

- Fly fishing therapy for breast cancer victims in Montana who appreciate that nature offers a gentle and


enjoyable way of recovery.


- Ten minute haircuts for busy female executives in Hong Kong who need a good cut cheap and fast.
- Small lot removals from one side of town to another in Brisbane for people who want someone else to take the hassle out of shifting stuff.
- Asian bamboo varieties on the Sunshine Coast for gardeners who want something different.
- Organic medicinal honey for health conscious females in Japan who care about health and who appreciated beautiful packaging.
- Three way suspension seats for military attack boats and other high speed craft for sailors who want to stay injury free on the high seas.
- Vintage beach shack furniture for laid back surfing families in Noosa who appreciate fashion from the 50's and 60's.
- Solar power intallation in Dakota for large scale manufacturers.
- Out of court divorce settlement services in Australia for parents who want a low cost amicable settlement that puts the children first.
- Fair trade, organic Equadorian Coffee beans in the United Kingdom for sustainably minded metrosexuals and other ecology hip dudes.
- Organic (Free Range) Cherry tomatoes for cooks who want the sweetest, freshest and most nutritious tomatoes.
- Scottish landlords with multiple properties who want economical and hassle free property management.

- Australian business owners with revenue of 1 mill or more who want simple but proven ways to get more clients.
- Stay at home mothers in California who want to generate a five figure income annually in less than 25 hours per week.
- Fast food restaurant owners in Hong Kong who want to increase profit without working harder.
- Pet owners who appreciate super friendly service as well as professional animal health care.

If you want to futher refine your statement then use the chart on the right, from one of my training courses. The more of these characteristics you can tick, the more likely your success when you start marketing.

Ideal Beach Head Checklist





The intersection of...

- ✓ Love-ability (passion)
- ✓ Slice-ability (small niche/large market)
- ✓ Specific-ability (unmet needs)
- ✓ Fulfil-ability (to meet needs)
- ✓ Pay-ability (client can/will)
- ✓ Reach-ability factor
- ✓ Profit-ability (positive sale/margin ratio)
- ✓ Scale-ability (can expand, leverage)

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Key Points

- Figuring out who you will market to (ICP), a Specific Unmet Need that you can fill and your first area of focus (Beachhead/Niche) is the foundation of all your marketing.
- Make sure your Ideal Client can and will pay for your product/service.
- Targeting a Specific Unmet Need all but eliminates direct competitors.

- Never expand your Beachhead until you're well established and your marketing and management systems are working well.

Action Item

- ✓ Create a succinct statement that describes your Ideal Client, the Specific Unmet Need that you will fill and the Beachhead you will initially focus on dominating.

ARTICLE #3

Differentiating: Your Black Jellybean

Introduction

You have three types of competitors: direct, indirect and apathy. The latter two can be overcome with great copywriting and irresistible offers, whereas often the former can be eliminated completely.

For example, a financial planner has direct competition from other financial planners, indirect competition from “do-it-yourself” investors or property investment and, of course, the option to do nothing other than to spend all income on lifestyle.

However, you only have a direct competitor as long as your product or service (hereafter I’ll refer to both a “product” and a “service” as “product”) is either the same as others or perceived to be the same. This is referred to as a “commodity” product.

Please note that having a commodity product is not the end of the world. There are plenty of examples where a com-

pany has won the battle for market share with products that were similar to others. Thinks Coke versus Pepsi. In these cases it's mostly the marketing, including distribution, that made the difference.

To further illustrate the importance of effective marketing, there are even more examples of world-beating products that died because of poor marketing, as well as examples of inferior products beating superior ones. Think MacDonalds versus your local gourmet burger shop. However, whilst it's true that having a commodity product is not the kiss of death, it's equally true that all of your marketing becomes easier and more effective when your product is desirably different from others.

And that's where the Black Jellybean comes in: If there is a bowl of jellybeans on a counter, I'll be the guy picking out the black ones. It's the aniseed that I like. And in the ad hoc surveys I've done, about 30% of the population love Black Jellybeans and most of the rest will avoid them like the plague.

A Black Jellybean product is one which has strong appeal to your Ideal Client (see Article2) but is unattractive, or even repellent, to everyone else. For example, at the 80-20 Center our Ideal Client Profile is: "English speaking business owners who are *digitally comfortable* and who want an effective, step by step process to create a new client marketing machine." My Ideal Clients love the efficiency of webinars and video-conferencing and don't want or need to travel to my office. They appreciate that they are saving time, money and energy by logging into a training or a coaching session a matter of seconds before we are due to start.

I also understand that there are business owners who fit my Ideal Client profile other than being “digitally comfortable”. In other words they want what I’ve got but they need me with them in 3D, which I’m not prepared to do. I prefer to help business owners from my little slice of heaven sitting next to one of the most beautiful beaches in the world, rather than driving, parking, flying, catching taxis etc. No contest.

Please note that I’m not trying to be all things to all people. At the 80-20 Center I offer only marketing expertise and the management expertise that’s necessary for sustaining the benefits of marketing effectively. We don’t do logistics, supply, planning, I.T., HR etc. We’re the go-to-place if you want to “Get more clients, make more money, have more fun”.

And so, when you combine those two factors: that I’ll only work with “digitally comfortable” clients and that I don’t offer a generalist “one stop shop” approach, a lot of people prefer to go elsewhere. And that’s fine with me, so long as I’m appealing to my Ideal Client.

Bottom line: it’s a big mistake to bend yourself out of shape trying to be all things to all people. You’ll go nuts trying to cover all of the needs in the market place, you’ll dilute your marketing message to the point of blandness, and you’ll spread yourself too thin in regard to product development and value delivery.

Note that it’s a different scenario once you’re *dominating* a Beachhead (see Article 2). Once you’ve captured enough market share then it’s time to expand either your region, your product range, your Ideal Client Profile or a combina-

tion thereof.

Before that happens, stay focussed on getting your marketing working exceedingly well. And if you can't achieve that then find another Beachhead. Expanding prior to having your systems well sorted will simply magnify and multiply your problems. Biting off more than you can chew means that you'll end up choking. Like Napoleon marching on Moscow, or Hitler on Stalingrad.

A Strategic View of Differentiation

Have a think about your product and see if you can figure out which market space you're operating in - which will either be Green, Yellow or Red Space. You can probably see that I'm using the analogy of a traffic light system and, just like on the roads, your business progress is likely to be commensurate with your category i.e. if you are in Red Space then growth is probably at a standstill, if you are in Yellow Space you're probably slowing down but if you're in Green Space it's "go, go, go".

RED SPACE: SAME

Red Space Characteristics:

- Crowded
- Supply exceeds demand
- Product selling in reducing numbers
- No significant product differentiators
- Price wars, lower margins, profit squeeze

Red Space Examples:

- Most car manufacturers
- Most PC manufacturers other than Apple
- Most business coaches and consultants
- Most milk products
- Most pharmacies
- Most gyms
- Most butchers, newsagents, cafes
- Most veterinarians
- Most medical centres

YELLOW SPACE: BETTER

Yellow Space Characteristics:

- Still very competitive
- Margins better but tight
- Focus is on being “better” as opposed to “different”
- Competes for existing demand

Yellow Space Examples:

- Some banks and insurance companies offer easier to use websites or better customer service
- Some cafés offer better quality food and drinks than those in Red Space
- The mega-big stores offer a bigger range and the perception (often not true) of lower prices



GREEN SPACE STRATEGY: DIFFERENT (BLACK JELLYBEAN)

Green Space Characteristics:

- Uncontested market space
- Creates /captures new demand
- Problem changes from demand to supply
- Market niche dominance

Green Space Examples

If you're in this space you have a product that is entirely different from your competitors. For example when Apple launched the **iPhone** it was so different that it eliminated direct competitors overnight. Of course anyone could buy a mobile phone from a different brand but those competitors were now indirect. Notwithstanding the fact that Samsung have, at the time of writing, out-Apple'd Apple with their Galaxy range, the introduction of the iPhone was one of the most phenomenally successful product releases since the creation of the first wheel.

Note that it's not enough to simply be different. To be in Green Space a product must also be desirable. For example Ford Motor Company launched its "Edsel" in 1957 and it was both different in design and technologically advanced - with a "rolling dome" speedometer and a "Teletouch" transmission shifting system in the center of the steering wheel as well as ergonomically designed controls for the driver and self-adjusting brakes.

The Edsel was certainly different. However, after a massive and lengthy pre-launch advertising campaign, the pub-



lic went to Ford dealerships in the droves. And those droves left again without buying. In short, the Edsel was a flop because, whilst it was different, it was undesirable because people saw it as too big, too weird and too expensive.

Other examples of Green Space products at the time of their launch include:

- The **"Flip"** video camera: the main feature of this camera is that it was featureless, thus making it the simplest and easiest camera on the market.
- **The Model T Ford:** When the Model T was launched there were over 500 automobile producers in USA at the time; all making complex luxury high end cars, with lots of leading-edge but complicated engines and suspension, that regularly broke down on the early rough roads. By contrast the Model T was very basic, cheap and durable and came in any colour you liked, so long as it was black. It dominated the marketplace from 1908 through 1927 and, at its peak, every second car on the road in USA was a black Model T Ford.
- **Clandestino Roasters:** When I'm writing and I want to get out of my office I drive past approximately 30 cafes to have coffee at fresh food market "Belmondos", home to Clandestino Roasters and café. I order a double shot espresso from their ever-changing menu of freshly roasted beans imported from plantations all over the world that I've never heard of ("Mbale?"). Each cup contains a new flavor sensation and comes with full written description of the plantation, it's owner, the altitude, processing method, means of transportation (one plantation is so remote the beans must be

transported out by donkey) and much more. The head barista is so passionate about coffee that he frequently comes over to tell me more about the roasting process used and asks what I think about the espresso I'm sipping. Belmondo has changed what, for most, is a commodity product, into a Green Space product. A cup of coffee at Belmondo is 50 cents more than other cafés and that further reinforces their positioning as being a premium brand.

- **Quick Beauty House:** Originating in Japan, and then expanding to Singapore and Hong Kong, the Quick Beauty House lives up to the promise inherent in its name by offering women "10 minutes Just Cut" haircuts.

They cut the cost of a haircut from an industry average of \$36 to \$10 by eliminating all time-costing processes such as shampooing, re-washing equipment (they use disposable combs and towels) and reception counter (they use a traffic light system to indicate free chairs and soon-to-be free chairs) but the biggest barrier to entry that they demolished was the time it takes for a haircut: from one hour to ten minutes.

- **Bikram Yoga:** A hybrid of Hatha Yoga but set in a sauna-like room with 40 degrees Celsius (104F) and 40% humidity and 26 postures each performed twice, plus two very weird breathing exercises. The participants may be flexible but the program is not, with each asana being performed at the same part of the sequence every single time. People either love Bikram or hate it, but it's taken off around the world and is a great example of a Black Jellybean Green Space product that's

eliminated direct competitors.

More general examples include:

- bespoke tailors
- premium-priced gourmet products
- luxury taxi service
- a swimming school exclusively for “little people”
- fly-fishing for women recovering or suffering from breast cancer
- sub-orbital satellite that collects data at 80% less than normal cost
- a marine seat for coast guard or similar that reduces the impact of hitting waves at high speed
- a gourmet, organic, Greek style yoghurt in a family size pack

Please note the “Black Jellybean” nature of many of the above examples. Most women want to take their time and enjoy their haircut. Most coffee drinkers simply want a decent coffee and won’t pay an extra 50 cents for it. “Flip” alienates anyone who wants more creative control over shooting videos.

How to test your Black Jellybean Idea

In a word: “cheaply”. “Field of Dreams” was a 1989 movie starting Kevin Costner as novice farmer Ray Kinsella who hears a voice that whispers, “If you build it, he will come”, and sees a baseball diamond. He then builds the baseball diamond and over time an increasing numbers of ex-baseball players can be seen on the pitch playing. I say “ex” because they are all dead i.e. ghost players.

Some people in business think that if “If I build it, they

will come". This is a BIG mistake. Figure out a way to test the marketing whilst sinking in as little time and money as possible. It may be true if your name is "Apple" or "Nike" and you can sink 50 million into creating the most amazing store in your industry on the planet but I suspect most readers have a more modest budget. Contrast the following true stories.

My entrepreneurial friend Mike O'Hagan had an idea for a smart phone app. He paid a Pakistani web developer to put up a one page website, hired two Filipino tele-marketers to contact prospects in the USA, direct them to the website and see if they could sell the app and obtain credit card details. The response was very positive but note that at this stage the app was not developed! The total investment to test the idea was less than \$500. Only once Mike knew that the product would sell, did he develop it.

The second example is with a retired engineer who sank around \$500,000 into modernizing a popular 1960's exercise apparatus. He paid for the design, had various proto-types produced and eventually had container loads manufactured before even selling one item. That business crashed and burned.

How Big Brands Shift Products From Yellow Space To Green Space

I once heard an internationally famous marketer describe big companies who spend millions on advertisements that contain no offer as “dumb, stupid and crazy”. His point was that if you are going to spend that much on advertising it would be better to include a “direct response offer”.

He may be right. However some big brands only have their brand as the significant point of difference. Other than the label a Gucci handbag could easily be mistaken for a Prada handbag and vice versa. Take the label off a pair of Calvin Klein jeans and are they really so different from Diesel? Brand advertising is for big companies who want to stay in Green Space regardless of having a product that at best would otherwise be in Yellow Space.

Key Points

- A Black Jellybean product has features that your Ideal Client will love but others may dislike.
- If at all possible, create product features that are different from your competitors but still desirable.
- You can create an advantage with a commodity product by offering better customer service, packaging, pricing, promotions, distribution etc..

Action Item

- ✓ List the features and benefits of your product/service and place a tick next to every feature that is unique e.g. “guaranteed 12 hour delivery time”, “100% fresh fruit”

etc. Note that you must be specific e.g. "better customer service" is not detailed enough whereas "24/7 support desk access" is much more powerful. You are looking for at least 3 ticks and the more you can add the better.

ARTICLE #4

How To Create A Flow of High Quality Leads

Introduction

Near where I live, and probably near where you live also, is a big river. In my case, the river is the Noosa River and it flows out from the hinterland and into the sea every second of every day regardless of the season and regardless of climate variations.

In fact, the Noosa River has never stopped flowing in known history, including during periods of severe drought, of which there have been many.

Imagine this: our most recent drought lasted seven years, during which what little grass existed was dry, brown and brittle. Water restrictions were at their highest level in history and yet during the whole seven years the Noosa River continued to flow into the sea, albeit with lower flow levels.

If you had travelled into the catchment areas of the Noosa River during that time you'd have discovered some creeks had dried up and others were just a trickle. So how did so

little water at the source turn into so much at the mouth of the river?

The answer is simple: the Noosa River relies on more than a hundred sources for its flow of water. In addition to a multitude of visible creeks, streams and lakes, there are their underground counterparts, as well as the many hills and mountains, all collecting a drop of dew here and a drop of rain there.

Unfathomable though it may be, every single drop of water, collected in every remote and inaccessible part of the Noosa River's catchment area contributes to the water constantly flowing into the sea near Noosa Heads. Similarly, your business needs a multitude of lead generation sources and a variety of mediums in order to create a secure and steady flow of new business, regardless of the business climate.

Many of the businesses, both large and small, that died during the recent Global Financial Crisis, were businesses that took the good times for granted and that failed to aggressively invest resources into continually developing a diverse source of high quality leads.

Trickle Marketing

And that's the reason I created the term "Trickle Marketing": to get organizations focused on the need to establish a lot of lead sources. A Trickle Marketer understands the following key principles:

- 1. A lot of steady trickles is a better than a one-off flood**

Forgive me for mixing my metaphors here but in fishing terms most people are out there trying to land a whale ... and without the boat to do it. The marketing equivalent to landing a whale is a large Joint Venture campaign with another organization that has a massive number of high quality prospects that you market to, jointly. By all means chase a whale but make sure you've got your nets out to catch plenty of normal sized fish in the meantime.

Getting back to the trickle metaphor, if I had to choose, give me a thousand steady trickles over a one off flood anytime.

2. Lead sources that yield 1 or 2 new clients every now and then are worthwhile

Following on from point one above, don't be discouraged that a lead generation source only produces a new client every once in a while. You never know where that one new client will lead you. More specifically, you can't tell who they will lead you to: new clients via referrals, large JV opportunities and more.

Few would argue that every single new client should be respected and treasured. And the same applies to every single new client source.

3. A new subscriber is like another drop in the flow of water upstream

Every time someone chooses to "like" you on Facebook, follow you on Twitter, invite you to connect on

LinkedIn or joins your Google+ circle, it's another drop of water that splashes into one of your feeder streams. If you can connect with them and either add value and/or get an offer noticed, then they count. No follower of subscriber doesn't matter. Everyone counts.

To mix my metaphors again, every time I see a new subscriber joining our database I think of it like another fish being added to a big pond and then being nourished until I am ready to go fishing. (Note: every analogy has its limits ... no "fish" die in my marketing, I practice "catch and release"!)

4. A prospect that does not buy immediately can be recycled continually until ready.

Business owners that fail to keep the relationship with a prospect alive after they have declined to buy, are "leaving money on the table" so to speak.

A prospect that considered purchasing and chose not to, by my estimate is four times more likely to buy in the future than a new prospect, provided you keep the relationship alive by nurturing it.

Prospects can be nurtured via an engaging (key word!) newsletter, ezine, blog, meeting and so on. The bait you offer should match the fish you are wanting to catch (don't send a video that changes scene every half a second if you are targeting the over 70s market!)

Major Lead Generation Mistakes That Most Business Owners Make

1. A failure to do any marketing

It's one of the most curious phenomena on the planet: business owners who get stressed and complain about not having enough clients who also fail to do little, if any marketing. What marketing is undertaken by most business owners tends to be a random, ad-hoc response to a minus sign appearing before the balance of their bank account: too little, too late.

Visit *any* business that's been thriving for a number of years and you'll find that marketing is a daily event that continues regardless of the economic well-being of that business.

If you have a small business and the marketing is dependent on you then I'd recommend the following.

Put aside one day per week exclusively for marketing activity. Do not tell me you *cannot* do this. That would be a lie. You may not *want* to do this but that's not the same as an inability.

If you have a larger business then ensure that you have at least the one full time equivalent team member doing nothing but marketing including reporting to you every single week on progress towards an agreed set of Key Performance Indicators.

Either way, the bottom line is this: In order to create a prosperous and secure future you must commit as many resources as possible into the continual and never ending development of new lead generation and conversion systems

and the continual refinement of the same.

A failure to make this commitment is the biggest single, most often repeated, mistake of small business owners the world over. The world will not beat a path to your door simply because you have a good, or even a great, product. It's the marketing that makes the difference.

2. A failure to make marketing an in-house responsibility

If I had a dollar for every time I've heard a business owner say *"I love what I do and I love working with my clients, I just need to find someone who can do the marketing"* then I would spend the extra money upgrading to first class on my trip to Germany this Christmas.

Getting someone else to do your marketing will never happen, and here's why: the person who you can afford to hire can't do your marketing and the person who can do your marketing, you can't afford to hire.

What it comes down to is this: if you are a very small business then YOU must do the marketing. If you are a little larger then someone in your organization can do the marketing. Either way the responsibility for marketing MUST remain in-house.

Please note: that's not to say that you can't outsource *parts* of your marketing. For example a great Public Relations agent can be worth their weight in gold and an SEO expert sourced via websites such as www.elance.com and www.odesk.com can also be worthwhile.

But the orchestration of these contractors and the measurement of their results and the holding them to account are all functions that need to be kept in-house.

The reason is simple: new leads are the life blood of your business. To hand responsibility of such a vital function to anyone outside of your business is to place the security of your family and your business in their hands. Delegate parts of your marketing but never, ever abdicate them.

3. A failure to discern that source of lead is critical

Not all sources of leads are created equal. Just as some streams have better quality water than others, so too do some lead sources produce higher quality leads.

I recall meeting Jeff W at a marketing conference in Atlanta, Georgia. We got talking about a joint venture campaign to his database of some 300,000 prospects. "No problem", Jeff said. "I'm more than happy to give you access to them with a good quality offer but personally, I'd recommend against it".

When I asked Jeff why he said that he'd built the list by buying up several smaller lists from list brokers who in turn had built their lists from various other online lists. He'd since tried marketing in various ways to his list but he'd had virtually no response. In short, he didn't have subscribers or followers; he simply had a list of names which was completely worthless.

To further illustrate, unsolicited referrals are better quality than solicited referrals which in turn are better quality than those coming from a print media advertisement which are better quality than those leads generated by Pay Per Click and so on.

4. Failure to trial and measure

As I write this I'm under contract to one of Australia's largest universities to complete a strategic plan review. I'm half way through completing a survey of stakeholders in an attempt to identify "Specific Unmet Needs" (see Article2 of this series).

This morning I called a survey respondent to ask her the questions I'd set out. Rosie (not her real name) was very friendly as I introduced myself. During the pre-survey small talk she let it slip that she'd completed a PHD in conducting surveys.

I asked for her opinion on my take on surveys; that they were *"generally indicative but never conclusive"*. Thankfully, she agreed wholeheartedly.

What I mean by that statement is that the marketplace will quickly tell you what they don't like and will give you minor hints as to what they want. However it's extremely rare that any significant breakthrough ideas are uncovered by surveys.

A standard step in between surveys and putting a product into the market that many larger companies take is to "market test" a product. If it bombs in testing, then the idea is scrapped. If it does well in testing, then a heavier investment is made into getting the product to market in commercial quantities.

Market testing is clearly more indicative of likely success but it's still not conclusive. Remember Cherry Coke and Windows Vista? Both bombed after two of the most extensive testing campaigns in the history of business. What this con-

firms is that whilst market testing is often *indicative* of future success or failure, it's by no means *conclusive*.

The moral to the story here is this: when it comes to figuring out if a product will fly or die nothing, nothing, nothing beats putting it into the market and asking people to pay for it.

In mistake #1 above I admonished you to commit to continually develop and refine new marketing systems. In this point I'm recommending that you commit to continually putting new product refinements and/or new products into a commercial market place to see if they fly or die.

5. A failure to measure ROI (return on investment)

This is related to #4 above but it's not quite the same. Whilst the above is about trying new stuff and measuring the result to see if it works, this point is more about measuring the commercial return on your marketing investment.

Anytime you invest money in marketing, be it directly into an advertisement or similar and/or hiring someone, you need to track the number of leads, number of clients, average sale against the source of those leads and figure out how much each lead and each client is costing you on average.

How much does each lead cost you? And, more importantly, how much does each new client cost you? Each of these numbers must be measured by source.

For example, the cost of acquisition from referrals will be a lot less than the cost of acquisition from paid media adver-

tising. That doesn't mean that you should drop some sources but rather the practice of measuring, firstly, gives you a benchmark for the future for when a source's quality sours (that can happen) and, secondly, helps you figure out how much to invest in that source in future.

6. Needing to make a profit on the first sale

This mistake could be expressed by thinking that *"the purpose of a client is to get a sale"*. It's far more profitable to reverse it and understand that *"the purpose of a sale is to get a client"*. In short, figure out the average profit per transaction, the average number of transactions per year and the average number of years that a client will stay. Multiply those three figures and you have the lifetime value of a client. Once you know that number, then you'll probably be more comfortable with breaking even on the first transaction with a new client or even losing money on it, because you have proven that the ROI is likely to be in excess of several thousand percent. Given its reliability, I'd invest in that scenario in a heartbeat.

7. Relying on one source

Just as with investments, security lies in diversity. On the next page you'll find just a few of the possible lead sources that are at your disposal. The more lead generation sources that you develop and refine systems for, the more secure your future will be (refer to the first page of this part). Remember: think many trickles, not a flood.

A note on split testing

Split testing is where you make one change in an offer and measure the results before and after that change. Nor-

mally the alternate version is promoted at the same time as the original offer. For example, you might create two web pages with an identical offer and identical copy other than a different heading. You'd then drive traffic to each page and measure which one converts the best. Then you'd drop the worst performing one, change something else (perhaps the price or add a guarantee or testimonials if permitted) and then drive traffic and measure again. Etc.

Whilst this principle is brilliant in theory, it's actually quite difficult for small businesses to measure effectively, simply because we rarely have the resources to get enough people in front of each offer in order to come to a reasonably conclusive result. How many do you need? One expert on split testing that I asked said that I'd need to get each offer in front of 30,000 people. The reason that the number is so high is because of many variables including where you're driving them from, what hit the news that morning, what competitor offers are out there, the weather (yes it affects results) and dozens of other factors.

So by all means split test but don't jump to conclusions unless you are 90% certain that the results are conclusive. Otherwise you'll simply run around in circles.

Action Item

- ✓ Use the following list to identify seven lead generation sources that you will implement. Schedule time to discover how to create them (visit www.amazon.com and search for each one) and then more time to implement and measure results.

Note: this list is not intended to be exhaustive but it should

give you enough to get started.

A SELECTION OF LEAD SOURCES

1. Direct Mail sales letters
2. Direct Mail postcards
3. Competitions
4. Surveys
5. Certified resellers
6. Host Beneficiaries
7. Free Ezine subscription
8. Speaking engagements
9. Free Trials
10. Referrals
11. Joint Ventures - outbound
12. Joint Ventures - inbound
13. Centres of Influence
14. Sponsorships
15. Tear Sheets in Direct Mail
16. Coupon advertising
17. Blog
18. Twitter
19. Facebook Fan Page
20. You Tube
21. On line press releases
22. Lumpy mail to niches
23. Free newsletter subscription
24. Trade Associations
25. Book sales
26. Sample book chapters
27. Advertising – newspaper
28. Advertising – trade journals
29. Advertising – magazines
30. "Bytes" – added content referred to in book/radio etc.
31. Radio interview
32. TV interview
33. On line interview
34. Other peoples workshops
35. On line video
36. Linked-In
37. Trade show exhibits
38. Personal networking
39. Cross selling
40. Free Teleseminars
41. Affiliate marketing
42. Search Engine Optimization
43. Pay Per Click
44. Billboards
45. Letter box flyers
46. Advertorials
47. Yellow Pages
48. Purchased lists
49. Forums
50. Articles – on line
51. Articles - off line
52. Signature line in emails
53. Press releases
54. Google search
55. News articles
56. Tender lists
57. Viral video
58. Special Reports
59. Squeeze page
60. www.new-list.com
61. www.google.com/alerts
62. Clients bring guest to event
63. Old client reactivation offers
64. Google plus
65. www.Reddit.com
66. www.stumbleupon.com
67. www.digg.com

ARTICLE #5

Turning Up The Heat On Your Competitors: How To Create Market Winning Products

Introduction

In ArticleOne, I defined *Marketing Strategy*. In ArticleTwo, I showed you how to define your *Ideal Client*, how to identify *Specific Unmet Needs* and how to select your first *Beachhead* on which to do battle. Article Three demonstrated how to marginalize and sometimes even eliminate competitors by creating a *Black Jellybean* (differentiated) product and in Article Four I gave you a thorough introduction to the critical concept of *Trickle Marketing* (multiple lead generation sources).

Given the attention I've paid so far to creating competitive advantage, you may be forgiven for wondering why I am adding yet another part on that subject. The reason is simple: wars are won by relentless force. At no stage during a battle is there ever a time for smug self-satisfaction, arrogance or complacency.

And so it is with marketing. If you are seriously deter-

mined to dominate your competitors, if not eliminate them, then you need to relentlessly ensure that your products, people and processes are superior in the experience of your target clients.

The second reason I'm giving you another exercise on creating competitive advantage is that you will be one of two types of marketer and what you discover within this series will be more effective if I give you exercises that work for both types of marketers.

Scientists versus Artists

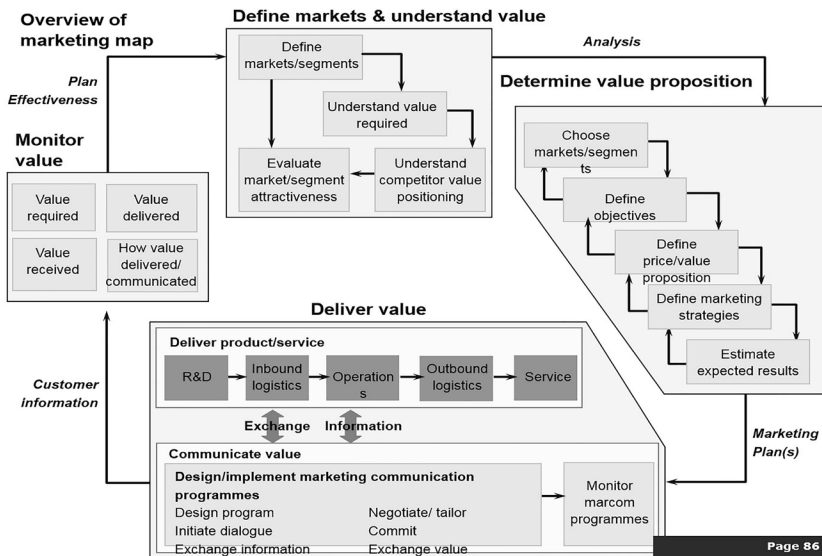
There is no doubt in my mind that, as a relatively "normal" person, you can become an effective marketer, provided you are committed to doing so.

But you'll either have a bias towards being a "Marketing Scientist" or a "Marketing Artist".

Like most things, it took me a long time to figure this out, but when the light bulb in my brain finally lit up, it cleared up a lot of confusion in terms of from whom I should continue to receive marketing education. Should I learn from the creative types or the more calculating ones? (The answer, of course, is both.)

It also helped me to understand why some of my clients listen to my ideas, follow my planning system and get great results whilst others listen to my ideas and ignore my planning system and ... get great results.

Meet Emeritus Professor Malcolm McDonald (right) of www.malcolm-mcdonald.com. Malcolm is a Marketing Scientist. He's been at the top of the corporate world as well as the top of the academic world, including having regularly lectured at some of the most prestigious universities in the world. He's got multiple degrees including a PhD, and below is just *one* of his 95 slides in a presentation on how to create a Marketing Plan:



I've deliberately blurred the image to protect Professor McDonald's copyright however you get the general idea: it ain't simple! Remember, too, that's just one slide out of 95!

In my opinion the good professor is a genius who can (and does) go into an international corporate giant which has multiple vertical markets, each with multiple segmented

product offerings, across 37 countries and cultures, competing against 111 competitors, and sort out a marketing plan for them. And the plan will work.

And now please meet another marketing legend, the irrepressibly charismatic Joey Reiman (left) who must, at time of writing, surely have one of the most graphically inspired websites at www.joeyreiman.com. (Check it out, seriously!). Joey is a true Marketing Artist and every bit as much a genius as Malcolm. But he's an artist who could no more cope than I could with the extraordinary complexity that Malcolm would lick his lips over.



Yet another great Marketing Scientist, the legendary Dr Philip Kotler called Joey Reiman "the Moses of Marketing".

I know both Malcolm and Joey personally and I can assure you that you'd be hard pressed to find two different Marketers on the face of the planet.

Malcolm has a self-effacing sense of (British) humor whilst Joey is one of the best corporate preachers (whilst adding value and with integrity) that I know.

And I suspect that if I could put them in the same room it wouldn't take too long before they each started looking at their watches and thinking of a reason to excuse themselves.

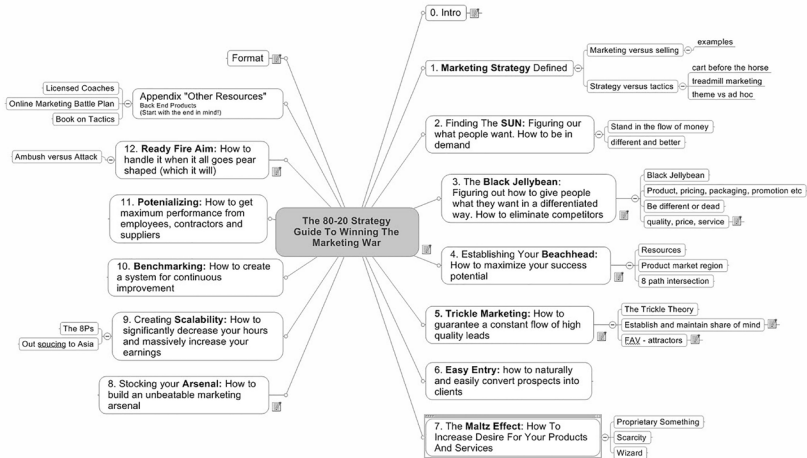
The bottom line is this: both are extraordinarily successful marketers. And it's my belief that the world of Marketing needs both. The Scientists examine and report on what works, based on what worked. The Artists predict what will work, based on what's not working. One is a defender of the truth. The other creates a new (and equally valid) version of it.

If all we had were the Marketing Scientists, things in the marketing world would change very slowly indeed. It was German physicist Max Plank who declared that "*Science advances funeral by funeral*". On the other hand, if marketing were left entirely to the Artists a great breakthrough would emerge out of the rubble of 100 disasters ... but more frequently!

Note: Both Malcolm and Joey are made up of part Scientist and part Artist; it's just that the percentages are weighted differently. I admire each greatly so please don't imagine for a moment that either of them are deficient in any way, shape or form. Also, please don't confuse "Artist" with B.S. Artist, of which there are, unfortunately, far too many in the world of marketing.

And here's how this affects you

You'll either have a Science-biased mind or a Creativity-biased mind. If you found some of the earlier information on creating competitive advantage hard to understand you'll find the exercise in this part easier. And vice-versa.



Figuring out how to beat your competitors ... a more scientific approach

You can figure out how to create a better product by mind mapping (above is a sample of one I created when planning this series), doodling or brainstorming. These methods are more suited to the artists because they are less structured but they are all legitimate methods and ones I use regularly.

Segmenting your market

Segmenting your market means breaking your whole market place down into sub-categories. Note that you can not only segment your market, you can segment a process into a series of systems, you can segment a person's role and you can segment a value delivery process and so on. Segmenting simply means breaking a whole thing into its component parts.

For example, a company supplying dental equipment na-

tionwide may have market segments that include regular dentists, dental nurses, denture laboratories, holistic dentists, cosmetic dentists.

And one could further segment the market into CBD practices, suburban, rural, owner-operated, publicly listed dental chains and so on.

Each of these segments is likely to have needs in common with the others but it's equally likely that they will have some needs or preferences that are different.

For example, the premium-priced cosmetic dental surgeon needs high-end fancy bits and pieces (perhaps not the right technical jargon 😊) compared to the government subsidized (read "underpaid, overworked") dentist that works in an Aboriginal settlement in outback Australia. They belong to the same marketplace (Dentists) but work in different segments.

Different segments, and therefore different needs.

Segmentation is a very cunning method for figuring out product features that are different and more desirable to your Ideal Clients.

And it's very unusual for a business to have only one segment. Take the example of a very simple business: a residential lawn mowing contractor owned by Sam. She may think that she only has one segment: people who have lawns that they don't want to mow.

But her segments may include retired people who want

her to use a catcher and trim all of the edges and cut the hedges every single time and are prepared to pay more to make sure their visitors are impressed that not a single blade of grass or leaf is out of place.

There may also be young families who only want their lawns done during the week between 9 and 3 when the kids are at school. Then she will have the landlords who simply want a decent job done at a low price and to heck with catching the grass.

Different segments, different needs. Segmentation is a great way to figure out how to differentiate your products so that you have more appeal to your Ideal Clients.

Action item #1

Make a list of the three most important segments in your market place. You can segment by gender, age, religious beliefs, location, height, weight, income, industry ... the list goes on.

A simple description of each "Ideal Client" (see Part One of this series) by segment is what I'm wanting.

For example in a recent Strategic Planning exercise I completed for a university post-graduate school I identified the following segments (I've changed the numbers and description a little to preserve my client's anonymity):

1. 65% of all graduates were female and so segment number one was females with less than 2 years practice who needed a lot of support and guidance whilst they gained experience. (Note they needed the support not

because they were female but because they were inexperienced.)

2. 60% of professionals worked in multi-partner firms located in large or regional cities and most did not mind travelling to post graduate education events and generally had someone else who could cover for them whilst at an event.
3. 32% of graduates were sole practitioners and/or worked in rural areas. Either way, travelling and time off work was problematic and these people preferred online educational events after work where they could gain continuing education credits.

That's three segments, all with the same need for continuing education, but all wanting that education delivered in significantly different ways and at different times.

Note: I use the word "product" to include a "service" or an "offering" etc. The concepts of differentiation and segmentation are equally valid to all types of value offerings.

Step Two: Identify each segment's needs and score yourself and major competitors

The following is a "Segmented Needs" spreadsheet for a Veterinarian client.

	A	B	C	D	E	F
1	Segment (specific & vital): Summerhill Pet Owners					
2			Relative	Performance		
3		Ideal Clients Needs/Values	Importance To	You	Corp	NH
4			Ideal Clients		Comp	Vets
			(0-10)		A	B
5	1	Personal relationship with the servicing Vet	8	9	3	8
6				72	24	64
7	2	Friendliness of Vet and team	10	9	5	5
8				90	50	50
9	3	Caring and effective treatments and advice	10	9	5	5
10				90	50	50
11	4	Convenience of location, ease of parking	9	6	9	8
12				54	81	72
13	5	Price	8	3	9	7
14				24	72	56
15						
16		Total competitiveness score		330	277	292
17						

You can probably figure out the formulas I've used. For example cell D6 is the result of C5 multiplied by D5 ($8 \times 9 = 72$). You'll note that row D ("You") scores 330 on the "Total Competitiveness Score" (row 16) compared to the "Corp Comp" (short for "Corporate Competitor" and "NH Vets" (another privately owned clinic).

In the example my client is charging more than her competitors (see row 13) but remains more competitive for the segment overall because she is targeting "Pet Parents" who want a trusted relationship with the same Vet each time they come into the clinic. This is as opposed to the corporate competitor who appears to have some sort of revolving door policy for their Vets.

Marketing Scientists love this exercise. However, any of us can do it relatively easily. Just sit down and knock up a

spread sheet (get your teenage kid or tech-head friend to do it if you can't) and list the top needs, wants, preferences of your most important segment from the action item on the previous page.

Action item #2

Score yourself and your competitors as objectively as you can in each of your top three segments. You really do not need to undertake massive surveys or hire industrial spies or mystery shoppers for this. It can be useful however to anonymously sample your competitors premises, product and service if possible (sneaky but fun). Refer to Article Two "Specific Unmet Needs" if you need some fresh ideas.

Step Three: List things that need to happen in order to improve your score

Everything we've done so far has been Marketing Strategy. Now it time for Marketing Tactics. The best strategy in war, sport or business is useless until it's well executed.

This is the time for the mind-mapping, brainstorming and doodling. Do this on your own and with your team. Ask each person to come up with one idea to improve each of the five most important Needs/Values. Listen carefully to complaints and frequent requests from clients. Refer back to Articles One and Two also.

For example my Veterinarian client requires all team members to know at least the names of the pets that are due to come into the clinic, and preferably also the name of the Pet Parent. Team members are asked to greet each pet like it's a long lost friend and generally make the pets (and vicar-

iously, the owners) feel loved and cared for.

Action item #3

Gaining and maintaining competitive advantage needs to be systemized. You can do this by scheduling several regular events.

Firstly, at least once per year send out a simple survey form to each client and ask them to rank each Need/Value on a scale from one to ten. Include stamped, self-addressed envelopes or do it via a service such as www.surveymonkey.com. Collate the results and compare each survey with the previous ones to ensure you are improving.

Next, hold a meeting for your team at the start of a month, immediately after work. Provide foods and drinks and present results and highlights from the previous month/s. Ask each team member for one idea that will improve the ranking of any of the top five Needs/Values. You don't have to do this every month but perhaps every second or third time.

Thirdly, create systems for training and reminding each team member of things that need to be done to maintain competitiveness in the keys Needs/Values. Charts, checklists, signs, team meetings, and performance review meetings are all a part of this process.

Lastly, walk the talk. For example, be as friendly to your team as you want them to be to your clients (probably don't pat them on the head or stoke them, though). In other words "be the change you want to see" by demonstrably living the desired behavior every day. That's true leadership and it leads to a revolution in competitive advantage.

ARTICLE #6

Building An Unbeatable Marketing Arsenal

Introduction

In war an “arsenal” is a place where weapons are stored and drawn from to supply troops in battle. In business a Marketing Arsenal is a collection of items that you will use when executing your Marketing Plan. I’ll provide a full list of such items later however some examples include carefully crafted testimonials or case studies (where use is permitted), guarantees (ditto), email or snail-mail templates, on-line email marketing database and a whole lot more (see the [list](#) below).

The purpose of this part is to allow you to select one or more of three potential strengths to exploit when marketing and to then select a Marketing Arsenal that not only plays to those strengths but is also aligned to your strategy (see Article Two: Specific Unmet Need). and Article Three: Black Jellybean

From a business strategy perspective we can learn a lot from the lessons of war. And the history of war is also a history of victories and defeats; the former being achieved primarily by reason one or more of three strengths:

- Strength #1: [Superior Numbers](#)
- Strength #2: [Superior Strategy](#)
- Strength #3: [Superior Weaponry](#)

In sport only two of these three factors are present - the latter two. Two sports teams field an equal number on each side, as indeed do solo sports.

In business, however, all three factors are present. Let's look at a few examples that bring these principles to life.

Superior Numbers

In war, a benchmark for attacking a well-defended enemy position with similar weaponry is a superior force of 3:1. I read that in Vietnam, because of the superior weaponry of the USA and its allies, the Chinese military advisors recommended a numerical superiority of 30:1 prior to attacking southern bases.

A colleague of mine dominates the market in Australia for [her particular training niche](#). She generates more leads than her competitors because she rates higher on AdWords and other on-line marketing mediums for one reason: *"It's quite simple really,"* she says, *"I outspend everyone else"*. This is an example of Superior Numbers.

And although it's impossible to quantify exactly, it seems apparent that Coke spends significantly more on advertising in its primary markets than Pepsi. Here in Australia, McDonalds is said to spend more than Burger King and Wendy's combined.

Clearly it's impossible for a smaller business to bring superior numbers to bear in the market place compared to

a large multi-national corporate. That would be like David (as in “Giant-Killer”) taking his slingshot to fight a squadron of tanks. If you try to take on a big company in advertising spend, then prepare to get squashed like a bug. However, superiority of numbers/force is achievable within smaller niches. And a small niche is often big enough to satisfy the revenue objectives of a business owner, whereas it would not have the potential to satisfy corporate stakeholders.

It’s worth noting that success does not always go to the bigger budget (see below). Having said that, it’s still easier for a business owner to succeed when filling the needs of a smaller niche as opposed to selling into a large market that’s well served by larger competitors and/or many smaller competitors.

For example, my local and much-loved coffee roaster, [Clandestino](#), can’t match the advertising budget of Nescafe, Moccona or Maxwell House and neither can they have as many sales representatives on the ground as these giants.

However the niche they are carving out in their Noosa “Beachhead” for unique, boutique, premium-sourced and premium-priced beans is significant and all but impossible for giants such Starbucks or McDonalds (now the largest seller of coffee in the UK) to compete with. This is simply because the word “Boutique” doesn’t fit with a mega-brand.

Superior Strategy

History is full of **battles** where a numerically superior force, with greater weapons potency lost to a smaller but smarter adversary. Similar tales litter business history including Komatsu’s initial outflanking of Caterpillar’s trac-

tors, Canon's successful attack on Xerox's copier market and Apple's success in gouging large parts of BlackBerry's and Microsoft's market share, initially through niche product development and latterly through vastly superior aesthetics and functionality.

Big business has a giant advantage over small business: that of resources. More resources facilitate Superior Numbers and Superior Weaponry, but having more resources doesn't always mean Superior Strategy.

The latter is where small business can outsmart big business. The capacity for a business owner to quietly observe the market, to strike fast, and to be agile in response to threats are all prime examples of the advantage of small over big.

When local Pizza chain Pizza Capers launched in the Australian market they went where their competitors were not. They use wholesome, nutritious, restaurant quality ingredients, sourced locally where possible, with a menu selection that's unlike any I've ever see in the stores of their much bigger competitors including Pizza Hut and Dominos.

Where Dominos compete in the take-out market and on price, Pizza Hut compete in the restaurant and take-out markets, Pizza Capers keep their costs down by having small dine-in areas and compete on menu diversity and ingredient quality – not price.

From a few privately owned stores in 1995 to over 120 in 2013, Pizza Capers are a great example of a small player outsmarting the big boys.

Also note their Customer Value Statement "*Gourmet'd for you*" together with their clear articulation of the Black Jelly-bean offering "*Restaurant quality ingredients with an interesting menu variety made from real wholesome ingredients*". Nice job Pizza Capers.

Superior Weaponry

The All Blacks rugby team, from of the smallest countries in the world, New Zealand, consistently beats larger countries in one sport, in part due to superior force: they are mostly stronger, fitter and generally more skilful. Their players are a perfect example of Superior Weapons.

Weapons are relevant to the type of battle. For example, in World War II the Russians were initially hopelessly outclassed by the Germans who had superior weaponry and numbers or weapons including all types of aircraft, tanks, guns and ammunition.



It was not unusual for literally tens of thousands (and in some cases hundreds of thousands) of Russians to surrender simply because they had nothing to fight with! However one weapon proved to be of incalculable value in slowing down the German advance and that was the sniper, many of whom were rather pretty young women. The Russian dominance in Sniper attacks was a significant strength.

In war, a small weapon in the hands of a skilful opera-

tor can be devastatingly effective against a larger opponent. And the same is true of marketing. You don't have to be able to out-spend a competitor. You just have to out-think them and to select a form of marketing weaponry that will knock them out in any part of the market that you choose to compete in.

For example, a recent YouTube video that may have been shot for less than \$100 has 1.696 million views (at last count). By selecting the right weapons, not simply bigger ones, smaller businesses can more than compete in niches against the big players. Think "David's slingshot" versus "Goliath's shield and spear".

In summary

I've demonstrated above that with a bit of creative thinking a business owner can successfully compete in a chosen niche (important word!) by engaging all three strengths of:

- Superior Numbers (Beachhead/niche too small for a corporate)
- Superior Strategy (Black Jellybean and Specific Unmet Need)
- Superior Weapons (select the "bang for buck" variety!)

Your Marketing Arsenal

A marketing arsenal includes the "Lead Sources" and "Client Attractors" listed in Articles 4 and 6, as well as other items that support marketing efforts. One such item is an Email Marketing Offer. However, to support that you need an on-line marketing database and possibly an online shop-

ping cart service and payment gateway service. For the sake of completeness I've provided a list of over 100 items below.

I recommend that you place a tick in every box alongside a Weapon that needs to be in your Arsenal.

On-Line Weapons

- ☐ Website e.g. [The 80-20 Center](#)
- ☐ Landing Page with opt-in e.g. [Profiling](#)
- ☐ Email marketing database e.g. [iContact](#)
- ☐ [Autoresponders](#)
- ☐ [Keyword](#) phrases identified
- ☐ [Google Analytic](#) Tracking codes installed
- ☐ Google [account](#) set up
- ☐ Ezine (on-line magazine)
- ☐ On-line videos including [YouTube](#)
- ☐ Videos - other websites
- ☐ Banner advertising
- ☐ Audio
- ☐ [SEO on website](#)
- ☐ [Blog](#)
- ☐ Shopping cart e.g. [1ShoppingCart](#)
- ☐ Payment Gateway e.g. [Eway](#)
- ☐ E-books
- ☐ Video hosting e.g. [Screencast](#)
- ☐ Large file transfer service e.g. [HighTail](#)
- ☐ Cloud-based file sharing e.g. [DropBox](#)
- ☐ Cloud-based chat portal e.g. [HipChat](#)
- ☐ Email signature with link to website
- ☐ [Skype](#)
- ☐ Video Conferencing e.g. [GoToMeeting](#)
- ☐ Webinar platform e.g. [GoToWebinar](#)
- ☐ Profiling [Questionnaire](#)

- ☐ Special Report or White Paper
- ☐ [Affiliates](#)
- ☐ Smart Phone Apps
- ☐ [LinkedIn](#) (brilliant!)
- ☐ Social Media (e.g. [Facebook](#), [Twitter](#), [Pinterest](#), G+)
- ☐ Google (@ others) [Map](#) adverts
- ☐ SMS (mobile texts)
- ☐ [RSS](#) feeds
- ☐ Digital newspaper advertisements

Off-Line Weapons

- ☐ Direct Mail letters including "lumpy mail"
- ☐ Direct Mail Post Cards
- ☐ Letter Box flyers
- ☐ DVDs
- ☐ CDs
- ☐ Fridge Magnets
- ☐ Calendars (with promotional content)
- ☐ Print advertisements
- ☐ Radio advertisements
- ☐ Radio interviews
- ☐ Television advertisements
- ☐ Television interviews
- ☐ Book
- ☐ Magazine (normally free)
- ☐ Store signs, interior and exterior
- ☐ Billboards
- ☐ Referral System
- ☐ Marketing KPI reports
- ☐ Marketing Calendar
- ☐ Marketing Plan
- ☐ Marketing review meetings
- ☐ Joint Venture approach/engage system
- ☐ Public Speaking

- ☐ Feedback Form (to harvest contact info)
- ☐ Database
- ☐ Open Day
- ☐ Branded T-shirts, caps, pens etc
- ☐ Diagnostic appraisal
- ☐ Workshops and seminars
- ☐ Centers of Influence
- ☐ Coupons
- ☐ Personal Networking organized groups
- ☐ Personal Networking informal
- ☐ Pay Per Click (AdWords)
- ☐ Trade Shows
- ☐ Free Delivery

Weapons For Both On-Line and Off-Line Use

- ☐ Guarantees
- ☐ Testimonial
- ☐ Case studies
- ☐ Guarantees
- ☐ Seven Reasons Why (wWe are #1 Choice)
- ☐ Articles
- ☐ Press release
- ☐ Public Relations
- ☐ Research results
- ☐ Surveys
- ☐ Advertorial
- ☐ Editorial
- ☐ Filing System
- ☐ "Swipe File" (marketing samples)
- ☐ Special Offers
- ☐ Campaigns (winter, Christmas etc)
- ☐ Loyalty Cards and Clubs
- ☐ Sponsorships
- ☐ Free trial

- ☐ Test drive
- ☐ Themed events e.g. sports event
- ☐ Competitions
- ☐ Franchisees
- ☐ Licensees
- ☐ Wholesalers
- ☐ Yellow Pages
- ☐ Friend Get Friend offers
- ☐ Ex-client reactivation offers
- ☐ Up-selling systems
- ☐ Cross-selling systems
- ☐ Drop down selling systems
- ☐ In-selling (e.g. printer cartridge)
- ☐ Tender lists
- ☐ Bonus Flyer Points

Final Thoughts

Mindless marketing is possibly better than none. However it's also financially inefficient. I'd therefore encourage you to give full and deep attention to getting your strategy right (see Articles 1, 2, 3 and 5) before you begin to build your Marketing Arsenal.

There is no doubt that successful marketing is a journey and not a destination. Some of the Marketing Weapons you select will work from the get-go and others will not. And whatever worked yesterday may not necessarily work tomorrow.

Just like winning a military war, winning a marketing war requires well-directed but relentless activity and a commitment of time and energy to feed that activity. My top recommendation for all business owners is to devote a minimum of one whole day entirely to marketing. That is: Marketing

Discovery (learning about Marketing), Marketing Development (bringing your Marketing Arsenal list from above into life) and Marketing Doing.

Key Points

- There are three ways to beat competitors: Superior Numbers, Superior Strategy and Superior Weapons.
- If you stick to a niche that's big enough for you but too small for a corporate then you can dominate your market by creatively applying all three methods.
- Begin developing multiple Client Attractors and the relevant support systems (see list above) based initially on what you can put into the marketing place that costs the least in resources (time and money) but that's likely to yield the best result.

Action Items

- ✓ Take your initial development list of Marketing Components (see also your Action Item from Article 6) and relevant support systems (from above) and place these on your Marketing Plan for development.

ARTICLE #7

Scalability - Part One: The Five Phases of Business Growth

Introduction

By my estimation over 80% of established business owners do little more than survive. Many earn less than they could at a paid job, work longer hours and have fewer holidays than their employed counterparts, and they enjoy zero sick leave or funded retirement plans. These are the Survivalists.

I divide the remaining 20% into those Solopreneurs who enjoy a personal income of hundreds of thousands and Entrepreneurs whose revenue and potential knows no bounds.

Every single barrier that separates a Survivalist from being a successful Solopreneur or Entrepreneur can be overcome by mastering the skill of Scalability.

The term "Scalable" came into the business world from the computer industry. There are two online dictionary definitions for Scalability, both of them coming from the computer world.

The first is from the World English Dictionary which

defines Scalability as *"the ability of something, especially a computer system, to adapt to increased demands."*

The Computing Dictionary (yes, there is such a thing!) defines it as *"how well a solution to some problem will work when the size of the problem increases."*

For example, a computer server with ten workstations all accessing files may perform adequately but with a thousand workstations it might fail to meet response time requirements.

Now think about this as it applies to you and your business: you may perform well with ten clients but if you can't perform well with a hundred clients then you have very little Scalable capacity. More specifically, your "value delivery" is not scalable and therefore neither is your earnings.

Which brings me to my definition of Scalability as it applies to the world of business.

"In business Scalability is the ability to systematically and continually increase your revenue, independently of your available time"

There are two parts to this report. This rest of this article, Part One, follows Pat, a graphic designer as she moves through the Five Phases of Scalability and Article #8 walks you through the 8 ways to create Scalable results.

Part One: Pat The Graphic Designer.

When I started out with my first business at age 24 I hit the problem of lack of Scalability very quickly. I was only two years into my first business when I realized that I was stuck on a time = money treadmill; trapped in what I now call Phase 1 of the 5 Phases of Business Growth which are as follows:

Phase 1: The Dream

Phase 2: The Nightmare

Phase 3: The Breakthrough

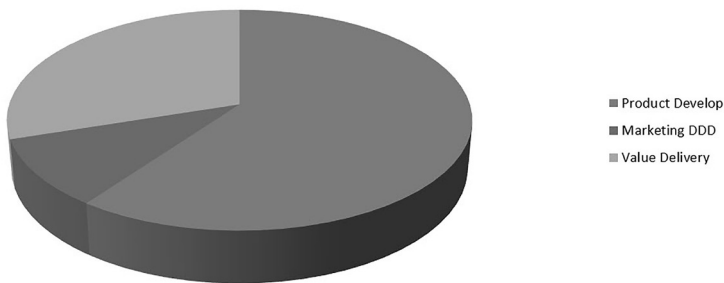
Phase 4: Scalable Value Delivery

Phase 5: Scalable Marketing

Let's walk through the 5 Phases with Pat, a young and ambitious entrepreneur. See if you can relate to Pat's story.

Phase 1 is where Pat starts her own graphic design business.

PHASE 1 DREAM: 5F



At the start Pat's got more time than money as evidenced

by an empty bank account and a lack of scheduled forward work i.e. her diary is as empty as her bank account.

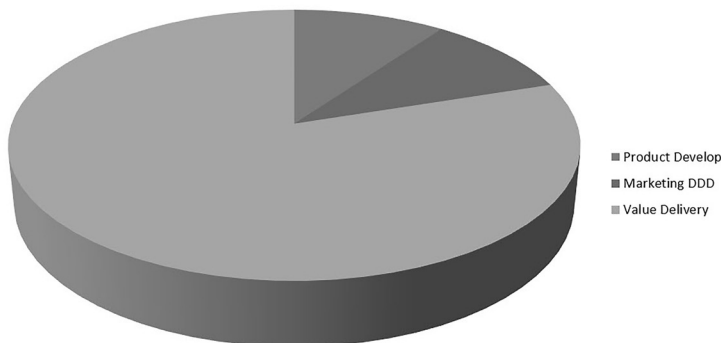
But Pat notices with delight that as her diary fills up, so too does the bank account. And that's when she begins to dream of being booked solid.

Phase One is also where Pat buys into the belief that time = money. And because she wants more money, Pat spends more time until the point comes where she's used up all of her business time.

The Phase 1 chart above shows how Pat's time is spent in her business and "5F" stands for five figure revenue. "Marketing DDD" stands for the three aspects of Marketing: Discovery, Development and Doing.

At this point Pat graduates into **Phase 2** – she's fully booked.

PHASE 2 NIGHTMARE: 5-6F



But even though she's now booked solid, Pat still doesn't have enough money. And she's run out of business hours.

So in an effort to get more money flowing into her bank account she works late and begins emailing work to her private email address at home so she can work weekends.

Pat steals time from her partner and kids and from her own need for free time to balance her life and nurture herself by relaxing (she's forgotten how) and enjoying a healthy amount of self-indulgence.

As her stress levels increase and as her personal needs are not being met she finds herself drinking more in order to escape and unwind. And home begins to be the place she retreats to when she's tired of being nice to people.

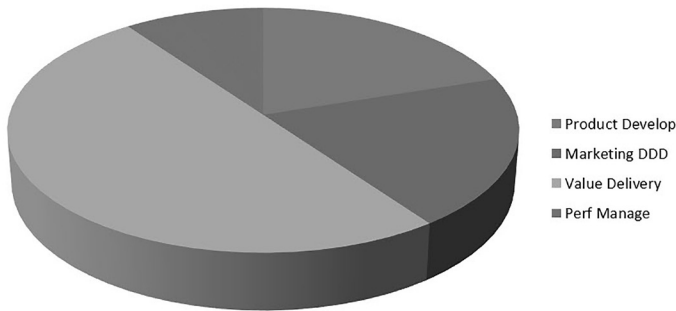
But Pat says to herself *"I know I'm not balanced and I know that I need to spend more quality time with my family and I know I'm stressed ... BUT ... I'm only going to do this until I have enough money."*

Which turns out to be never. For two reasons. Firstly, Pat's run out of time and that's pretty much all she has to trade more money for. Secondly, human nature being what it is, enough is never enough. And that's when Phase 2, which was Pat's dream, begins to turn into a nightmare.

To put it in simple terms: in Phase 1 Pat had plenty of time but not the money. Now in Phase 2 she has more money (but not enough) but she's out of time. She makes a tough decision that moves her swiftly into the next Phase.

Phase 3 is where Pat discovers the Law of Supply and Demand as it applies to prices. She figures that being fully booked is the market place's signal to her that it's time to put her prices up. Which she does.

PHASE 3 PREMIUM PRICING: 6-x6F



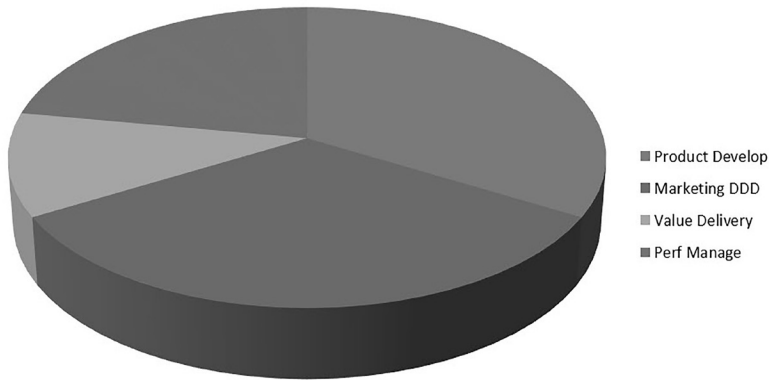
She loses a couple of smaller clients but the rest are happy to stay and pay more and suddenly she's living the dream: she has the money and she has the time to enjoy it. However even though she's made a significant breakthrough Pat senses that she wants to play the game at a higher level and she realizes that in order to do that she needs to be able to take on more clients than she can personally handle and give the extra graphic design work to well-trained contractors. Thus Pat's journey continues to evolve.

Phase 4 is where Pat really begins to face some heavy duty challenges including getting the most out of her contractors.

Fortunately however she's been keeping simple check-

lists of all repetitive tasks such as prospecting, lead conversion, new client orientation and pre-delivery quality control and now she fine tunes them all so she can train her new graphic design contractors.

PHASE 4 SCALED PRODUCT: x6-7F



And every time she recruits a new contractor she also creates checklists and guides for her selection processes including questions to ask and the characteristics that make up a quality contractor.

Pat follows the same simple documentations process for training and performance-managing her contractors, and every time she contracts someone new it gets easier to select the right person and she gets them productive faster.

She meets weekly with every contractor and reviews their

agreed Key Strategic Indicators (a.k.a. KPIs) and learns how to get the best out of them by encouraging them, praising them and when necessary, correcting them.

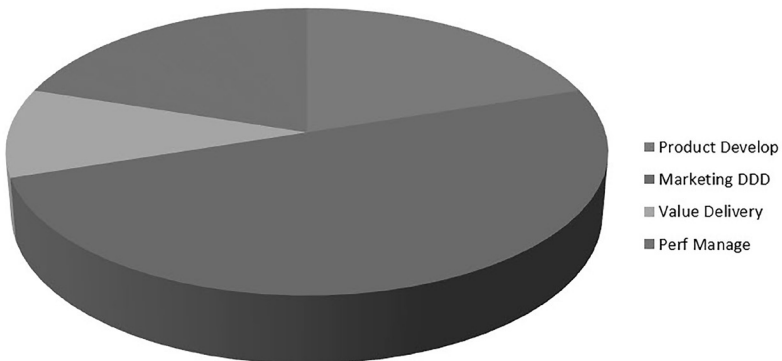
Pat also gets clearer on work that she'll keep herself; the high-end premium-priced jobs that she enjoys and that carry big profit margins.

Other than that, the only other jobs that she accepts from this point are projects that she's confident that her contractors can produce at a level of high quality.

With her systems now well developed and her new business supply lines set up it's time to go the big money.

Phase 5. Having Scaled Value Delivery by learning how to select, train and performance-manage quality contractors, Pat turns her attention to Scalable Marketing.

PHASE 5 SCALED MARKETING: 7-x7F



Up until now she's relied on personal networking, word of mouth, referrals.

But Pat's smart enough to know that she has to ramp up the marketing beyond the limitations of her time and so she turns her attention to Scalable Marketing.

Pat discovers that having a web site is not enough; she needs a "web presence" if her prospects are going to find her on the internet. She hires more contractors to help with Search Engine Optimization.

She also develops a very cool system that captures the contact details of visitors to her website. The system consists of a series of two minute videos that offer tips and advice in respect to branding and logos, including a series of client "before and after" case studies which not only offer valuable advice but also position her company as a proven expert.

Having created a steady flow of new subscribers she continues to add value to them, as well as continuing to build her credibility, by emailing fortnightly videos containing more case studies, interviews and interesting examples of overseas trends. This keeps her prospects "warm" until they are ready to buy.

Next she turns her attention to Distribution. She arranges special packages and discounted offers for industry associations and advertises them in the association journals.

She targets online advertising websites such as LinkedIn but avoids Facebook because her Ideal Clients are organizations and not individuals.

Pat also hires a special Marketing contractor, based in the Philippines, to research and compile lists of potential Ideal Clients through LinkedIn and organic web searches.

Working together through a process of “trial and measure” she trains her contractor to identify quality prospects, establish a relationship with them by commenting on their blog, joining discussions in LinkedIn and other online forums and directing each prospect to helpful resources.

After a period of two months the contractor then emails each prospect and asks permission to send a package of design ideas and a special offer.

She arranges a time to Skype with the prospect one week after the package is due to arrive. At the meeting she presents her offer in more detail and 20% of people give her the go ahead immediately.

A further 30% are deemed to be poor quality prospects and the Ideal Client Profile checklist is modified so that these people are not targeted in the future.

The remaining 50% are not ready to buy and after consent is given they are entered into the database to receive the fortnightly video series to keep Pam’s brand “top of mind” until they are in need of her firm’s graphic design services.

At this point Pam drops all personal client work because she wants and needs to focus her full attention on being the “Orchestra Conductor” by coordinating her Marketing Contractors and her Value Delivery Contractors.

Additionally she is mindful of the wisdom of committing to her MDWs (Must Do Wells): those activities that she may not always enjoy, but that must be done well, including the monthly Financial Review of Cash Flow and Financial Position, weekly Performance Development Meetings with each contractor, planning her months, weeks, and days, plus meeting monthly with her Board of Advisors.

For the first time Pat feels like she has a real business and that feels good.

Key Points

- Make sure that your ambitions in respect to the 5 Phases of Scalability are aligned to your desired Personal Life Style and Business Life Style.
- At every single phase, you and your business will benefit from identifying key activity measures such as the number of quotes/proposals, number of sales, number of active customers and so on. There is no management without measurement.
- The creation of systems (checklists, templates, scripts etc.) also pays dividends in every phase and it's never too early or too late to start developing them. In the earlier phases they help you get continually better results and they also help you become more efficient by saving time. In phases 4 and 5, systems help get employees or contractors more productive, faster. This saves you even more time and puts money into your bank account in ever increasing quantities.

Action Items

- ✓ Create a single page document, preferably using a

physical sheet of paper. Write down which phase you are in and then write down which phase you want to get to.

- ✓ On your sheet of paper identify the key actions that you need to commit to in order to get to the next phase (not necessarily your ultimate phase, just the next one). If you are in phases 1 – 3 start by setting just a few sales and marketing activity objectives and track and review how you do. If you are in phases 4 or 5, agree with employees and contractors on key activity measures and meet with them every week to review their reports and to guide and support them. Keep it simple.
- ✓ Next, write down seven (no more) critical systems that you will develop or improve. By way of example, these may be in the form of a checklist for identifying Ideal Clients or perhaps a PowerPoint presentation for a new client orientation meeting.
- ✓ If you are in Phases 1–3 then schedule sufficient time in your calendar to create the measuring system (spreadsheets are always effective) and then a series of weekly meetings with yourself or a buddy to review your results. If you are in phases 4 -5, schedule time to meet with each Team Member to figure out and agree on their key activity measures.

ARTICLE #8

Scalability - Part Two: The Eight P's of Scalability

I recommend that you have a brief review of the 5 Phases of Scalability from the previous article. You'll see that Phase 3 involves staying as a Solopreneur but Scaling your earnings through the strategy of Premium Pricing. Phase 4 is about Scalable Value Delivery (developing systems and people to deliver products or services) and Phase 5 involves Scalable Marketing.

So back to you. Does Phase 3, 4 or 5 sound like a good idea?

It's important to note that the phase you target needs to be aligned to your preferred Life Style and "Entrepreneurial Style". For example: do you love the idea of being a hermit and working from your home and orchestrating contractors via Skype or similar? Or would you go nuts without contact with three dimensional human beings in an office environment? Do you want to manage, lead and inspire a team? Or does that idea make you want to run for the bathroom?

Once you are clear about your Business Style you can then figure out how far through the above five phases you wish to travel.

There is no right or wrong to your answer as to which stage is best for you other than that you definitely don't want to stay stuck in Phase 1 (no money) or Phase 2 (no time). But whether you settle happily into Phase 3 or move into Phase 4 or 5 is your call and depends on your chosen Business Style and personal Life Style.

The benefits of Scaling to at least Phase 3 are significant:

Your **Personal Life Style is better** because you have the time and money to:

- Create the lifestyle that you really want
- Relax knowing that there is more than enough money coming in each and every month
- Better quality health care
- Better quality education for the kids
- Better quality housing and transport
- Enjoy more time with your partner and kids and take more of an interest in the grandkids (believe me, they come along eventually!) and your parents (remember them?)
- Have enough time for nurturing close friendships
- Invest money and time in what I call "passion pas-times" be that travelling (love it!), sporting, artistic, cultural or philanthropic – or all of them
- Enjoy more "big-boy" or "big-girl" toys

Your **Business Life Style is better** too because:

- You get to help increasing numbers of clients who benefit from your gift
- You can afford better quality customer service, thus retaining clients for longer
- Depending on the Scalability options you adopt (see below) you can offer greater value at lower prices thus broadening your appeal to a wider marketplace audience
- Regardless of the above point, you can enjoy higher profit margins
- You get to relax and have more fun
- So how do you do it?

The good news is that there are many ways to achieve scalability, even if you don't want to get to Phase 5. And that's important because we all have brains that are wired a little differently.

And very few people have a brain that works well with every one of the Scalability options listed below.

In fact, out of the thousands of people I've worked with I've only met a handful that can exploit the potential of all 8 Scalability options. These are the super-achievers who earn millions and it's likely you've never heard of them because mostly, they are very private individuals.

In Part 1 (Article #7) above, I gave you plenty of Scalable examples within the 5 Phases. In this part we'll explore the 8

primary ways to create Scalability.

Let's explore your options and see which ones suit your brain best.

Here's are my 8 P's of Scalability

1. Product
2. Pricing
3. People – your network
4. Processes
5. Promotions – product, including media
6. Promotions – publicity, including media
7. People – other's people's networks
8. Penetration (a.k.a. distribution channels)

Product. This requires re-engineering the form of Value Delivery you take to your target market so that you can deliver increasingly more value without you needing to invest more time. For example, it takes me the same time to write a report each month regardless of whether one person pays for it or 10,000 pay for it. This report is therefore an example of Scalable Value Delivery.

It doesn't really matter if you have a product (e.g. yoghurt) or a service (e.g. accountancy). What I'm really talking about here is Value Delivery. As soon as you move your mind from "product" or "service" to "value" you open up to a whole new world of possibilities because your thinking shifts from "time=money" to "value=money" and you are free to create new ways to deliver that value.

Case in point: Initially Pat (seePart 1 (Article #7)) thought

that the more designs she produced the more money she made. She felt that it was important to understand the needs of each individual client and she prided herself on customizing solutions that gave her clients what they wanted and that were also an authentic expression of her values and personality.

Which is really nice ... but ...

In phase 2, that thinking was having her trade off her value of "expressing my personality" against her values of "quality relationship with life partner and children", "lifestyle" and indeed "life purpose". Not worth it.

What the marketplace wants is great designs. Pat discovered that she can fill that need, express her creativity AND fulfill her personal values by switching her thinking to Scalability. Here's the question Pat then asked:

"What would have to happen in order for me to fill the needs of 100 or 1,000 clients while having more than enough money and free time?"

(I invite you to ask the same question and brainstorm the answers for 15 minutes minimum.)

Trelise Cooper is a fashion designer who went from time=money to an empire, whilst still being totally authentic to her design values. See www.trelisecooper.com.

You can also check out a small group of graphic designers that answered that question pretty well when they set up www.99Designs.com and allowed other designers to join

them.

2. Pricing. At the risk of stating the bleeding obvious, an Ideal Client who has more money will pay more than someone with less money. Therefore, if you target clients who have a lot of money you can charge more. For example, if I help a client get a 50% increase in sales within 6 months, that's worth a whole lot more to a \$1 million business than it is to a \$50,000 business.

Where you fish is more important than *how* you fish. This month I interviewed Kym Williams, of www.brsresults.com, who targets organizations that have a billion dollars of revenue. Big fish indeed.

A degree of Scalability can be achieved simply by going to the premium end of the market with your services. Even better, combine Scalable pricing with other aspects of Scalability. However for some who are happy to stop at Phase 3, premium pricing is enough.

For example, Pat could have chosen to only do graphic design for the dealerships of luxury car franchises. The corporate manufacturers of those cars will have in-house designers or large advertising agencies but the dealerships still need their own brand and promotions. Who's going to pay more for a logo: the Mercedes dealer or the local lawn-mowing guy?

Which brings me to another example: this morning I hired a gardener – Marvin – to look after our grounds. He and his wife come as a package and combined they charge \$110 an hour.

Previously my elderly neighbour – a retiree on her own - offered to give me her gardener's contact details. He charges \$25 an hour. But I've seen his work rate and I've heard the stories about arriving late or on the wrong day. I don't need it. I want a fast, high quality service and absolute reliability and I'm prepared to pay for it.

Chances are that people like me exist in your target market. On my last trip to the States I noticed premium home-delivered red meat steaks being sold for \$400 a kilo!

The cuts come in a special chilled presentation box, complete with a certificate of authenticity (what?) plus a photo of the actual now-deceased-cow in a paddock looking lovingly at the camera, clearly unaware of her fate. Only in America.

There's a buyer at every level of the market, recession or no recession. There are just fewer of them during a recession.

Last example: my friend Karen (not her real name) earns over \$350,000 as a one on one executive coach. She doesn't want any staff other than a part-time, casual assistant plus her bookkeeper. She prices her fees high and goes for executives on big fat packages with commensurate levels of responsibilities and budgets.

Karen wants nothing to do with staff or infrastructure (she works out of a home office) and so will never get to a million a year in earnings. But hey, 350k is not too shabby! Karen is in Phase 3 heaven.

3. People – your network. Business is a trading game.

For example, I am fortunate to be assisted by several high performance contractors.

At a purely commercial level my contractors trade their time and skills for my money. I then take what they do with that time and make more money with what they did than I paid them for it.

Every hour I pay a contractor frees me up to do another hour of marketing, product development or client work that, when I'm focused, can generate \$500 or \$1,000 per hour or more. Even though I like to think that I pay my contractors well, it's still only a fraction of what I can earn in that same hour. Especially given that most of my contractors live in Asia and what I pay them represents top dollar even though it may be \$7.50 per hour. That's a lot of money if you are in a country where you can live comfortably for \$20 a day.

Think that you can't afford an assistant? Think again!

If you want to scale your earnings, you can't afford not to hire an assistant.

Especially when very good ones can be hired for less than \$10 an hour.

Bottom line: the quality of your staff, suppliers and advisors is a critical part of what you are trading within the market place. To increase your earnings without increasing your time you must create a network of people who support you in achieving scalability. You may not need a whole lot of these people but you do need some.

Tip: you can really stretch the amount of scalability from each person by Performance Managing them (see my Performance Management training system in our [online store](#)).

Your network includes staff, suppliers, clients, prospects, referrers, mentors etc., but for now let's just stick to your team of employees or contractors.

Naomi Simson started a gift company in 2001. Today she could be banking \$50,000 sitting at a desk and wrapping presents then sending them off on behalf of clients.

Instead, through the network of 900 suppliers and 30 team members that she's built up, last year she delivered over 300,000 gift "experiences". Now that's Scalability!

Check out the video at www.redballoon.com.au/about-us - and if you want some free tips for engaging staff then go to <http://www.recogniseeveryday.com.au/> and download her brilliant "Why and How to Recognise at Work". Thanks Naomi.

4. Processes. Take personal responsibility for ensuring that what works well in your business is documented in step by step processes and continually refined and improved.

Then train your people and coach them until they can perform that function 70% as well as you can. In some cases you can achieve even greater scalability by incentivizing them to do it increasingly better. Processes are a simple but brilliant way to scale your earnings. If you have an experienced team member then get them to create systems such as very simple checklists or guides. That empowers them

to greater productivity because they have a greater sense of ownership.

Think of every system you create as a train track. It gives someone a clear direction and it also helps them feel confident that they are doing the job correctly. What's the hardest part about getting a train from point A to point B? The answer has nothing to do with the train; it's laying down the tracks.

This strategy is as simple as it is rare. You Scale your time by getting a thing to work, documenting what you did and then showing someone else (staff, contractor, supplier) how to use that document (a.k.a. system) to do the same thing. You then coach them until they've got it and in some cases you incentivize them to do it increasingly better, changing the system as they discover more effective ways of doing that thing.

Naturally this frees you from that task and you move your focus to tasks that offer a higher level of return on time invested, where you repeat the same process. This is not do-able with everything. Innate genius is not generally "systemizable" e.g. you could never have systemized John Lennon's song writing or Michael Jordan's basketball skills (they achieved Scalability via radio and television broadcasts).

5. Promotions – product, including media. A highly successful colleague has a simple approach to making more money. He engages in some form of direct response marketing every single day of every single work week. Prior to making this commitment he was perennially unsuccessful for many years.

Undoubtedly he's become increasingly more effective with his direct marketing practices; however I suspect that eventually, the sheer accumulation of results from marketing promotions has overwhelmed him with well-deserved success.

"Direct response" marketing simply means you ask someone to buy something. This is distinct from the "brand building" style of advertising that most big companies spend millions on, or cutesy, funny adverts that make you laugh but regarding which, one hour later, you can't remember who the advertiser was and what product they were promoting.

Despite my egotistical attachment to the greatest marketing skill on earth – copywriting – I also acknowledge that the most important thing is not a well written sales letter but rather having an offer of some sort, anything, regularly put in front of your Ideal Clients.

When it comes to marketing, engaging regularly in some form of direct response promotion is the #1 success factor. I have done a LOT of dumb things in my life. But one of the smartest things I did early on was to block out big chunks of time EVERY week, for direct response marketing.

6. Promotions – publicity, including media: The media's love affair with Sir Richard Branson is no accident. He has a way of creating newsworthy stories.

Branson's world record hot air ballooning exploits, his record breaking Atlantic crossings, his Virgin Galactic quest and his Virgin Oceanic deep sea exploration all have a way of capturing the imagination. And every story builds his brand.

Recently I highlighted Lady Gaga whose financial backers invested over one million dollars to stage a show for only 1,000 people.

But the publicity it generated was priceless, both before the event and afterwards – the latter due in part to her performing one act in a wheelchair. Perhaps not so politically correct, but the media very much loved to say how much they hated it.

Anything that's newsworthy is fair game for PR style promotions. You don't have to invest a million dollars to get free publicity. And whilst it's probably not the best idea to get onto the front page of the national daily because you just got caught robbing a bank, as the old saying goes "any publicity is good publicity"

7. People – other's people's networks: It's faster and easier and cheaper to get new clients through "Other People's Networks" (OPN) than it is through your own efforts.

Think of it like this: if you really want to catch a lot of fish you have a few options: you can fish with a single line which is like personal networking or any other form of one to one, personal inertia marketing.

Or you can figure out a really good reason why the owner of the local salmon farm would invite you in with your trawler and net to help yourself. And with one obvious difference, this is more like tapping into the power of OPN.

(The "obvious difference" is that in the salmon farm analogy, you are depleting the owner's stocks whereas with OPN

the clients/fish remain in the farmer's pond and are duplicated in yours.)

So how the heck do you persuade someone who has likely sweated drops of blood for years to build their list/database, to simply open the doors and let you in? The sinister words of "little pig, little pig" come to mind.

There are several parts to the answer.

The first part is that "source" is the most important thing. By that I mean you need to carefully choose your potential target.

Start by making a list of everyone who has your Ideal Clients in their database.

If you are a business coach then some of those on your list would be business accountants, industry associations, industry magazine publishers and, indeed, pretty much anyone advertising in the latter.

You can also Google search a description of your Ideal Client e.g. retailer, lawyer, toy store owner, and see who else is targeting them.

Caution: of the total number of people/organizations who have your Ideal Clients, only around 5% will be suitable Joint Venture or Host Beneficiary prospects simply because the other 95% won't "get it".

(Both of these are OPNs, the difference is that the former will want to make money from any offer you make to their

network whereas the latter will not need financial reward to work with you.)

That point is critical; if you ignore it you will waste a LOT of time and energy approaching OPN owners and getting a curt rejection at best or even worse a polite non-committal response. (The former is preferable because whilst you might have your nose out of joint you'll at least not have wasted as much time. The latter is the nice but non-assertive person who thinks "I'm not going to do it but I'll tell you that I'll think about it because I'd prefer not to offend you now".)

Just so you're clear on what I mean by OPN, here's another example: Howard, from Jim's Car Cleaning, valets my car once a month. His OPNs would include car sales yards (one valet free with every car sold) and the mobile dent repair people. Howard needs to be a little careful which car dealers he offers this to.

If he offers it to a Kia dealer he'll get to wash a heap of cars, each one, once only. Whereas if he offers it to the Mercedes or Lexus dealer he's probably going to pick up every second one as a regular client.

Like I said: source is the most important thing.

The question you'll be asking is probably something like this: "Ok, great, now I know that only five percent of the people/organizations supplying my Ideal Clients will be interested in letting me loose on their database but how do I know who is a five percenter?"

Good question and the answer is simple: a five percenter

will be actively marketing. They'll have the biggest Yellow Pages adverts or advertorials or display adverts or radio adverts or Google Adwords etc.

The next part is to figure out an offer that you can make to the Other Person's Network. Most people stumble at this point. They think that the most important thing is either to make sure the offer is great for the clients or to make sure that the offer will put money into the OPN owner's bank account.

Whilst, with a Joint Venture at least, both of those things are important, they are nowhere near as important as this point: you must make the OPN owner look good in front of his/her network.

Case in point: why did the Toyota Prius outsell the Honda Civic Hybrid ten to one? Both were hybrid cars of similar quality and at a similar price and both were similarly marketed.



Honda Civic Hybrid



Toyota Prius

The answer is that whilst it was important for buyers to feel they were caring for the environment, it was even more important for them **to be seen** to be caring for the environ-

ment. The Honda hybrid looked the same as every other Civic, other than a small badge stuck on the back. Toyota on the other hand made their hybrid look distinctive. In this case ugly was smart.

It's critically important to come up with an offer that has the host eager to pass on to their network. One excellent way of making the host look good and motivated to get your offer out is to make it an exclusive offer that the client can't get by going direct. For now, though, I recommend that you use what you've learned above and prepare a list of 50 contacts(including first and last name, website, email and phone details) who...

1. Have a network that contains a majority of people who are in your target market (Ideal Clients)
2. Offer complementary products to your target market versus direct competitors e.g. a Vet might list a Pet Store, a high end women's fashion boutique might list an expensive women's hair dresser just around the corner.
3. Are actively marketing/advertising (ignore this factor at your peril!)

I mentioned that the difference between a Joint Venture and a Host Beneficiary is that in addition to wanting to look good in front of their networks, the former will also want to make money from the arrangement.

So for those who are JV prospects you'll need to make sure that the offer actually costs something (as opposed to

completely free) and that you either let them keep 50% of the main offer sale price or preferably 100%.

You can only do the latter if you have a very good upsell after the main offer. For example a Financial Planner or Veterinarian can offer a free diagnostic meeting knowing that 70% of the time they will uncover needs that require a fee to fix.

8. Penetration (a.k.a. distribution channels): As I write this, the guy from Jim's Cleaning is giving my car its monthly valet. Last week the couple from Jim's Mowing was here giving our gardens their monthly tickle up and the week before a different guy yet again was here from Jim's Antennae sorting out my new high definition TV screen in time for an upcoming international rugby series.

Meanwhile Jim (yes, there is a Jim) is presumably still working his 40 hours a week but earning a whole lot more than he would be were he to be at my house doing the lawns, cleaning the car or adjusting my television reception.

And it's a good deal for Howard, Marvin and Keith too (the guys helping me out around the house). They get to earn more due to the quality of leads supplied by Jim's outfit.

Key point: with a licensing or franchise system, Scalability can go both ways i.e. providing bigger benefits for both the "Scalor" and the "Scalee".

For example: McDonalds has created more millionaires than any other business in the world. And each of those millionaires got to a level of scalable earnings through le-

veraging off proven marketing and value delivery systems to the point whereby they created so much wealth that they frankly don't need to work anymore.

Both the franchisor/licensor AND the franchisee/licensee opportunities are proven examples, to one degree or another, of scalability of earnings.

Each side of the relationship gets to earn more and in less time.

Key Points

- Make sure that your ambitions in respect to the 5 Phases of Scalability are aligned to your desired Life Style and Business Style (refer to Article #7 to review the 5 Phases).
- There are multiple ways to Scale your earnings beyond the limitations of your time. Ensure that you select the methods that work with the way your brain works and that fit your product/service/industry.
- OPN (Other People's Networks) is better than OPM (Other People's Money) because you can make a legitimate profit from other people's hard work in establishing a network.

Action Items

- ✓ Note three strategies from the 8 listed above that you can use to get to the next phase, if that's your goal.
- ✓ Find someone who can coach, guide, cajole you to get there and pay them money, so you both know that you are committed.

ARTICLE #9

Enlisting Your Army To Generate More Revenue In Less Time

Introduction

The difference between “having a business” and “being a business” is significant.

When you are “being a business” almost everything is dependent on *your* time, *your* energy and *your* abilities. That’s a very limiting modus operandum.

Any solopreneur who wants to enjoy more money and more free time and who does not engage support staff is either ignorant or stupid.

I wrote a book called “How To Delegate” but people at the book signing complained when I had my mate Bill sign the books. Geez, some people just don’t get it.

Hopefully it’s the former because the latter is invariably impossible to fix. Once a person understands how relatively easy it is to engage a team member and have that person in-

credibly happy and productive in their work, then ignorance is replaced with enthusiasm and their team grows both in terms of numbers and goal-aligned productivity.

This applies equally to those entrepreneurs who have an existing support team but who are sick and tired of paying their team but taking little home themselves.

Engaging smart, happy and productive team members is not complicated and nor is it especially difficult, unless you are ignorant of how to do so. In that respect it's like opening a combination safe. If you know the combination, it's relatively easy. If you don't know the combination it's frustrating and all but impossible.

The purpose of this article is to lay out a step by step method for engaging top quality support and to have those people executing much of your marketing for you.

And as you would expect from the founder of the 80-20 Center, I've applied the 80-20 Principle to the process and therefore stripped out any "nice-to-have" fluff.

Please note that my approach makes the process less than perfect,. However the trade-off is that isable to be put into place by virtually anyone. That's in contrast to the myriad of perfect systems out there that are so complicated that solopreneurs and simple-minded entrepreneurs such as me have to reach for the headache pills within just a few minutes.

It's worth noting at this point that what successful entrepreneurs do better than anything else is to get results

through other people.

The military equivalent is the General who has soldiers to fire the bullets. The General sits in Command+Control and directs his forces.

Please note that the term "Team Member" may refer to an employee, contractor, supplier or advisor. The legal nature of their role will be determined by your preferred engagement style and the nature of the work. For example, I prefer to work mostly with offshore contractors. The only exception is where I must physically have someone on the ground here in Australia. Working with offshore contractors gives me massive flexibility in respect to increasing/reducing workloads. And using my system below I get high levels of productivity and great results. This, together with a reduction in costs of between 60 and 90% is to my mind a "no brainer" reason to go offshore where feasible. At the very least every new solopreneur or business owner should immediately hire a contractor for at least 10 hours per week.

Another analogy is that of the classical music Composer (Entrepreneur) who writes a symphony (Plan) and has an orchestra (Team Members) play it while a Conductor (Manager) guides them.

The commercial equivalent of the Head of each section (e.g. Head Violinist) are Supervisors and Middle Managers.

A solopreneur is Composer, Conductor and Violinist all at

once. No wonder they are so time poor and so stressed!

Simple Steps For Getting Results Through Other People

Step 1: Set Your Core Goals

Step 2: Set Your Sub Goals

Step 3: Identify Goal Drivers

Step 4: Where Relevant Create A System For Each Goal Driver

Step 5: Hire a Smart Person

Step 6: Show Them The Goal, the Goal Drivers and the relevant System

Step 7: Meet weekly to Review, Coach and Plan

Step 8: Reward them

Step 1: Set a Goal

Goal Categories include "Financial" e.g. EBIT and/or Gross Profit and/or other financially focussed objectives. Other Goal Categories will be Revenue and Customer Satisfaction related.

All goals need to be expressed as a number so that is crystal clear whether or not it's been achieved. Each goal also needs to have a time frame.

The old SMART acronym is a worthwhile one to apply here:

- **Specific**
- **Measurable**
- **Achievable**
- **Reasons** (motivational enough to persist)
- **Timebound**

Examples of Goals include:

Goal Category	Core goal	Number	Time Frame
Revenue	Sales	\$1,000,000	Monthly
Financial	Gross Profit	35%	Monthly
Customer	Active Clients	400	Monthly

This is simply a matter of figuring out if there you can break the bigger Goal down into smaller Goals. Sub Goals can also be specific Projects such as establishing an office offshore. By way of example:

Core Goal: Achieve \$1,000,000 Monthly Revenue		
Sub Goal	Number	Time Frame
Online Product Sales	\$100,000	Monthly
Consulting Fees	\$200,000	Monthly
Country Licenses	\$350,000	Monthly
Training Workshops	\$300,000	Monthly

Step 3: Identify Goal Drivers

Goals are conceived in thought and achieved in action. Therefore, every time you set a Goal it's imperative that you also figure out what it will take to achieve that Goal.

I refer to such items as "Goal Drivers" and there are two types: Activities and KSIs (Key Strategic Indicators which are similar to Key Performance Indicators).

KSIs are a Result to be achieved, expressed as number.

Both Actions and KSIs are effectively mini-goals or steps towards achieving the Sub Goal and therefore helping to achieve the Core Goal.

Note that Goal Drivers always involve some guess work. This is especially true at the start, until you've tracked the results and can prove that when you achieve the KSIs and Actions that the Sub Goal is also achieved.

Even after that, there's still no certainty that, the next time you achieve the same KSIs and Actions, you'll get the same result. Therefore it's always a matter of being slightly paranoid and measuring and reviewing your results, if not daily then at least weekly.

Let's drill down to see what Step 3 looks like:

Core Goal: Achieve \$1,000,000 Monthly Revenue				
Sub Goal	Goal Driver	Number	Type	Time Frame
Online Sales \$100,000 Monthly	Book new interviews	4	Action	Monthly
	200 new subscribers	200	KSI	Weekly
	Post new video interview	1	Action	Fortnightly
	Four step email campaign	1	Action	Monthly
	Publish Blog Post	1	Action	Each Tues, Thurs
	Conduct webinars	2	Action	Monthly
	New landing page visits	1,000	KIS	Daily

Step 4: Where Relevant Create A System For Each Goal Driver

This is not complicated so don't freak out at this point. Almost all systems are super simple e.g. a checklist. Let's drill down even further and look at one of our actual Systems for Item #1 above "Book new interviews".

As you can see, this System is literally just a checklist.

Ideal Interviewee Checklist

- ☐ **An Ideal Host is often a person who features themselves** (photos, personal message) on their website. If there is no mention of who the owner is, then they are not a great prospect.
- ☐ **Are they running webinars for business owners?** This is the #1 best way of telling if they will make a great host. They know what a webinar is, they are already running them and they have very likely built a large enough database.
- ☐ **They will be actively marketing to business owners.** This can be evidenced by their website (e.g. are they aggressively seeking new subscribers with great free offers) or other internet marketing presence such as Facebook or other banner advertisements.
- ☐ Do they have an active database of at least 2,000 subscribers who are small business owners or self-employed. There is often no way of knowing this until you have made contact with them. However if they are actively marketing (see above) then they are likely to have well in excess of 2,000 active subscribers. Otherwise it's a matter of checking this once contact has been made.
- ☐ Ideal Hosts may be offering complementary services (e.g. time management training) but if they are very active marketers then other services (e.g. marketing or business oc. Note that organizations that offer products (as opposed to services) e.g. computers, software, cars, do not qualify).
- ☐ Avoid large organizations where decisions are made by many people. We want the owner of the network so that it's easy to get in touch.
- ☐ Also avoid organizations who supply hard goods such as computers, software, cars, etc.

Most of our Systems are:

- Checklists (we have lots of these)
- Spreadsheets
- Templates e.g. emails
- Adobe PDF files
- Web platforms e.g. www.HipChat.com or www.1ShoppingCart.com

The larger the business the more sophisticated the systems will need to be. For example, once a business is beyond one million in revenue then it will need a full blown Customer Relationship Manager and not simply a Spreadsheet plus MS Outlook to keep track of prospects and follow up reminders.

The most important part of Step Three is to create Systems that when followed, all but guarantee a predetermined result in much the same way that a fifteen year old working for MacDonald's can follow a series of bells and whistles (almost literally) and produce a Big Mac that's of universal quality regardless of whether the store is in Moscow or Eketahuna.

Step 5: Hire a Smart Person

This is so darned important and yet it's a step that most business owners rush. To be clear: if you fail to get this step right then what will follow will be worse than if you simply tried to be the Composer, Conductor, Violinist, Flautist etc. all on your own. It will be painful, expensive, frustrating and fruitless. So listen up!

A hiring process varies between hiring someone who you can interview physically versus hiring a contractor in a remote location. So I'll stick to the principles that the two scenarios have in common.

Make sure that you hire a bright, smart and energetic person. You can normally spot this during the interview but you can also spot a smart person by their resume because they will have been given regular increases in responsibilities.

Also, always interview at least three candidates and always interview your preferred candidate at least three times (1st time overview your business and the role, 2nd ask them questions – see Best Practice Guide referred to above – and give them an agreement to review, 3rd take their questions about the role, offer the role and negotiate if appropriate). I also like to give a candidate a small work challenge related to their potential role as a test to see how they cope with it. The results can be very revealing.

And remember, take the time to create a very clear role description prior to advertising. Like any big project, great results are all about careful preparation.

Step 6: Show Them The Goal, the Goal Drivers and the Relevant System

After you've hired someone you should always conduct an Orientation Meeting.

Take them through a MS PowerPoint presentation and overview your Strategic Plan including Ideal Client Profile, product differentiation and so on and most importantly the Goal Drivers that they will be responsible for. These will be in their Role/Job Description.

Then it's training time. Follow this simple system and you'll get them productive and up to speed really fast:

- 1. Tell me:** Explain to your team member why the task is important. This empowers the person to think and adapt the system, if necessary, in order to achieve the outcome.

For example, with the sample checklist above I'd explain to the person that the purpose of setting up the interviews is to firstly add value to our subscribers but also to establish a relationship of trust with potential alliance partners.

2. **Show me:** Continuing the above example, I'd then have the person sit next to me (or screen share for remote contractors) while I read each step on the checklist and ticked each item on the the list off as I demonstrated how I found someone on the web that fitted the checklist.

I'd explain what I was doing, as I was doing it and take questions along the way.

Note that I'd only show them about a 10 minute chunk of actions before going to the next step. If I show them too much, too soon, then the person will develop a sense of overwhelm.

3. **Watch me:** It's very difficult for a person to see something done once and to then be able to immediately perform that action flawlessly.

So don't walk away yet!

In this example I'd check with the person to make sure that I'd shown them enough and then I'd ask them to use the checklist and enter/update the next potential interviewee's details.

4. **Coach me:** As they enter details I can encourage them

and if appropriate, sincerely compliment them on their quick learning. I'd try to find something they did well and let them know about it, so that their confidence builds.

In addition I'd also check in with them once a day for the first week or so just to see if they had questions or comments.

5. **5. Catch me:** ...doing it right! I have team members in diverse locations so often this means logging into whatever they are working on and then sending them a video or written email thanking them for such a great job.

Step 7: Meet weekly to Review, Coach and Plan

Meet once a week with everyone who reports directly to you. Ask them to prepare the agenda and have it ready for each meeting. Included on the agenda will be a review of each Goal Driver including Actions and KSI Results.

This is their moment in the sun so make sure you take every reasonable opportunity to congratulate them on a job well done. If there is performance problem ask, ask, ask. In a supportive manner ask them what went wrong, what would they do differently next time. The more they answer questions the greater they develop as a Team Member. The more you give them the answers the more dependent on you they'll become.

Conducting this weekly meeting and turning up on time

is sacred! Do NOT defer unless absolutely necessary. And make sure you give them 100% of your attention. In doing so you're proving to them that their role is important and you're also demonstrating leadership by proving yourself reliable.

Step 8: Reward them

Sales and Marketing people love to be rewarded with awards and money. Support people love to be rewarded by you recognizing excellence verbally and also by small gestures such as a gift certificate for their favorite store, paid time off and even a bunch of flowers or movie tickets. It's as big a mistake to assume that Support people would always want more money, rather than appreciation, as it is to fail to reward Sales and Marketing people financially for excellent results.

Key Points

- Get clear on your Goals and then break them down into an equally clear and measurable set of steps (Goal Drivers)
- Assign a set of Goal Drivers to a specific role and recruit a top person for that role
- Having hired someone, devote yourself to coaching and encouraging them, including reviewing their progress every week

Action Items

- ✓ See above!

ARTICLE #10

The Masterstroke: How To Put Your Marketing On Cruise Control

Introduction

So far I've dealt with Marketing Strategy and Marketing Tactics and in the last article I outlined a step by step system that has others complete much of the work for you.

In this report I'll drill down in some depth into what I think is the number one wicked-smart system in the whole of the Marketing world. I call it "Cruise Control Marketing" and it will revolutionize marketing for smart solopreneurs and entrepreneurs alike.

The Benefits of Cruise Control Marketing include:

- Marketing campaigns that run seamlessly and smoothly
- Predictable marketing results - year in, year out
- Low cost but high monetary return
- After initial set-up, can run with very little time input from the business owner

There are four separate concepts that are important to Cruise Control Marketing:

- One old marketing concept
- One old management concept
- One new internet concept
- One new Human Resource concept

Cruise Control Marketing combines all four concepts together to create an extraordinary marketing machine that can run smoothly and seamlessly whilst delivering desirable and predictable results. And even better, as mentioned, once it has been set up it will run efficiently and effectively with very little effort from you as the business owner. For most people, that's their idea of marketing heaven.

The old marketing concept is the **Marketing Calendar**.

<

The example above is from www.crosscap.com who specialize in Retail Management and Marketing systems.

I wouldn't get too excited about it, though, because whilst it looks sexy it's also very sophisticated and therefore too complicated for most small businesses.

It remains, however, an excellent example of the Marketing Calendar concept.

The old management concept is the **Management System**, popularized in modern times by the great management guru Peter Drucker who cited a "lack of systems foresight" as top of his "Symptoms of Management Deficiency" list.

One of Drucker's more famous quotes is that "*The fault is in the system and not in the person*", meaning that if there is a recurring problem in a business then the system needs to be fixed (or created) before you start blaming people.

A Management System can be as simple as a checklist for the last person leaving the office (turn off the lights, set security alarm etc.) or as complicated as the pre-launch process for a Space Shuttle.

Either way the purpose of a system is the same: to maximize the likelihood of a desirable and pre-determined result. It's systems that allow MacDonald's to produce the same hamburger in Moscow as it churns out in Sydney or Auckland.

So we've got two relatively well established concepts: the Marketing Calendar and the Management System.

Which brings us to the third of our four concepts, that of **Cloud Computing**.

A quick glance at the Wikipedia entry for “Cloud Computing” would have most of us reaching for the headache pills. However, in simple terms, the “Cloud” allows you and I to store a virtually unlimited number of files that can be easily accessed, via a username and password, by ourselves or others who we nominate e.g. a contractor or team member.

Think of the Cloud as a gigantic digital filing cabinet that sits in a ... err ... cloud. Actually it's not really sitting just below heaven as such; probably more likely in Sydney or Singapore or Chicago in massively fat computer server thingies.

What the cloud delivers is:

- **Centralization** of files as opposed to being housed on different computers.
- **Standardization** of files as opposed to different versions existing on separate computers.
- That adds up to increased **quality control** because there is only one version of each file.
- Potential for increased **security**: one site with stronger security versus multiple sites.
- **Accessibility** from geographically diverse locations.
- Substantially **lower IT costs**.
- Virtually **seamless** cross-computer **communication** i.e. Windows to Mac and vice versa.
- **Integration** with desktop, laptop, tablet and smart phone apps making the experience easier, more intu-

itive, and highly mobile.

That's a very attractive list; massively greater benefits for vastly reduced cost ... what a great value proposition and an absolute "gift horse" for any small business owner who wants to access features that were previously only affordable by very much larger competitors.

The second relatively new concept is that of **Virtual Outsourcing** and in particular to Asia.

Outsourcing typically means that you take roles or parts of roles that may be completed by employees or yourself and have outside contractors or suppliers perform those activities.

Virtual Outsourcing typically means that those roles or parts of roles are completed offshore and communication with the contractors takes place digitally, via the internet, via email, and with Skype or GoToMeeting or similar platforms. Hence "virtual".

Here are the main benefits of outsourcing to Asia:

- Dramatically reduced direct labor costs meaning you can afford to hire more help.
- Virtually complete elimination of non-direct labor costs including occupational health and safety costs, subsidizing retirement funding, sick leave, holiday pay, premises, computers and much more.
- Contractors hours are totally flexible which means that you can adjust work assignments to suit your cash flow i.e. no fixed overheads to struggle with if there is

a down-turn.

- People working with you are highly motivated because there are thousands of others waiting to take their place and your contractor's financial security is derived from a great performance as opposed to government legislation.

Note that despite the massive reduction in labor costs, carefully selected Asian contractors are superbly educated and are highly skilled.

In summary here are the four concepts that we will now combine to create the Cruise Control Marketing System.

- Management Systems
- Marketing Calendar
- Cloud Computing
- Virtual Outsourcing

Each of these concepts are individually brilliant. Put them together and you have something truly revolutionary and exceptionally powerful.

Please understand: in order for your marketing to capture the potential of Cruise Control Marketing is must include each of the above four concepts working seamlessly with each other.

To impress upon you the significance of this, I recommend you view the 2008 movie "Flash of Genius" starring Greg Kinnear. The movie tells the story of inventor Robert Kearns and his legal battle against the Ford Motor Company when they developed an intermittent windshield wiper

based on a prototype he had previously given them to test and which he had also patented.

Near the climax of the court case Ford's barrister has an engineering expert explain that none of the parts that made up the intermittent wiper apparatus were original and that therefore no patent was breeched.

At that point Robert Kearns asks for a recess which is granted. He dashes out of the courtroom and on his return to the court room he is clutching a copy of the Charles Dickens novel "A Tale of Two Cities". When the Judge asks him to continue he begins to read from, starting with "It was the best of times and it was the worst of times".

Eventually Ford's barrister objects complaining that Kearns is wasting the court's time. The magistrate asks Kearns why on earth he is suddenly reading from a Charles Dickens novel. Kearns explains that there was no single word in the novel that was created by Dickens and yet the work was copyright *because of the way the words were uniquely brought together*.

And it's the same with Cruise Control Marketing: the power is in the way that the four pre-existing concepts are uniquely brought together.

- A single spreadsheet file (**Management System**) called a "Cruise Control Marketing Center"
- The Cruise Control Marketing Center resides in the **Cloud**
- It lists the names of each marketing campaign for a

full calendar year (**Marketing Calendar**)

- It then drills down to identify each action including time, date and place for each campaign
- It contains links to each actual marketing piece (**System**) that is required to execute each action – these files are also stored in the Cloud
- A smart, well-trained **Virtual Assistant** that initiates each marketing action on time, every time

At the time of writing, the New Year is only four weeks away. However, I already have numerous campaigns planned for January and quite a few support sub-campaigns in place, including Social Media.

That means I'll enjoy my Christmas holidays all the more knowing that everything is set up for a strong start to the year. And it's not just January that's set up, ready to go. Virtually every single week of next year has been organized: email templates written, webinars confirmed, product bundles sorted in the shopping cart system and much more.

By way of example let's take one specific real-life Marketing Campaign that Cruise Control Marketing will take care of in January next year while I am on holiday skiing in the German Alps (hopefully not breaking any body parts) and sampling Bavarian beer, bread and bratwurst.

The name of the campaign is "*Us to Julie Mason*" which translated means that I will be presenting at an event hosted by Australia's Social Media Princess Julie Mason, who in my opinion is #1 for all Social Media strategy that actually deliv-

ers real results.

The objective of the campaign is to generate enquires for Marketing and Management Coaching. (In point of fact I may not want any new clients at that point but that depends on marketing results over the next three weeks (another campaign) and so the January event is more of a backup strategy.)

Here are screen shots of the relevant parts from the Cruise Control Marketing Center:

	1	2	3			
	Campaign / Event	Webinar Schedule	Email Series			
			#1	#2	#3	#4
January	WMIC - Us to Julie Mason	22nd Wed 11:00 AM *	14th Tue 10:00 AM	16th Thu 10:00 AM	21st Tue 10:00 AM	
		28th Tue 10:30 AM	21st Tue 10:30 AM	27th Mon 10:30 AM	28th Tue 09:30 AM	
		29th Wed 09:30 AM	22nd Wed 10:00 AM	23rd Thu 10:00 AM	28th Tue 10:00 AM	
	WMIC - Us to Julie Mason	29th Wed 11:00 AM	22nd Wed 10:00 AM	23rd Thu 10:00 AM	28th Tue 10:00 AM	
	4 Day Webinar Copy Course		26th Wed 10:00 AM	27th Thu 10:00 AM	28th Fri 10:00 AM	1st Sat 10:00 AM

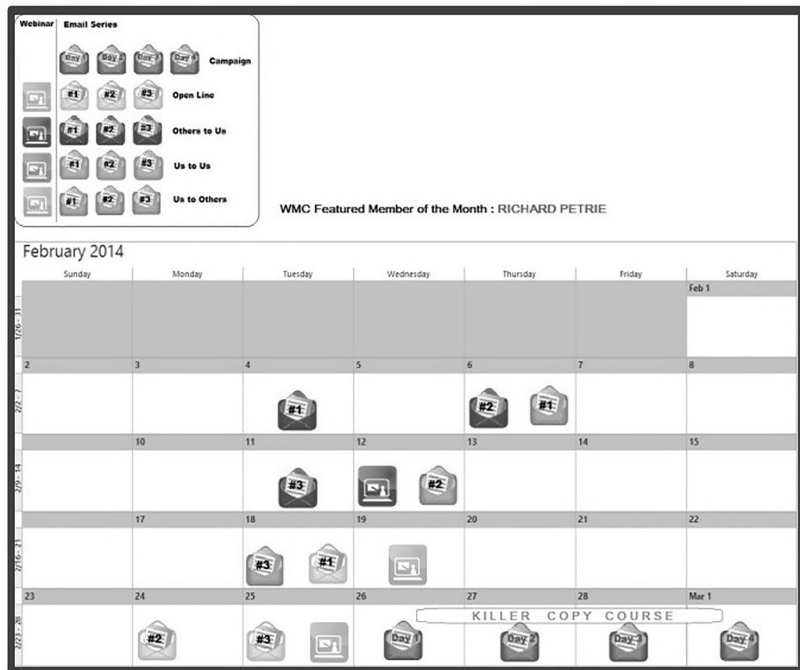
Column 1 lists the names of the various campaigns and events.

Because this particular campaign culminates in a webinar the date and time of the event is shown in **Column 2** and **Column 3** identifies the date and time that each promotional item goes out leading up to the event.

You'll notice that the word "January" and the events in Column 2 as well as each date in Column 3 are all underlined, which in this case denotes hyperlinks.

When a hyperlink is clicked the relevant system file (in this case a marketing email) will open.

Clicking on hyperlink in the word "February" will reveal an additional feature in the form of a pop up color coded overview of the months' activity (see below).



This is not an essential feature. However it's a very effective way of seeing if enough marketing activity is scheduled for any particular month.

I want to see activity on almost every single week of the year!

When a link in Column 2 is clicked, the material required for that event will open. In this case the following MS PowerPoint will open

When I arrive back from our skiing holiday in Bavaria (probably on crutches) I'll simply click on the event hyper-



**A step by step system that
generates new client enquiries...**

*...and without expensive advertising
or having to sell or cold calling...*

link and the file will open and I'm good to go and ready to rock. However, the real magic to this system will have started eight days prior to the event when on January the 22nd my brilliant Operations Manager (**Virtual Contractor**), Olivia, will have clicked on the first link "22nd Weds 10am"

and opened up the email to go out to our network inviting them to attend the webinar on January the 29th. After opening it she will, of course, send the emails out (that's quite important ☺). Note that all files that are opened via a hyperlink are also stored in the Cloud.

Olivia will repeat that process on the other two days that email invitations and reminders will be sent out (Jan 23rd and 28th) and so when I return from holiday the webinar will be booked with attendees ready and raring to go.



At the actual live event Julie will introduce me and I'll then present truly valuable content for a minimum of 45 minutes. At the end of my presentation Julie will facilitate a Q&A session after which she will thank everyone for attending and invite those who wish to stay on-line and learn about how I work with clients to do so. The event will generate genuine new client inquiries, some of which will sign up almost immediately and some of which we will continue to nurture with valuable content (another marketing system) until they are ready to buy something or refer someone.

And now back to the Cruise Control Marketing Center. If you had it open on your computer at the place represented by the image at the top of the previous page, you could then scroll to the right to reveal a day-by-day breakdown of activity for each campaign. You can view the image below for the specifics of the campaign we've just been overviewing:

	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
January	Sequence #3							Sequence #4							Sequence #5			
	Email #2 J. Mason Us							GTW Email #1	Email #2						Australia Day	Email #3 Us-J. Mason	Webinar Us-J. Mason	
								Email #1 J. Mason Us	Email #2 Us-J. Mason						GTW Email #2	Email #3		
								Webinar J. Mason Us										
February	Sequence #2							Sequence #3							Sequence #4			
	Webinar R. Payne Us							Email #3 Us-J. Payne	Us to R. Payne						GTW Email #2	GTW Email #3	Webinar	Day 2
		Email #2 Us-J. Payne						GTW Email #1	Email #2							Email #3	Day 1	
																Open Line		
March	Sequence #2							Sequence #3							Sequence #4			
	Email #2 Other to Us							Email #1 Us to Other	Webinar Us to Other						GTW Email #2	GTW Email #3	Webinar	Day 2
		Email #2 Us to Other						GTW Email #1	Email #2							Email #3	Day 1	
																Open Line		

Naturally you can scroll across the whole of January and down to every other month of the year.

And a big "thanks" to Olivia, who took my concept and

initial feeble efforts and made it into something that's brilliantly laid out, easy to navigate, and nicely formatted. If ever you wanted living proof of the intelligence, motivation and skill of a Virtual Assistant, Olivia is that.

As an entrepreneur I'm a "big picture" thinker and quite creative. That may sound great but there's a corresponding weakness: I'm not an analyzer/detailer and so I'm very grateful to have someone like Olivia who is so naturally inclined and capable in regard to handling details such as the Cruise Control Marketing Center. If you are like me and your eyes glaze over at complex-looking spreadsheets then get yourself a great Virtual Assistant to create important systems such as this one. Otherwise it will never get done.

Top Tip #2

Creating your Cruise Control Marketing Center for the first time can be a daunting prospect. Here's an idea that makes it a lot easier: for the first 12 month period, ask your Virtual Assistant to document all of your marketing activity in a spreadsheet (use the above examples as a model) including links to any marketing pieces such as emails or advertisements that you used. As mentioned above, the chances are that if you don't ask a Virtual Assistant to do this then it won't get done. This method of creating the calendar one month at a time but several months in advance, reduces the stress of making your first 12 month Marketing calendar and then makes it very easy to create a 12 month Marketing Calendar for the following year.

Key Points

- Cruise Control Marketing is a master marketing machine that identifies all Marketing Campaigns and

events in any given year

- It centralizes in one Cloud based document all Marketing Campaigns material via links to other Cloud based files
- Hire a great Virtual Assistant to take care of all the detail including setting up your Cruise Control Marketing Center for the first time as well as executing all marketing the following year

Action Items

- ✓ My coaching clients receive a Cruise Control Marketing Center template and together we get it set up. However if that's not an option for you then feel free to "swipe and deploy" based on the above images.
- ✓ Hire a great Virtual Assistant or delegate the documenting process to an "analyzer/detailer" assistant.
- ✓ Stay 100% committed during your first 12 months as you are building your Cruise Control Marketing Center. Your persistence will pay dividends of literally thousands of percent over many years to come (potentially decades if you live that long).

ARTICLE #11

How To Get the Attention Of Your Target Market

When it comes to creating a controllable and predictable flow of new clients, having a great product is not enough. Sure, a great product and great service will help with word of mouth (WOM) marketing. However, WOM is neither controllable nor predictable.

And whilst receiving new business from unsolicited referrals is like an unexpectedly delightful cream on the cake, it's also random and unpredictable, and those are not characteristics on which a business can sustain significant growth.

To create controllable and predictable growth you **MUST** systemize your marketing efforts.

That means getting your message out through multiple mediums, the nature of which will vary depending on a whole range of factors including the type of product/service you offer, your regional focus, your Ideal Client Profile, your budget and so on.

However, having got your message out systematically through multiple mediums you may still not succeed in ei-

ther seizing the attention of your target market or converting them into paying clients.

The reason is simple and the mistake is littered across every marketing medium imaginable – television, radio, newspaper, magazines, Yellow Pages, brochures, billboards, email campaigns websites and to a lesser extent direct mail.

The mistake is this: a failure to create a message that cuts through the cluttered bombardment of marketing messages that your Ideal Client is subjected to - an exponentially higher number of marketing messages every year.

With that sort of machine gunning of messages it's no wonder that our clients and prospects aren't noticing, let alone reading, your marketing messages.

Recently I held an online event called "Ten 'Million Dollar' Marketing Secrets".

In it I talked about the "**Bold Promise**" and I believe that this concept holds the key to grabbing your prospect's attention and eliciting an enquiry from them. What happens after that is over to the quality of your sales processes, products and service.

But for an estimated 90% plus of business owners the hardest part of gaining new clients is simply getting the value proposition in front of them so the business can "strut its stuff".

Is that true of you? Do you get the deal and make the sale perhaps 50 – 70% of the time that you present your value

proposition to a client? Perhaps it's only 25 – 50% of the time but nevertheless it still adds up to this: somehow you need to figure out how to get your Ideal Clients' attention in the face of what is now both an online and offline storm of marketing messages.

My idea about the power of the **Bold Promise** is this: begin by examining what it is your Ideal Clients really, truly, deeply want and/or what they really truly, deeply want to avoid.

In the context of your Ideal Client's experience of your industry, ask yourself these questions:

- What really annoys them?
- What deeply frustrates them?
- What do they truly hate having to do?
- What do they hate having to experience?
- If they had a magic wand, what would they wish for?
- And the most powerful one of them all: what emotion do they want to feel?

Once you have the answers to this question then you have the raw ingredients for creating your **Bold Promise**.

For example: Tom Monaghan bought a second hand pizza store in 1960 and in 1967 he launched the franchise into a market place that included over 200 other franchised home delivery pizza offerings. That's massive competition not only to get pizza into the mouths of Ideal Clients who were spoiled for choice and were notorious price shoppers but also competition for new franchisees.

However they went from almost zero market share to the second largest home delivery pizza business in the world and their success is due in part, I believe, to the creation of their **Bold Promise**.

I can still vividly recall home delivery pizza before Dominos invaded our country. At the time my wife and I both worked full time and we had three to five kids at home (depending on foster kids and who was moving out or moving back) and so Sunday night was often pizza night.

So around five in the afternoon we'd start thinking about dinner and naturally the kids wanted some form of fast food. We didn't live near any outlets and it was easy just to pick up the phone and get some pizza in.

So we'd take the orders from our excited kids and one of the older ones would feverishly place the phone order and then the wait began.

Typically we'd be told to expect the pizza in around 30 minutes so at around the 50 minute mark we'd call again and be told that the pizza was on its way which was almost always a lie and so with me getting scratchy and the kid's blood sugar levels dropping and fights breaking out all over we'd call back another couple of times, start thumping the table and the pizza would arrive ... flaccid and lukewarm; definitely not fresh or hot.

So if you read the above mentioned questions it's not hard to figure out why Dominos were so extraordinarily successful with "*Delivered hot and fresh in 30 minutes or you don't pay*".

Did you notice how they guaranteed their Bold Promise? That makes it significantly more powerful and it's an area where most business owners wimp out on.

So if creating a **Bold Promise** is such an effective strategy, how come everyone is not using it? Fair question, but perhaps the more important question is why aren't YOU using it?

Well for starters you may have only just read about it expressed in this way.

But now that you're aware of it, there is still going to be a series of obstacles for you to overcome prior to creating, implementing and then profiting from your own **Bold Promise**.

Here are several of the obstacles in rough order of the sequence in which you will face them:

1. **Obstacle #1:** Taking the time out to complete the answers to the questions I've listed above and then coming back to them several times to dig deeper and refine them.
2. **Obstacle #2:** Having confidence in your own latent creative ability to use your answers and come up with a clear and compelling Bold Promise a.k.a. Customer Value Statement.
3. **Obstacle #3:** Having the courage to guarantee the value delivery inherent in your Bold Promise without wimping out by diluting the guarantee or adding so

many weasel-out clauses that the credibility and the power of the Bold Promise is destroyed.

4. **Obstacle #4:** Re-engineering your “back room” so that you can deliver on the Bold Promise – I’ll explain more after the next point.
5. **Obstacle #5:** Shouting your Bold Promise and guarantee from the roof tops ... on your website, in your Yellow Pages advert, in your brochures, on your business card, in direct mailers and email campaigns.

Sorting out the back room

When Tom Monaghan came up with this Bold Promise he also had to figure out how the heck he was going to get pizzas out to the suburbs in less than 30 minutes when it took 3 minutes to make the pizza and 20 minutes to cook the thing. That left roughly 6.9 minutes for delivery!

Likewise in 1982 in a similarly crowded and fiercely competitive industry, courier delivery, FedEx cut through the clutter of marketplace messages with “*When it absolutely, positively must be there overnight*”.

In both the Dominos and FedEx examples they had to radically re-engineer their back room processes and structures so that they could deliver on the promise.

And both cases are the opposite of what most businesses do which is to start with the question of how to sell more product whereas both Dominos and FedEx started with market place needs and then changed their product to meet those needs.

So back to you. Figure out what the Specific Unmet Need (SUN) is in your market place, create a Bold Promise that highlights your ability to meet that need. Then add a guarantee and start singing and dancing about it!

I strongly recommend that you schedule in your system, 8 x one hour meetings with yourself spread over the next 8 weeks and to be taken at your favourite café on your way to work. Your mission at those meetings is to create your Bold Promise and a plan to promote it.

One gram of good strategy always beats a ton of hard work. The Bold Promise is one such gram. Article #12

ARTICLE # 12

How To Maximize The Value Of Every Sale – Part One

This is the first in a series of three articles on what is probably THE most under-utilized of all marketing strategies.

To reinforce that statement I predict that if you will read these articles slowly and carefully, answer the questions I pose with due care, and equally importantly set aside time and actually implement your answers then you will potentially double (or more) your revenue within twelve months.

And I make that prediction fully mindful of my commitment to keep The 80-20 Center a "Hype Free Zone".

And whilst the above prediction is NOT a promise of future earnings, the fact that I am not going to overtly or covertly try to sell you anything during these articles will hopefully further reinforce the impartiality and trustworthiness of my prediction.

Working backwards, as I am prone to do, getting new clients in the door of your business is relatively easy once you've developed and set up even just a handful of marketing systems AND you've been running them - however im-

perfectly and inconsistently - for a couple of years.

It's a good feeling knowing you can turn on the "new client tap" at will and it's worth persisting through a few failures in order to bring that reality to life.

Prior to hurdling that obstacle, getting new clients is hard work and generally only happens in either an ad-hoc ("Oh golly, I have no clients, I'd better run an ad or do some cold calling") and/or unpredictable ways ("Oh golly, I have no clients, I hope someone will tell someone about me".)

But regardless of which phase you are in, you leave a lot of money "on the table" if you don't systemize the following five simple but startlingly effective strategies:

1. Up-sell
2. Down-sell
3. Cross-sell
4. On-sell
5. In-sell

The 80-20 Center is a Hype Free Zone so I can't actually say I literally love these five strategies but, heck, the emotion comes pretty close.

The reason is that, whilst I'm not actually lazy as such, I do enjoy getting the best possible return on investment (of time, money, energy) for the least possible effort.

If there was a technique where I could snap my fingers and have 10 new sales then I'd invest a lot of money going

to the finger-snapping workshop (probably somewhere in California that's where most of these miracle, quantum leap, pixie dust courses seem to be advertised) and then I'd invest a lot of time driving my wife nuts whilst I practised, practised, practised.

As far as I am aware there isn't such a course but please email me if you know of something similar.

It should be noted that in my early years I did sink a bit of dough into similar magic-pill type programs but alas the promised land of marketing success did not emerge miraculously and overnight like the adverts said. Instead it took me years to develop marketing capability.

However these five strategies come a lot closer to finger-snapping additional sales than anything else I know.

And in addition to being relatively simple and extraordinary effective, these five strategies are mostly also relatively easy to implement and require very little energy or time.

Please note that the first three of these strategies are well known to most middle-of-the-road marketers but the last two are rarely mentioned.

And for the puritans: yes, I am referring to these as five "marketing" strategies whereas in reality the first two are more accurately described as "selling" strategies and depending on how it's executed, the third may fall under either description.

Let's have a look at a definition for each strategy and I'll

also give you examples for each, and then a small but potentially growth-exploding assignment.

THE UP-SELL

Definition

Successful up-sells occur when a customer has *already made a purchasing decision* and is offered a related but extra item prior to paying for the first item.

Examples

This is another example of my “Bait Trail” principle, where you segment your marketing process into simple, small, easy-to-take steps which eventually lead a prospect to your final sales goal. As opposed to going for the jugular immediately.

The classic example was MacDs when, after you have placed your order, you were asked *“would you like fries or a shake with that today?”*

Tip for married men: you will lose a lot fewer Brownie Points if you can resist offering cynical responses such as, *“If I’d wanted fries or a shake with that, don’t you think I would’ve told you already?”* or my personal and very unnecessary favourite, *“Well, it’d sure be a lot more useful than having fries or a shake with that **tomorrow**”* (at which point, in my experience, your wife will aim a sharp and painfully debilitating elbow towards your ribs).

And whilst Ronald MacD seems to have stopped this irritating practice, it’s still a great example of up-selling and despite how annoying it can be, if it added \$25 million a day to

my turnover (as it's reported to have done when MacD first introduced it) then I'd be yabbering it more gleefully and more often than all the 15 year old MacD serfs in Australia put together.

Other examples of up-selling are new car dealers who up-sell to sun roof, roof rack, tow bar, protective polish, leather seats, GPS and/or leather seat protective coatings and the cycle retailer who offers a helmet, puncture repair kits, cycling clothes, clip in pedals and shoes, speedometers, heart rate monitors, and so on.

Critical Up-Sell factors

The most important success factors for a successful up-sell are that the offer must be made AFTER the initial purchasing decision and the offer must be aligned to the original item.

In regard to the latter, you can offer up-sell items that accessorize the original item e.g. a necklace with a dress or a handbag with shoes.

Hopefully it's obvious that deviating in a big way from the principle of aligning the type of up-sell offer to the original item will not work e.g. a woman buys a dress and is asked "would you like a chainsaw or lawnmower with that today?"

But note that even the smallest deviation from this principle of alignment can, in some cases, result in abject failure.

For example, I invited a client of mine to present to my

subscribers a free added-value event on how to create more time in every day.

We agreed that there would be an up-sell offer at the end of the event and I assumed it would be to one of my client's time management courses. But to my surprise the offer was for a course in office organization.

Now you'd probably think that office organization is aligned because it will create the potential for more efficient use of time.

Not so; that small deviation from the principle of alignment proved enough to produce 2 sales from the event instead of the 10 or more that I would normally have expected.

(Please note that my client did a most excellent job of the presentation and the price of the up-sell offer was reasonable so these were not factors in the low response rate.)

Finally, unless I'm running an event (2D webinar or 3D seminar) where I promised zero-selling, then I always have an offer at the end of the event.

The failure of a presenter to offer those attendees who actually WANT more and who are ready to willingly invest to get more is a clear demonstration of either ignorance (never knew it was possible or doesn't know how to do it) or laziness (knows how to do it, knows it works but can't be bothered with the fuss) or both.

In addition to ignorant or lazy, one additional factor in the failure of a presenter to offer an up-sell is cowardice.

By that I mean that some presenters (and business owners) fail to offer an up-sell because they don't want to risk the disapproval of one or two prima-donna attendees who might complain.

Signalling the Up-Sell up-front

I get around my potential for being gutless by clearly advertising both during the promotion and the event confirmation, that at the end of the event I'll be providing information for those who want to know how they can work with me.

Furthermore, at the end of the value-add part of all webinars, I actually (politely) invite attendees to stay if they would like to learn how we can work together or to leave if they have got what they've come for and would prefer not to know about my offer.

There are tips in here for you: be transparent about the fact that at the end of the event/newsletter/tele-conference/webpage (or whatever) there will be an offer.

And if you are selling cars or cycles or motorbikes or legal services (or whatever) you can be equally clear ,up front, in saying, "Look, how about we find a solution that's going to fit your needs and then we can chat about other options that you can add to make the solution even more of a fit for you, if you want to. Do you feel comfortable about that?"

Up-sells don't have to be like some sort of sneaky ambush. Provided you maintain integrity, whether you flag an up-sell upfront or at the end will depend entirely which one works best.

Test it, measure it and then decide.

A bonus sneak peek into one the marketing models I use for getting new members into the Killer Marketing Club

Many marketers and business owners make the costly mistake of assuming that an up-sell should be less expensive than the original item.

Not so! I regularly and successfully up-sell clients to an item that is precisely three times the price of the item they have committed to purchase.

In the above example, the client has committed to purchase a \$97 marketing program for a one-off payment of \$97. They are then offered a complementary program that can help them make even more money, even faster, for \$291.

Twenty percent or more routinely say “yes” to the up-sell and those who say “no” are offered to purchase the same course for only \$97 per month over three months with the first payment not commencing for another 30 days.

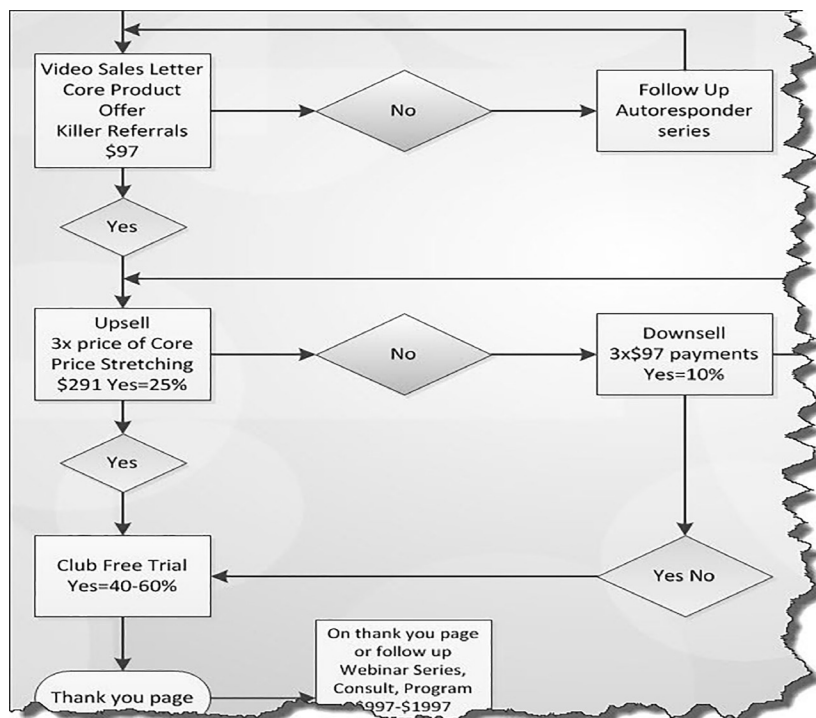
Ten percent of the people who said “no” to the \$291 offer say “yes” to same product offer but with payments delayed and then spread over three months. Please examine the psychology behind this carefully: the client has committed to a one-off payment of \$97 so it’s a reasonable guess that they can afford at least that much once per month.

The up-sell then stretches them to consider an additional one-off payment of \$291 and if they say no then they are then offered to purchase the up-sell for the same amount

but spread over the following three months. So now the offer has gone from \$97 in one month to \$97 a month for the next four months (including the original item for \$97).

Additionally, because the latter up-sell requires no payment for another 30 days I'm invoking the law of instant gratification: get instant access now and pay later. That's a powerfully appealing psychology that many of us will readily and thankfully opt into.

Here's what it looks like in flow chart form:



Did you spot the second up-sell?

In addition to the previously mentioned up-sell (three times the price of the initial offer) I then add on a free trial (only cost is \$19.95 postage) to the Killer Marketing Club including my “Most Amazing Free Gift Ever”.

My end objective is NOT the initial sale and it is NOT the first up-sell (\$291) but rather *it is to get prospects to accept my offer of a free trial to the Killer Marketing Club.*

So why don't I simply offer the Killer Marketing Club free trial? Why have the first two offers at all?

The answer is 100% of the money from the first offer/sale (\$97) goes to the affiliate who invited the prospect to view my offer.

I want a strong, powerful incentive for him/her to expose their subscribers to my Killer Marketing Club and offering the 100% of the first sale seems to do the trick. I call it my Godfather Offer ... i.e. an offer you can't refuse!

And the reason that I have the second up-sell (\$291 or 3 x \$97) instead of going straight to the final offer (Killer Marketing Club) is that after much testing of having the second up-sell versus not having it the numbers are clear: having the second up-sell makes no difference whatsoever to the number of people accepting the Killer Marketing Club trial offer.

Aside from helping more people with an additional product and making more money from that there is another reason why I have the second up-sell offer prior to the trial offer for the Killer Marketing Club.

There is a cost to offering the free trial.

Despite what some sceptics *think*, I lose money on the \$19.95 that I charge for the free trial period. I use a “fulfilment house” that organizes the copying of CDs and Killer Marketing Reports, packs them all and posts them out.

And for the very good work they do I naturally get sent an invoice. The cost of fulfilment during the free trial period exceeds the invoice I get from the fulfilment house by around 200% (that varies a bit depending on what I offer as a part of the free trial).

And so the profit that comes in from the first up-sell (\$291 or 3x \$97) covers the cost of the invoice from the fulfilment house.

So what I’m left with after all of the initial offers and up-sells is a new client in a trial period for the Killer Marketing Club.

I love this stuff!

Done with integrity, marketing is surely the most beautiful of all business disciplines!

And now, the most important part of this article:

Your assignment

Grab a blank piece of paper or your mind-mapping software (I use Mind Jet Manager Lite around once a week) and ask yourself these questions:

1. When someone makes the decision to buy, what else may they naturally be interested in? Force yourself to make a list of seven options.
2. What is a very compelling price for each of my potential up-sells
3. How many up-sells will I trial initially? (Tip: Start with one, get it working, then add another.)
4. Use the Action List on the next page to finalise what you will do and when.
5. ...

ARTICLE #13

How To Maximize The Value Of Every Sale – Part Two

This is the second in a series of three articles on the above subject which covers the following:

1. Up-Sell
2. Down-Sell
3. Cross-Sell
4. On-Sell
5. In-Sell

In the previous article I covered the subject of up-selling and predicted that if you read the articles slowly and carefully, answer the questions I pose with due care and, equally importantly, set aside time and actually implement your answers, then *you will probably double (or more) your revenue within twelve months.*

In this article I'm going to cover the Down-Sell and Cross-Sell and in the next article I'll cover how to On-Sell and In-Sell.

Firstly though a quick reminder of the Up-Sell

Making a sale to a new client is estimated to take five

times the effort and cost four times as much as making a sale to an existing client.

However all too often the seller (you) is so excited/pleased/relieved to get a sale that they (you again) forget to offer an up-sell.

At one stage of my career I ran sales teams and for a few years, I had almost 100 salespeople in my team.

And so naturally I have collected more than a few stories over those years.

One that stands out is the salesperson (actually a darned good one too) who told me he made a small scale term insurance sale to an established client.

After he signed the contract they both stood up, shook hands and the client began to walk out of the salesperson's office. Just before the doorway the client turned around and asked "I guess you don't sell income insurance?"

The answer was of course "*Hell yes!*" The client sat back down again and bought not one but two large contracts.

The point is this: even professional salespeople need a system to remind them to up-sell etc. That particular salesman nearly lost out on a thousand dollars of commission and that was just one case in a year of perhaps 200 other sales.

Hopefully that helps you to realize the money that's often "left on the table" when we (you) fail to offer more products

or services after someone has made the decision to buy.

THE DOWN-SELL

If you go into a bedding shop it's common for the salesperson to ask you to lie on the most expensive mattress first.

The reason is very simple: if you like it you may decide to buy it but more likely you'll want to try the next most expensive one just to confirm your decision and to see if a cheaper option might do the job.

Either way there is a much better chance of you buying a more expensive mattress if you start with the most expensive mattress than if you had started with the cheapest one and worked your way up.

The mattress is one example of down-selling and it reinforces an obvious but often neglected point: you are better to have a range of products/services that are priced at different levels so that if someone does not want your premium product you've still got a shot at them buying something else.

All the big, smart companies do this: car companies, department stores, restaurants and so on. By implication, if you have something to Up-sell then it's likely you've got something to Down-sell.

For example if you manufacture pies you may have a standard one and then gourmet varieties at difference prices points. You may also offer retailers bundles of 20, 80 and 200

at different price points.

The main point to having different levels of product choices in what is a relatively small business is this: maximize every opportunity to Up-Sell and Down-Sell.

The second and also magical thing that happens when different people select one or another product level is the synergy that seems to take on a life of its own.

Next month I present to hundreds of UK vets. That opportunity came from an enquiry by someone who had subscribed to my free Ezine for almost two years and one day, out of the blue, they asked me if I would present and, "You are very welcome to offer one of your products at the end." (Try to stop me!)

But unlike an Up-Sell, a Down-Sell does not necessarily involve money changing hands.

Have a think about your Ideal Client and then what products or services you can add to your range that would, firstly, give prospects a point of entry that suits their timing and budget as well as giving you lot's of Up-sell and Down-sell opportunities.

THE CROSS-SELL

Marketers define the Cross-sell in many different ways but most would agree that there are two main types.

Firstly a Cross-sell occurs when a client, who by definition has already bought, buys a complementary but (normally) similarly priced product.

The second broadly accepted type is where one company sells its products/services to another. This often occurs after a merger of two companies who have a similar Ideal Client profile but complementary products.

For example if an accountancy firm merged with financial planners then the marketing staff of each would market their services to the other's database.

(Unless a merger takes place the latter definition is also referred to as a Joint Venture which is the subject for a different day.)

A company that employs a range of natural therapists would be smart to maximize the cross-sell opportunity, whilst being helpful to the client, and have the acupuncturist referring to the naturopath or the osteopath or the sports masseur or the Chinese herbalist and vice versa and so on.

Action Item

- Sit down and think about Cross-selling opportunities for your clients.
- You can even introduce a system for offering clients a complementary product/service from another business that will add value or enhance what they have bought from you. For example the seller of a mobile phone may recommend a network and receive a commission if the client agrees.

- Another example: a franchise lawyer creating an agreement for a client can (if it's in the best interest of the client) refer the client to another lawyer in the firm who specializes in trusts or in wills.
- Some people balk at the idea of suggesting a client spends even more money. Personally, I think that in examples such as the last one, a lawyer would be professionally negligent if he/she did NOT recommend that the client digs deeper in their pocket.
- If you have a team of well trained people who operate using proven processes then adding new products or services is relatively easy.
- If however you're more self-employed or a "one man band" then try to think of adding digital or physical products that you can sell to existing clients.
- The bottom line is that regardless of how you do it, adding to your product range so you can up/down and cross-sell is a profit-maximizing strategy.

ARTICLE #14

How To Maximize The Value Of Every Sale – Part Three

This is the third in a series of three articles on the above subject which covers the following:

1. Up-Sell
2. Down-Sell
3. Cross-Sell
4. On-Sell
5. In-Sell

In the previous two parts I covered the subject of up-selling, the down-sell and cross-sell.

I also predicted that if you carefully read the articles and answered the questions I posed and, equally importantly, set aside time to actually implement your answers then you *will probably double (or more) your revenue within twelve months.*

THE ON-SELL

Apart from when I need a funeral I'm probably going to

buy the same items repeatedly.

On average I've bought a new car every three years and a new property every seven. I buy groceries and petrol every week and new clothes whenever my beloved throws out my old ones without asking me.

We seldom buy a thing just once.

And what on-selling is all about is having your brand top of mind when your client is ready to buy again.

Without fail and without exception every car dealership or realtor I've bought from has failed to keep themselves top of my mind in between my purchases. I believe that's a very, very expensive mistake.

The **most common and most costly marketing mistake** is not doing any. Even poor marketing is better than none.

After that I reckon the **second biggest marketing mistake** is neglecting the top part of the product/service "funnel". I'm referring to free but valued stuff that you give away so that prospects can learn to value your brand and begin to trust you.

The longer I am in business the more I've come to appreciate how critically important the free stuff is in regard to making successful marketing easier.

Which brings us back to on-selling and the which is failing to nurture the post-sales relationship with a client.

If most business owners approached a new life partner relationship with the same strategy that they approach marketing it would look something like this:

- Step 1.** See attractive mate (A.M.)
- Step 2.** Woo A.M. to bed to make love
- Step 3.** Ignore/neglect A.M. completely for years
- Step 4.** Express great surprise when attractive mate is discovered in bed with ... someone else

In order to on-sell, you need to keep your client relationship fresh and make the client feel like you still value the relationship.

You can do that by inviting them to events (on-line and off-line), sending them a monthly Ezine or newsletter, offering them free samples, sending cards and so on.

For many years we simply sent a logo branded email with an inspirational quote. I collected 104 quotes and we simply sent them sequentially over two years then started the cycle again.

On many occasions I'd be in a client's office or lunch room and see a quote printed out and stuck up on a wall or hanging off a computer screen.

It was simple, completely free of monetary cost to execute, and did the job of nurturing prospects and clients.

I recommend that you ask yourself which on-selling system you'll put into place (you can have more than one!) and then commit to doing it.

Note: The hardest part is starting.

IN-SELL

This is where you create a compelling or virtually compulsory reason for clients to keep coming back to you rather than trying one of your competitors.

Examples include:

The super cheap **all-in-one office machine** that prints, faxes, scans and copies and comes with a five year warranty.

The machine is perhaps \$199 but of course the cartridges are around \$45 each and you need a new one every two months. The machine is sold for cost and the money is made on the cartridges.

In a similar category are labelling machines, Polaroid cameras, and anything else that requires a proprietary brand refill.

Another example: my iPhone really made a splash the other day ... when I dropped it into the toilet (I urge you not to ask for more details).

Needless to say, despite repeated resuscitation attempts,

the phone was finally pronounced dead and gone to Apple heaven.

In pre-iPhone days this would have left me thinking about what make and model of phone would best suit my needs.

But with 12,000+ songs, hundreds of German lessons and dozens of painstakingly constructed playlists I ain't going nowhere else, other than to Uncle Apple. They got me, and they've probably got me for life.

In a less obtrusive way Financial Planners, Insurance Brokers and Lawyers in-sell as well. By completing a diagnosis of your situation, getting all of your papers from various places into one place and by knowing your situation well, it's just so darned hard to switch.

Restaurant Systems Ltd (RSL) offers USA-based restaurants a customer loyalty and promotions service. The restaurant signs up and receives fancy point of sale software that tracks diner's purchases and awards them points which can later be redeemed at the restaurant for free food or beverages.

The scheme has now expanded to retail outlets so that a diner can redeem points at a hardware store and so on.

RSL also sends out promotional offers and takes a percentage of extra sales that are generated for the retailer or restaurant owners.

It's a good example of in-selling because how do you

tell a customer who's been madly accumulating points that you've decided to pull the plug on the program?

Some running shoe stores offer to video your gait and figure out if your feet roll out or roll in when running.

On the basis of the video analysis your running style is recorded in the store's computer system and certain brands of shoes are recommended so that you run (pardon the pun) less chance of injury.

For years after I moved to live in Australia I'd still go back to the same store in New Zealand to buy my running shoes because I could never remember whether I rolled out or rolled in. Another example of in-selling.

In early January I was preparing to attend a conference in Austin, Texas, USA.

Ten days before the event the organizer (who in my opinion was misnamed) sent me an email stating that I was to read two specific books prior to attending.

I normally get my books from www.Amazon.com because the ones I want are mostly from USA based publishers and I can get them from Amazon cheaper and faster than going through a local bookstore.

But it still takes two weeks to get a book from Amazon, unless I want to pay something like \$100 for expedited shipping.

Faced with this problem I went to the Australian e-bay

website, bought a Kindle Fire (latest e-book reader from Amazon) and had it two days later.

In the meantime I bought the two books and I read both of them on the flight (15.5 hours!) from Sydney to Los Angeles.

Prior to buying the Kindle I did the math: I went to my Amazon account and figured out that on average I was buying 2.7 books a month from that website.

Once I factored in the cheaper price of Kindle books versus their physical counterpart and the cost of postage it was clear that I'd recover the cost of the Kindle in less than five months.

Additional bonuses included not having to buy a fourth bookcase, being able to access up to 600 books on a flight and being able to access literally hundreds of thousands of books from anywhere in the world that has broadband access.

The other benefit was illustrated just last week: I was talking to a friend who recommended a certain book. I told him I hadn't heard of it and asked him to tell me a little more.

Literally 90 seconds later I made a comment about something I liked in the book. He was a little taken aback. "I thought you didn't have that book" he asked.

"Yes but that was a minute or two ago, since then I ordered it through Amazon and I'm reading it in my library room in their cloud".

Faster, cheaper and for a tech-head like me “way more funner”.

But wait there's more: with my business books I can highlight important sentences and my Kindle stores them all at the front of the book.

And have you ever searched in vain back and forward in a book looking for a certain part? With searchable text that's a thing of the past.

To further reinforce the evil genius of the Kindle creators, in the eight weeks since my machine arrived, my average purchase frequency has rocketed from 2.7 items per month to an average of 3.1 per week!

So much for how much money I was going to save.

The Kindle is a Black Jellybean product (that means you love it or hate it). My wife loves the feel of a real book or magazine and dislikes technology but that didn't stop Amazon from selling an estimated 6 million Kindles in the last quarter of 2011.

Back to you

Don't despair if none of the above ideas are transferable to your business. It's still possible to in-sell, even if you can't make it virtually compulsory for clients to keep coming back (RSL, iPhone, Kindle) and you can't collate lots of data.

In fact my preference is to avoid the compulsory form of

in-selling in favour of the "magnetic" variety. A few examples ...

I'm typing this in my favourite café in the small town that I live in. Being on the tourist trail we get a lot of visitors so there are a lot of cafes – around 13 places, I can grab a coffee and type.

But I find myself going back to Monica's. It's true that they have good coffee but that's not what keeps me coming back. It's Lisa's (owner) lovely smile and the warm welcome from each of the team, each of who know me by name.

It's the fact that there is no teaspoon that comes with the cup because they know I don't add sugar.

It's the fact that after an hour or so of typing they will often ask me if I'd like another coffee. And it's the fact that they know how I like my coffee.

In other words, great customer service creates Magnetic In-selling. It's not that you can't go someplace else, it's just that the personal service keeps you going back.

ARTICLE #15

Leadership Versus Management And Big Business Versus Small

Introduction

There are three core obstacles that you, as a small business owner, need to overcome in order to stimulate significant growth. They are:

1. A lack of product/service differentiation that is desirable to your target market.
2. A failure to consistently engage in effective marketing including the articulation of your product/service differentiation.
3. An inability to separate the capacity for value delivery from yourself as the owner.

Based on my 19 years of working directly, full time, with literally thousands of small business owners, I estimate that around 95% of the 2.75 million small business owners in Australia and New Zealand fail to grow their revenue due to one or more of these obstacles.

This guide is therefore relevant to you if:

1. 1. You are one of the 95% mentioned above but you aspire to become a part of the select group of overcomers (the “five percenters”) and you recognize the need to behave in a manner that’s consistent with attaining that status.
2. 2. You are one already a five percenter and you are therefore experiencing significant growth but you are, quite rightly, paranoid about sustaining it.

Wherever marketing succeeds, there follows a need for management.

To sustain significant business growth it’s imperative to focus on developing effective management, otherwise the business will fail; hence the need for this guide.

A Short Guide to This Guide

There are however critical differences between small versus large businesses and there are also critical differences between the disciplines of leadership versus management. It’s very important to understand these differences and to modify your business practices to reflect them.

I use the word “critical” deliberately in order to highlight that a failure to recognize and adapt to these differences inevitably results in either a slow strangulation of growth (too much management, not enough leadership) or a boom and bust cycle (too much entrepreneur, not enough management) that eventually ends in the total demise of the busi-

ness, and often the bankruptcy of the business owner.

Therefore, prior to overiewing the essential management practices required to sustain growth, I'll address the differences mentioned above, so that you can more fully understand why my guide to management may seem incomplete: because it does not address leadership to any great extent and neither does it seek to emulate the management practices of large corporate businesses.

I'll also explain why what I recommend is not what you would learn on an MBA style program, that latter being sourced from the corporate management world, where resources (human, financial and technological) are vastly superior to those of the small business owner.

And lastly, I'll address the issue of exactly *when* essential management practices should be implemented - because premature implementation is a wasteful misdirection of resources.

A. The Differences Between Leadership And Management

Imagine a group of workers building a road connecting two towns across a vast and open countryside. Some are busy driving the trucks, others are surveying and still others are preparing meals, and so on.

In charge of each group is a Manager who directs his/her team, coaches them and reports on progress. The road makes great progress each day.

Overhead a helicopter is heard and as workers look to the skies and as a message is received by the director of Manag-

ers on the ground: "You're heading in the wrong direction! Change direction by 45 degrees to the north!"

In that scenario the Leader is in the helicopter providing direction and the Managers are on the ground responsible for ensuring that the work is completed in such a manner that the objective, in this case connecting two towns by road, is achieved on time and to agreed specifications.

Notwithstanding the three obstacles to growth identified above, a major reason why small businesses stay small is the need for the owner to be multi-talented. In the perfect world you would be an effective Leader *and* an effective Manager as well as effective deliverer of value to clients.

However the world is not perfect. You'll have natural inclinations/talents that make either Leadership or Management a more natural or "default" operating style for you. If your default operating style is Leadership, which it is for a large majority of my clients, then you need to do just enough of the essential management practices outlined below until you have grown to the point where you can afford to hire someone whose natural default style is that of a Manager. More on that later.

To paint a fuller picture of the differences between Leaders and Managers refer to the following chart:

LEADERSHIP	MANAGEMENT
✓ Sees opportunity , decides strategy (what)	✓ Sees detail and decides tactics (how)
✓ Starts things, initiates , creates change	✓ Finishes things, implements change
✓ Selects the right people	✓ Selects the right suppliers
✓ Aligns people	✓ Arranges logistics
✓ Gives high level direction	✓ Organizes and equips people
✓ Future focused	✓ Present focussed
✓ Prioritizes resource allocation	✓ Gives detailed instructions
✓ Creates plans, reviews progress	✓ Tracks and measures , reviews progress
✓ Creates ideas for value delivery (see #1 above)	✓ Orchestrates support for value delivery

In 29 years of management and leadership experience I've noted frequent frustrations between Leaders and Managers. It's a natural tension between two essential but very different disciplines. As such, it's no different to the tension that naturally surfaces between two people with very different personality types.

It's tempting for each person to feel that the other is not behaving or performing correctly. However the reality is that we need to celebrate that diversity because the differences are essential to stimulating and sustaining revenue growth.

Most of my clients are not natural managers and so hope-

fully this will be of help: To the extent that I'm a natural Leader I'm a very awkward Manager. Can I manage? Yes! Do I find it easy? No!

Tom's Must Do Wells (MDWs)

1. Select Contractors carefully
2. Document proven systems for Contractors to follow
3. Delegate, with training everything that is humanly possible
4. Set agreed KSIs for each team member
5. Attend Contractor's weekly Professional Development Meeting (PDM) on time
6. At PDMs ask questions, ask questions, ask questions
7. Attend monthly Financial Review meeting on time
8. Plan weekly every Friday afternoon (60 minutes)
9. Plan monthly on the last Friday of every month (4 hours)
10. Plan yearly days in the last week of each November (4 days)

My first love in business is to create and deliver products that change people's lives for the better by helping them succeed in business. In summary: "Better Business, Better Lives". The back room "stuff" bores me. However I very much enjoy the freedom of choice that comes from having more than enough money and in order to experience that reality I know that I need to both stimulate *and* sustain revenue growth.

Whilst the former comes naturally I have a list of MDWs or "Must Do Well" on my wall that reminds me of what I "must" do in order to succeed in the latter. Having focussed on the concept of Leaders versus Managers I offer this list as a way of giving you something that's tangible to take action on.

Please note that these MDWs are in addition to other essential activity such as product creation, marketing and val-

ue delivery but these items are not on the list because I've done them habitually for decades and don't need to modify my behaviour in order to execute them. If you create your own MDW list (great idea!) then modify it to include all essential activity that you are not naturally inclined to want to do or that you are not in the habit of doing.

Summary

You will have a natural default business style. Assuming that your default style is that of a Leader then you must compel yourself to execute certain Management Practices so that revenue growth is sustained. However at the earliest possible opportunity you should carve off any aspect of the essential Management Practices and delegate them to a well-trained Manager or Assistant.

For example, again assuming you are more Leader than Manager, you should immediately delegate the measurement of Key Strategic Indicators and reports. Examples would include web site visits, new subscribers, cash flow projections, referrals, average sale price, the number of active clients as well as a host of other goal-critical numbers.

The reason you need to carve off such activities immediately is that they are critical to stimulating and sustaining growth and as a Leader ... you'll never do them. You'll procrastinate year after year and decade after decade, until you finally get someone, whose default style is that of a Manager, to take charge of it.

To stimulate and sustain revenue growth, essential Management Practices MUST be done.

But YOU don't have to do them.

B. The Difference Between Effective Corporate And Small Business Management Practices

For many years I was the Coach for Ford Motor Company's Managing Director until he was promoted offshore.

I can recall clearly being regularly surprised at the resources that were devoted to ensuring that all Team Members, from receptionist to dealer to salesperson to managers, were carefully selected, empowered to create their own objectives (to a significant degree) and were then equipped, through training, reporting, reviewing, mentoring and management, to achieve those objectives.

To be clear: all of this was happening in the background behind the design, manufacturing and selling of motor vehicles.

Rather than these Management Practices being stifling, they created a clear focus and motivated Team Members to achieve their objectives, which in turn rewarded each individual both financially as well as with career advancement.

Interestingly, of all the major USA based vehicle manufacturers that survived the very recent Global Financial Crisis, Ford Motor Company was the only one that did not ask for nor receive a Federal Government bailout package.

Ford is a massive company earning a staggering \$8 billion dollars profit in 2012 operating across 125 countries and

employing over 125,000 people.

Clearly, therefore, Ford has more resources than you and I and probably a million other small businesses put together.

In order to compete globally, Ford can and *must* handle logistical, financial, technological and personnel complexities that we cannot even begin to comprehend.

However if you and I were to follow the advice of most MBA guru/teachers, who would hold up companies like Ford as models of Management Practices that we should emulate, we do so at our peril: we will drown in a flood of bureaucracy including superfluous meetings, forms, reports, plans and procedures.

Summary

The critical difference between the effective Management Practices of a larger business versus the effective Management Practices of small business is this: *you must keep it simple*. Indeed, you must implement not only the simplest Management Practices possible but also the most efficient and the most realistic given both the resources available and your personal default business style – Manager or Leader. Whatever Management Practices you are not inclined to do must be delegated.

Give Small Business Management Practices The KISS:

“Keep It Stunningly Simple”

C. When to Implement The Essential Management Practices

Abraham Maslow was a psychologist who produced a paper in 1943 entitled “*A Theory of Human Motivation*” in which he identified what he termed a “Hierarchy of Needs”.

At the risk of over simplifying Maslow’s theory, I’ll summarize his main thrust here: *each person has a prioritized set of needs and until those higher priority needs have been met, a person will not seek to have a set of lower priority needs met.*

For example, your highest priority needs include breathing, food, sleep and shelter (either from extreme cold or heat). Lower priority needs include a better house, car or more money. Therefore, if you were living in a war ravaged country and in fear of being blown apart every day whilst slowly starving to death, you’d hardly be inclined to be thinking about the lastest M series BMW.

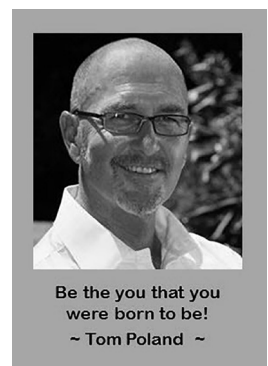


In business there is a similar Hierarchy of Needs. Here’s my version:

Level 1: Cash Flow Positive. (Requires differentiated and desirable product, effective marketing.)

Level 2: Time Flow Positive. (Requires value delivery growth, independent of owner.)

Level 3: Sustainable Growth. (Devel-



opment of plans, people and processes.)

Think of it like this: If you find yourself drowning you not going to worry too much about adjusting your swimsuit so that it's more comfortable.

Similarly, therefore, to the unfortunate person in the war torn country mentioned above, if you're living in Level 1 above and you can't pay your bills each month you really shouldn't be giving much of your time and energy to Level 3 activities. Instead, focus all of your energies on getting more clients and more sales to existing client including the reactivation of old clients.

To further illustrate my point, if you're fearful of not having enough money, don't spend time on measuring key indicators unless they will directly and almost immediately help you sell more of your product or service. Achieve success in attracting more clients and selling more of your products or services, then focus on scaling value delivery (Level 2) and sustaining growth (Level 3) simultaneously.

Key Points

In order to both stimulate and sustain revenue growth you need to recognize your natural default business style (either Leader or Manager) and engage others to balance your natural talents.

- Only embark on the path of integrating higher level Management Practices once you are cash flow positive.
- Prior to expansion you must prove that you have a

product that is both differentiated and in demand. The evidence of that is the production of sufficient sales revenue to create positive cash flow each month.

- Use excess cash flow to delegate more aspects of the essential Management Practices but never abdicate your Leadership responsibilities (see chart above).
- By contrast with large corporate entities, your Management Practices must be kept simple and highly relevant. Your resources are such that you can afford zero fluff or “nice-to-haves”.

Action Items

- ✓ 1. Make a list of the essential practices/actions that stimulate and sustain revenue growth but that are not yet habituated in your business life. These are items that you believe that, at this stage, you alone must complete. Include marketing activity as well as relevant items from the MDW list above. Hang this list on your office wall and schedule the actions required in your diary/calendar/scheduler in the same way you would schedule a meeting with an A Class client.
- ✓ 2. Make a second list that includes ALL activity that you regularly engage in on a regular basis as well as those activities such as MDWs that you know you should be doing. Place a tick next to every item that you could delegate to a well-trained assistant. Group similar items such as data gathering and reporting. Each group of items is a draft job description for a new contractor. Pick a group, go to www.elance.com and hire someone to start work on it. Make sure that you train them (via Skype or similar) using a checklist and that you agree on specific performance objectives (ei-

ther actions or results or both) and that you meet with them weekly to review their report and to coach, encourage and guide them.

Addendum: Here's a fuller version of my **Hierarchy of Business Needs**:

CASH FLOW POSITIVE	TIME FLOW POSITIVE	SUSTAINABLE GROWTH
Create SMART Goals	Develop Value Assets	Hire Value Delivery TM, Train on Systems, ID Goal Drivers
Desirable Value* Benefits (*Value = Product/ Service)	Systemize Value Delivery	ID Organizational Goal Drivers, Long Term Planning and Review Systems
Differentiated Value Features and Differentiated Message	Hire Operations TM**, Train On Systems, ID Goal Drivers	Develop and Train TMs
Develop Marketing Assets	Hire Marketing TM. Train On Systems, ID Goal Drivers	Hire Managers and/ or Recruit Licensees, Sales Representatives etc.
Execute Campaigns	Empower TMs to Develop and Refine Systems	
Measure Results	Train TMs, Plan, Measure, Prepare (Meetings)	
Document Marketing to Create Marketing Systems	ID TMs' Relevant Projects and Campaigns	
Develop 12 Month Marketing Calendar, Embed Marketing Systems	Engage each TM in the "Plan Act Review Coach" Cycle	
Budget, Manage Cash Flow	** TM = Team Member	

ARTICLE #16

Developing Smart Core Goals

Creating meaningful Core Goals is preceded by the creation of your Professional End Game (PEG). A PEG is typically a **three year goal** that contains only numbers. Here are some examples of Professional End Games:

- \$2,000,000 revenue by December 2017 (3 years from date of writing) and 30% Gross Profit
- \$250,000 revenue by December 2017 with 40% Gross Profit
- \$1,000,000 revenue by December 2017 with at least 3 franchisees achieving the same level

Core Goals are a subset of your PEG and are mostly **annual** business objectives such as sales and profitability and more (see below for examples). Once you achieve your annual Core Goals you will be on track for achieving your three year PEG.

SMART is a time proven acronym which stands for different things depending on which personal development guru you follow. Here's my business version of SMART:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**ime-bound

Specific

In short, we want a number, not an idea. For example:

Idea	Number
✓ More Sales	✓ Monthly Revenue of \$1,000,000+
✓ Better Customer Service	✓ Customer Satisfaction Level >80%
✓ Happier Team Members	✓ Annual Employee Turnover Rate of <15%

Measurable

Identifying a number does not necessarily mean you can track it. For example, at time of writing, Goggle Analytics have removed the feature whereby I could see the number of website visitors that came directly from LinkedIn.

At the time that they did this I removed LinkedIn traffic numbers from my Goal list because I can't measure the volume.

If you want to achieve something and you can't quantify

that result with a number or you can't measure the numbers then it's not a SMART Goal and has no place in your plans.

Achievable

"Achievable" does not mean that the goal should be a mere extrapolation of previous results.

For example if you increased sales by 10% for each of the last three years and your annual revenue is now \$1 million then your goal for the following year should not be \$1.1 million.

Instead of the word "Achievable" we'd ideally have the word "Stretch" as in creating a Goal that stretches your thinking. However the "S" is already taken!

The trick with a Stretch Goal is to make the degree of difficulty big enough so that you and your team have to think seriously about how to achieve it but not so big that everyone gives up in despair.

A great team that's presented with the right Stretch Goal will frown and complain a little at first but then they'll start challenging themselves to figure out what they have to do in order to achieve that goal.

A Stretch Goal will take you and your team outside your Comfort Zone but not so far that you end up in a Freak Out Zone.

Apart from creating the potential for greater results, a Stretch Goal has the added benefit of developing you and your Team Members.

That's because a Stretch Goal will cause you to think and act differently from how you have thought and acted in the past. Stretch Goals rock.

Relevant

A lot of people use this R to stand for "Realistic" but that idea is already covered by the word Achievable. "Relevant" means "connected with" or "relating to" and in this context it specifically means that the Goal is connected with or relating to your Professional End Game (PEG).

A PEG is like a Big Hairy Audacious Goal (B-HAG) and it is typically a three year Stretch Goal that includes a revenue target and often a Gross Profit target. Your SMART Goals will be smaller goals that, when achieved, will culminate in the achievement of your PEG.

Time Bound

This refers to the fact that the goal includes a date by which it must be achieved. Most SMART Goals will be annual goals such as a revenue target; however others may be quarterly or monthly.

Being specific with the date gives our mind a defined deadline to focus on. And your mind is like a goal seeking missile. It loves to achieve, but it needs to be told clearly what is expected of it. In fact that's one of the keys to empowering your Team Members: ask them to create a Stretch Goal and then sit back and watch their productivity double.

As alluded to above, your SMART Core Goals are essentially sub-goals that, when achieved, will contribute towards the fulfilment of your Professional End Game. As a business

owner (as opposed to an employee or divisional head) your SMART Core Goals will include not just financial targets but a well-rounded representation of a healthy business, including Customer Satisfaction and Team Member Satisfaction Goals.

Choose your Core Goals carefully, to reflect the most critical result areas for your level of business development as per the Hierarchy of Business Needs in Article 15.

For example, if you are in Level One and creating positive Cash Flow is your number one priority, then your Core Goals will probably include a greater weighting of financial Core Goals such as Number of Active Clients, Monthly Sales Revenue, Gross Profit as opposed to Customer Satisfaction measures. That's not to say the latter is unimportant but rather that you have limited resources and in order to be successful you need to prioritise the most important Core Goals so you can focus maximum effort on achieving them - prior to doing what the MBA guru's tell you that you must do from day one.

For more on the subject of focus and priorities please refer to Article 15 B. The Difference Between Effective Corporate And Small Business Management Practices.

Key Points

- Success leaves clues. In order to succeed it's wise to study the behaviour of the successful.
- Those organizations that stimulate and sustain growth have clear goals and then align systems and people to the continual achievement of those goals.

- Have no more than 5 Core Goals and ensure that they are relevant to the level of your business on the Hierarchy of Business Needs..

Action Items

- ✓ Start by figuring out your Professional End Game (see above). Then figure out your Core Goals, which will include what you'll need in order to achieve Goals for the Revenue and percentage Profit you'll need.

ARTICLE #17

Developing Goal Drivers

Why This Guide Should Be Important To You

I met Sam around 20 years ago at an international conference. We hit it off well and spent time in between conference sessions sharing business ideas, experiences and philosophies, as you do. And even though it was so long ago I can still recall a story he told me about a skiing trip during his early days, prior to becoming so successful.

On a downhill run he spotted a very successful entrepreneur from his local city skiing down the same ski run. I can't recall her name now but I knew of her at the time so let's call her Robyn. Sam being Sam, desperately wanted to connect with Robyn to see if he could *"get some of her magic to rub off on me"*, as he put it.

He timed the end of his run perfectly so that he was seated next to Robyn going back up the hill on the chair lift.

He pretended to be surprised that he was sitting next to her and introduced himself and was equally surprised when Robyn responded by saying that she knew who Sam was

and also knew about his consulting business because she had heard Sam speak at a local business meeting. Sam was a little taken aback but pressed on regardless and suggested that they catch up for a coffee later in the day and swap business ideas.

Robyn replied with something like *"Sam I'm here on holiday and I don't want to talk business but here's what I'll do. This chair lift takes around 5 minutes to get to the top. If you can stay quiet for that five minutes so I can enjoy the view, then at the top I'll share with you one vital difference between your business and mine. That difference will be the only key you'll need to grow your business without restriction. Do we have a deal?"*

To Sam, who could compete with me in the talk-fest world championships, this was one of the hardest challenges he could be presented with: sitting next to an internationally famous and uber-successful business owner for five whole minutes and not being able to ask a single question or weasel his way into another meeting. But of course he accepted because as he said, *"It was pretty clear that it was more of an ultimatum than a suggestion"*.

So Sam sat silently next to Robyn for the handful of minutes that it took for the chairlift to reach the top, all the while practically bursting inside but remaining true to his agreement to keep his big mouth shut. After what seemed like an eternity to Sam the chairlift finally reached the top, they alighted and slid side by side to the top of the run.

Robyn pulled her ski goggles over her eyes. Got her poles into position and then turned to Sam. *"Ok Sam"* she said,

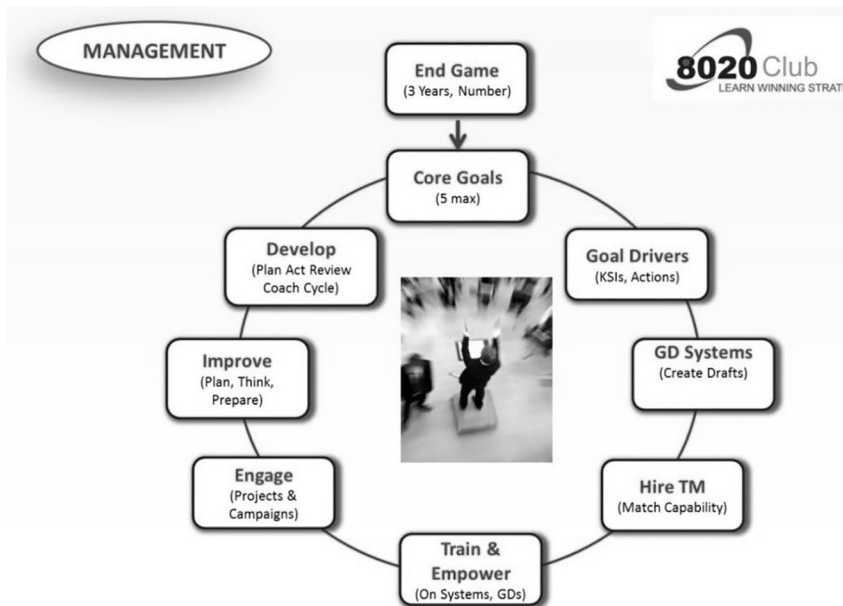
"The difference between your business and mine is that I'm wealthier now than I was when I got on the chairlift and you're now poorer"

And with that she skied off down the slopes, never to be seen again, presumably finding another ski field somewhere she was less likely to run into Sam.

For Sam this was something to think about. Whilst Robyn hadn't given him some miracle wealth-inducing secret recipe, she had most certainly given him one of the greatest possible gifts: that of stimulating his thinking, albeit with a veritable verbal brick between his eyes.

The first thing Sam realized is that Robyn was right: if he wasn't working, he wasn't getting wealthier. He had to figure out a way to get results through other people, which he did. And as a result he had become relatively wealthy and more personally fulfilled because, as he put it, *"I finally built a real business that could help people and bring in money without me 'being the product'."*

That is why this guide should be important to you: **because it's a step by step guide to creating a better life by creating a better business.** And here's the chart that is your road map for both this guide and turning your business into a wealth creating asset:



it's probably easiest to think of everything on the above model as a goal of some type or another. We are simply using different labels as we break each part of the model down into its component parts, be that a Goal Driver or a Goal Driver System of the hiring and empowering of Team Members, and so on.

So far on our journey we've...

- Explored the difference between Management and Leadership and between the needs of small business versus big. (Article #15.)
- We've overviewed the "Hierarchy of Business Needs" to see what's required to go from "solopreneur" to having a business that can deliver value to clients and money to your bank account without you personally

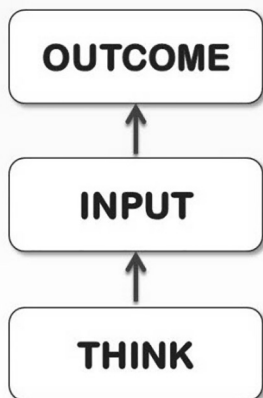
being “on the tools” in the same article. (Article 15.)

- And assuming you completed the exercises in the last chapter, you will have created a “Professional End Game” (your longer term business goal) and no more than five numerical “Core Goals”. (Article #16)

MY MODEL FOR SUCCESS IN BUSINESS AND IN LIFE

Here’s the model that I’ve based my life and my business on. An understanding of this model is an overwhelming advantage when it comes to achieving goals, both large and small:

The model is as simple as it is powerful. Essentially what it says is two things:



1. If you want a different outcome (a.k.a. a Goal) then you need different inputs, including the way you behave.

2. If you want a significant and permanent change in your behaviour then you need a significant and permanent change in the way that you think.

Let’s work on #1 above to start with: a business that produces a \$100,000 per annum revenue Outcome has \$100,000 per annum revenue Inputs.

If you want to add a zero on to the end of your revenue then you need to add a zero on to the end of your Inputs and your Thinking.

It's said that the definition of insanity is to continue to do the same thing (Inputs) but to expect a different result (Outcome). The corollary to this is that if you keep doing the same thing then you'll get the same result.

Whilst that's true in your personal life I can assure you 100% that it's not true in your business. If you continue to do the same thing year after year in your business then your results will decline because so many factors around you are dynamic and therefore changing, including your client's needs and preferences as well as their available choices (a.k.a. your competitors) as well as global and local financial cycles, and governments. Even the darned climate is changing these days.

All of which serves to reinforce the main point: if you want a multi-million dollar Outcome, you had better figure out multi-million dollar Inputs are that will achieve that Outcome. And that's exactly what Goal Drivers are: the Inputs that deliver the Outcome. Goal Drivers are where the "rubber hits the road" so to speak.

Where this is leading ***

Assuming you want to experience an increase in personal wealth and fulfilment by creating a successful business, then you'll need to develop the skill of achieving what you want to achieve - at least in part - through other people.

The prerequisite for successfully engaging others to will-

ingly achieve your Goals is to firstly become crystal clear on those Goals/Outcomes and to become equally clear as to what has to happen (Actions/Inputs) in order to achieve those Goals/Outcomes.

In short, success in business looks like this:

1. Figure out what you want.
2. Find out the things that have to happen to get what you want.
3. "Rinse (refine) and repeat", over and over again.

**** Later, we'll explore more on the subject of engaging others to do the "things" mentioned in #2 above. For now we'll content ourselves with how to figure out what those things are.*

IDENTIFYING GOAL DRIVERS

I'm going to take pains to spell out this part of our guide as clearly as possible by using several different ways of looking at it. The reason I'm doing this is that once people get beyond the excitement of the "big picture" stuff, most business owners switch off because they get confused by the detail. By looking at this subject from several different perspectives and by illustrating with real examples, I'm hopeful that the resultant clarity will increase your self-belief around being able to implement the process and thereby increase your motivation levels to incorporate my model into your business.

BTW: Others have reported that they've made millions by following this specific process and there is no reason why you can't be a part of that group. My job is to provide the clarity (in respect to what you need to do, how to do it and why); your job is to implement.

At the 80-20 Center we have two types of Goal Drivers (a.k.a. Inputs). Frankly it's not critical which of the two labels you ascribe to any particular Goal Driver so long as you have both types in your list of Goal Drivers [**](#).

Once your plan is set up (see Action Items at the end of this chapter) then you'll have:

- Results based Goal Drivers which we call **Key Strategic Indicators**
- Action based Goal Drivers which we call **Key Actions**

It's likely that you'll know about Key Performance Indicators (KPI) and our Key Strategic Indicators (KSI) are essentially the same thing, just renamed to suggest that they are your best indicator of whether your strategy is being effectively executed.

The other advantage of having changed the label from KPI to KSI is that I get to define what it means without having to argue the toss with a bunch of MBA graduates.

A Key Strategic Indicator is a numerically measurable Result (Outcome) that contributes directly to the achievement of a Core Goal.

Which leads me to the definition of a Key Action:

Key Actions are those activities that when effectively executed will result in the achievement of Key Strategic Indicators.

The chart on the right is another way of representing this concept using just the relevant part of our [Management Model Chart](#) (see above) in a different format. Note the inclusion of time frames to further illustrate the differences at each level.

As alluded to earlier in this chapter (see “Important Note” above) everything on the chart is in fact a Goal. I’m simply using different labels as we break the main Goal (your Professional End Game) down into mini-Goals.



**** Note:** One advantage of clearly identifying Key Strategic Indicators separately from Key Actions becomes apparent when we get to measuring and reporting: KSIs can provide a fast and simple overview of whether your organization is on track to achieve your Core Goals without the need to drill down and examine all of the Key Actions.

Think of this part of the planning process as the result of a logical questioning process:

1. What do I want my business to have achieved in three years' time? (This becomes your **Professional End Game**)

2. What do I need to achieve this year in order to be on track for my Professional End Game (**5 Core Goals**)
3. What do I need to achieve each week and month in order to be on track to achieve my 5 Core Goals? (**Key Strategic Indicators**)
4. What actions must be executed each day, week and each month in order to hit our KSIs? (**Key Actions**)

A	B	C	G	H	I	J
44	8020	Revenue	Webinar Marketing - Others Database	КСІ	1	Monthly
45	8020	Cust Sat	» Schedule time available in TT for clients 2 months ahead	Activity		
46	8020	Revenue	» Send presenter's details (name, email, webinar date) to OM	Activity	1	Monthly
47	8020	Revenue	» Search for presenter's logo & photo, edit to GTM's allowed size	Activity	1	Monthly
48	8020	Revenue	» Set-up GTM webinar	Activity	1	Monthly
49	8020	Revenue	» Coordinate with guest presenter, send email templates, photo and logo to host	Activity	as req	Monthly
50	8020	Revenue	» Set-up emails, schedule release in iContact	Activity	1	Monthly
51	8020	Revenue	» Prepare slide presentation	Activity	1	Monthly
52	8020	Revenue	» Conduct webinar, produce video and upload in screencast	Activity	1	Monthly
53	8020	Revenue	» Send out webinar replays (screencast file link)	Activity	1	Monthly
54	8020	Revenue	Webinar Marketing - Own Database	КСІ	1	Monthly
55	8020	Cust Sat	» Schedule time available in TT for clients 2 months ahead	Activity		
56	8020	Revenue	» Set-up GTM webinar	Activity	1	Monthly
57	8020	Revenue	» Set-up emails, schedule release in iContact	Activity	1	Monthly
58	8020	Revenue	» Prepare slide presentation	Activity	1	Monthly
59	8020	Revenue	» Conduct webinar, produce video and upload in screencast	Activity	1	Monthly
60	8020	Revenue	» Send out webinar replays (screencast file link)	Activity	1	Monthly
61	8020	Revenue	Contact Prospects	КСІ	8	Monthly
62	8020	Revenue	» Collate webinar reports, filter out details of prospects, send to OM	Activity	1	Monthly
63	8020	Revenue	» Create Discovery Call spreadsheet	Activity	1	Monthly
64	8020	Revenue	» Send email to prospects requesting DC, ask to book time	Activity	as req	Monthly
65	8020	Revenue	» Conduct DC, meeting with prospect	Activity	as req	Monthly
66	8020	Revenue	» Follow-up on DC with prospects	Activity	8	Monthly
67	8020	Revenue	» Send enrolment forms to prospects	Activity	8	Monthly
68	8020	Revenue	Monitor Club subscription payment	Activity	1	Monthly
69	8020	Revenue	» Update recurring monthly payment in 1SC, edit 'next due date' from 2nd to 3rd	Activity	1	Monthly
70	8020	Revenue	» Send expiration notice via 1SC to subscribers with expiring credit card	Activity	1	Monthly
71	8020	Revenue	» Download Transaction Report for the month in eWay	Activity	1	Monthly
72	8020	Revenue	» Follow-up declined payments	Activity	as req	Monthly
73	8020	Revenue	» Update subscriber's credit card details, process payment	Activity	as req	Monthly
74	8020	Revenue	» Update Client Payment spreadsheet	Activity	1	Monthly
75	8020	Revenue	» Update Projected Income spreadsheet	Activity	1	Monthly
76	8020	Cust Sat	» Send 1ShoppingCart invoices	Activity	as req	Monthly
77	8020	Cust Sat	Process new Club subscribers	Activity	as req	Daily
78	8020	Cust Sat	» Get new subscriber's information in 1ShoppingCart/Enrolment Form	Activity	as req	Daily
79	8020	Cust Sat	» Add subscriber in iContact - Killer Marketing Club list	Activity	as req	Daily
80	8020	Cust Sat	» Register new subscriber in Club Q&A Open Line webinar	Activity	as req	Daily

By now I'm hopeful that you're very clear on what we are doing and why we are doing it. We're taking a very big goal

and we are breaking it down into smaller goals until we've identified specific daily, weekly and monthly actions. Next we'll hire and empower people to complete those actions but before we look at that let's examine some specific examples of Key Strategic Indicators and Key Actions. The above is from my own plan for the 80-20 Center.

Note: Don't get overwhelmed by the detail in the above. Start with just one of your most important Core Goals and then identify just a few Key Strategic Indicators and the relevant Key Actions.

For example it's likely that you'll have a Core Goal for annual revenue. If you haven't then you'd be wise to create one. Ask yourself [question 3 above](#) to identify your KSIs for your revenue Goal and then ask yourself [question 4](#) to identify Key Actions.

It's that simple!

Once you're comfortable with that then move on to another KSI for the same Core Goal. Here's a simple but quite adequate version for the business of an online marketing client:

	A	B	C	G	H	I	J	K
1		Business Or Division	Core Goal	Recurring Goal Drivers	Driver Type	Obj	Frequency	By Date
2								
3		MI Marketing	Revenue	New subscribers	KSI	500	Monthly	Last day of each month
4		MI Marketing	Revenue	▶ Video blog post	Activity	1	Monthly	15th
5		MI Marketing	Revenue	▶ Reach out to bloggers establishing relationship	Activity	3	Weekly	Every Friday
6		MI Marketing	Revenue	▶ Use crossmarket.net to ID potential affiliates	Activity	2	Weekly	Every Friday
7		MI Marketing	Revenue	▶ Begin 3 email sequence to potential affiliate list with contact invite	Activity		Weekly	Every Monday
8		MI Marketing	Revenue	▶ Set up monthly product offer and queue pre-launch sequence	Activity		Monthly	15th
9		MI Marketing	Revenue	▶ Initial launch sequence for previous months pre-launch	Activity		Weekly	1st Monday
10		MI Marketing	Revenue	▶ Launch monthly product offer and queue pre-launch sequence	Activity		Weekly	1st Monday

Other important points to consider:

- I can't emphasise enough how important it is to simply start this process, regardless of how much you feel

you're simply guessing your way through the steps. Frankly, whilst the Management Model above and the step by step system that implements it has been proven effective hundreds of times by my clients, at the start of this process there IS a large amount of what I call "The Braille Method", which simply means, "We'll see how it feels as we go along".

- YOU need to start this process. Once you've created Core Goals and identified Goal Drivers then you'll embark on documenting what steps each Key Action looks like (see next chapter) in simple draft form ready to hand over to a Team Member (contractor, employee or whatever is appropriate) for further development but you are "THE ONE" who needs to get the ball rolling.
- Goal Drivers cascade out of your Core Goals, which in turn are a sub-set of your Professional End Game
- Goal Drivers come in two types: Key Strategic Indicators (KSIs) and Key Actions (KAs)
- A KSI is a numerically measurable Result (Outcome) that contributes directly to the achievement of a Core Goal
- KAs are those activities that when effectively executed will result in the achievement of Key Strategic Indicators

Action Items

- ✓ Schedule time to identify your Goal Drivers. Use the four questions above to help you.

ARTICLE #18

Creating Your Recurring Action Goals With The Goal Based Planning Method Introduction

In order to predictably control profitable revenue growth you must identify and also control the daily actions that combine to achieve your revenue Goals. This is as true for the solopreneur and entrepreneur as it is for the CEO of a multi-national empire.

Putting it another way: if you want a specific outcome in your business (a.k.a. "Goal") you need to figure out the inputs (a.k.a. "Actions") and make sure that the latter occurs regularly. Hence the title of this article, "Recurring Action Goals".

Our task in this part of the guide is simple: to explain why it's critical that you follow the **Goal Based Planning Method** and, in doing so, to map out the daily actions that will result in the achievement of your Goals.

To put this process into context here's a reminder of the proprietary questions that form the basis of the Goal Based

Planning Method:

Q1: What does my ideal lifestyle look like 3 years from now? (Personal income, number of weeks holiday per year, leisure activities/interests). We call this your **Personal End Goal**.

Q2: What does my business need to achieve in 3 years' time in order to fulfil my Personal End Goal? Answers will almost always include a Revenue Goal, a Net Profit Goal and goals for Customer and Team Satisfaction levels and possibly another more specific Goal e.g. "21 licensees" or "7 retail outlets". Note that each Goal must include a measurable number. This is called your **Professional End Goal** and should be something of a stretch for you to achieve, not simply an extrapolation of expected increases based on past results.

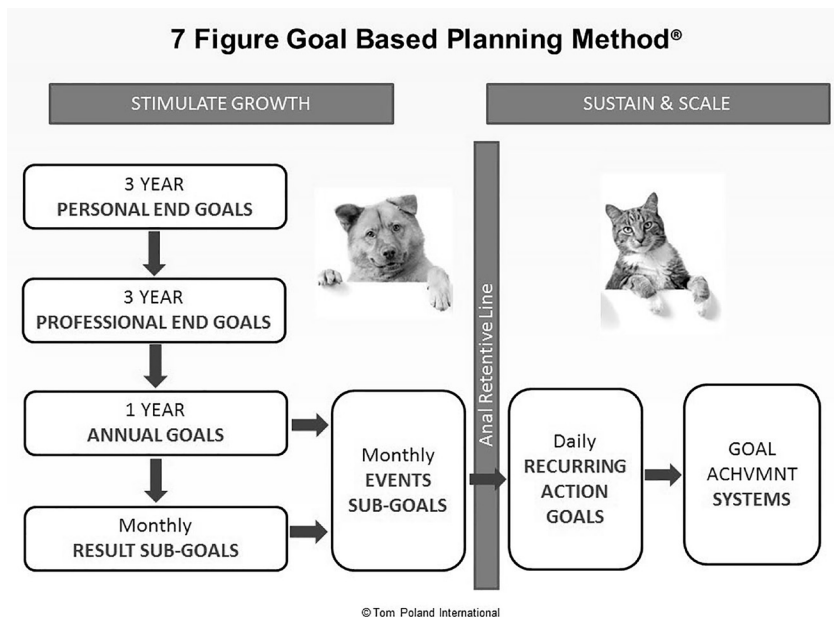
Q3: What must we achieve in order to be on track in 12 months' time? These are called **Annual Goals** and must also be expressed numerically. Each of these Annual Goals is simply a 3 year Professional End Goal expressed as an intermediate 12 month milestone. Complete alignment of the 3 year goal and the goal when expressed in 12 month terms is critical.

Q4: What do I need to achieve each month in order to be on track to achieve my Annual Goals over the next 12 months? These are called your **Monthly Sub-Goals** and are broken down into **Monthly Results Sub-Goals** (numerical goals) and **Monthly Event Sub-Goals** (event goals). When the latter are executed efficiently and effectively, they achieve the former.

Q5: What recurring actions must be executed regularly (daily, weekly, monthly, quarterly and annually) in order to achieve our Sub-Goals? These are called **Recurring Action Goals.**

Q6: What is the most efficient and effective way for these Recurring Action Goals to be executed? The answers to this question form **Goal Achievement Systems**.

Here's what this looks like in visual form:



You'll note the demarcation line in the middle and that business owners (represented by the Dog) should stick to the big picture items whilst more detail-capable Team Members (the Cats) handle the finer points. What's on the left of the line stimulates revenue growth and what's on the right hand side sustains growth and makes growth scalable because

what works is “systemized” and can be taught to other Team Members.

In Article 17 we covered how to answer questions 1 – 4 and now it’s time to address the issue of question 5 by identifying Recurring Daily Action Goals which identify **what** needs to happen on a regular basis within your business in order to achieve your Monthly Result Sub Goals.

How you execute those day to day actions is called Goal Achievement Systems.

But first, to make sure that you are sufficiently motivated to follow the Goal Based Planning Method® we need to examine the **why** of my methodology.

Think of Recurring Daily Action Goals as the setting of a chain reaction like the “Domino Effect”. During the Cold War of the 1950s and 1960s, leaders of the USA referred to the theory that if one country fell to Communism the neighbouring country would also fall, thus creating a Domino Effect.

Similarly, when you and your team correctly identify and execute your Recurring Daily Action Goals the natural effect is the achievement of your Monthly Sub-Goals, which will in turn result in the achievement of your Annual Goals, which then result in the achievement of your Professional End Goal, which results in the achievement of your Personal End Goals.

In the most direct and simplest of terms, the Domino Effect, as applied to your business, illustrates that you gain

control over the quality of your lifestyle when you gain control over the quality of day to day actions in your business.

Putting it another way: if you'll take care of the little stuff, then the big stuff will take care of itself.

It's only by taking control over what happens in your business on a day to day basis that you have the potential to predictably stimulate and sustain profitable revenue growth.



The concept of controlling outcomes by controlling inputs may appear to be self-evident and therefore common sense. However it's far from commonplace.

The vast majority of business owners do the things that are presented to them such as answering the phone, responding to emails, working with a client or Team Member and so on.

But Goal Based Planning requires you to become a pre-meditated manager of events and action.

Almost invariably, when I ask my clients to identify the Events and Actions that will achieve their Goals, their brain begins to hurt and they say as much, albeit not in those words.

This begs the question: **if answering questions such as what needs to happen in order to achieve a goal is a rational and obvious thing to do, then why the heck aren't more people doing it?**

The answer is simple: the things that we need to react to (e.g. emails, meetings and phone calls) are almost always things we attend to as a matter of unconscious habit and they therefore require little conscious thought. By contrast the Goal Based Planning Method® requires us to be proactive and therefore it also requires us to think consciously.

In this respect it's the same reason most people at home will reach for the TV remote rather than a crossword puzzle or will turn on some music rather than study a foreign language or learn a musical instrument. The thing that takes the least conscious effort will normally win out in the contest for attention over the thing that requires us to apply conscious thought.

A willingness to move through the brain-hurting obstacle of identifying Goal Achieving Actions is a BIG separator of those businesses which grow and those which survive or stagnate.

And that brings us to the reason **why** it's critical to use the Goal Based Planning Method® rather than other, more traditional methods of planning which are, by comparison, inefficient and ineffective.

Most traditional planning methods are dysfunctional because **they fail to identify Recurring Actions within**

the context of achieving a specific Goal. Instead of identifying actions within the context of Goals they use the context of Roles (Job Descriptions) or Projects or Business Plans.

Please read on to gain a deeper understanding of why the Goal Based Planning Method is so effective. This is a critically important separator of those who create their own demise versus those who go on to thrive.

My now-retired mentor and internationally renowned Management guru Vince Zirpoli, was fond of quoting research which stated that only 2% of businesses have a written plan.

That statistic covers businesses of all sizes. However smaller businesses are less likely to have a plan and it's therefore safe to assume that less than one out of a 100 small businesses have a plan. It's no coincidence that the vast majority of these businesses fail within five years of inception.

As the old saying goes, **"It's not that they planned to fail, it's just that they failed to plan"**.

Zirpoli's research goes on to state that for every business that has a plan, only 25% actually act on it. If you do the math on that, it adds up to 1 out of every 400 small businesses actually using a plan in some way or another. But according to Zirpoli, it gets worse.

Only 1 small business in 1,000 goes so far as to iden-

tify the daily actions that need to be executed in order to achieve their goals and actually engage their team in that process.

This lack of linkage between an organization's Goals and the Actions occurring in that organization on a daily basis is why the majority of business owners work harder and longer than their employed counterparts and yet also earn less money.

Most business owners feel trapped inside a business like a wild cat in a cage and no amount of fighting, scratching and clawing brings freedom, but rather continual frustrations, disappointment and fatigue. The key to get out of the cage is this: **figure out your goals and then figure out what will achieve them - and then do those things.** This is relatively simple to do and, in fact, remarkably easy once you move forward step by step on a proven planning path i.e. the Goal Based Planning Method™.

With the Goal Based Planning Method® we start with the end in mind and work backwards from there. It is logical, simple and highly effective.

By comparison and as mentioned previously, traditional planning methods will have you creating a Business Plan and some Job Descriptions which more often than not fail to identify Actions that are related to achieving the Goals of the business.

Worse still, after a few short weeks, what actually happens in the business on a day to day basis bears little resemblance to a person's Job Description and has equally

little effect on executing the Business Plan. And whilst virtually everyone knows this is true, millions continue to follow-the-leader blindly like lemmings, believing that must be the only way.

In contrast, the Goal Based Planning Method® creates direct linkage between Goals and Actions thus avoiding the disconnect that so often occurs between the business owners' dreams and the behaviour of the Team.

By identifying the Recurring Actions that fulfil your Goals you will dramatically increase both the effectiveness and the efficiency of your business and thereby rapidly accelerate the achievement of personal lifestyle ambitions.

Annual Goal	Sub-Goals	Owner	Obj	Measuring Frequency	Recurring Action Goal	Executor	Obj	Execution Frequency
1:1 Coaching Revenue \$20,000+/Month	BOMB Video Interview	OM	2	Monthly	Schedule time available in TT for interviews 2 months ahead	TP	1	Monthly
					Search for BOMB interview candidates, add in BOMB spreadsheet	OM	1	Weekly
					Validate name in masterlist & with Tom, skip if existing or does not qualify	OM	1	Weekly
					Send out invitations via email to BOMB candidates	OM	1	Weekly
					Send follow-up emails to BOMB candidates	OM	1	Weekly
					Update email logs in spreadsheet	OM	1	Weekly
					Update Summary in WMC spreadsheet	OM	1	Weekly
					Send Timeline booking link to candidates	OM	1	Twice Monthly
					Set-up CRM, assign, send invite to BOMB candidate and Tom	OM	1	Twice Monthly
					BOMB interview conduct	TP	1	Twice Monthly
	Webinar	TP	1	Monthly	BOMB interview	TP	1	Twice Monthly
					BOMB interview	OM	1	Twice Monthly
					Send post-interview email	TP	1	Twice Monthly
					Interviewee	TP	1	Monthly
					Interviews 2 months ahead	OM	1	Monthly
					Interview	OM	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
Post Webinar Follow Up	Plan Marketing Events 12 months out	TP	1	Monthly	Interview	OM	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
Landing Page Visits	Plan Marketing Events 12 months out	TP	1	Monthly	Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly
					Interview	TP	1	Monthly

**Critical to Control:
Direct Link Between
Goals and Actions**

Before we start identifying Recurring Daily Action Goals, however, we'll quickly review how we broke an Annual Goal down into Monthly Sub-Goals by starting with an imaginary Annual Revenue Goal of \$2 million. Using the Goal Based Planning Method® we ask three more questions. Here

are the first two:

Q4a: *"What **results** must be achieved each month in order to be on track for our Annual Goal of \$2 million Revenue?"* The answers to this question form our **Monthly Result Sub-Goals**.

Q4b: *"What **events** must take place each month in order to be on track for our Annual Goal of \$2 million Revenue?"* The answers to this question form our **Monthly Event Sub-Goals**.

Remember: in the beginning the answers to these questions will be an educated guess.

However, once you begin to track results, then you'll become increasingly accurate with your answers and, correspondingly, increasingly in control of your future.

Here's a copy of part of Command+Control which gives you an example of how to go to the next step by identifying each Recurring Daily Action Goal required to achieve a Sub-Goal Event which in turn will contribute to achieving the Annual Goal which in this example is the Annual Revenue Goal:

	B	C	D	E	F	G	H	I	J
4	Annual Goals	Sub-Goals (Events)	Owner	Obj	Measuring Frequency	Recurring Action Goal	Executor	Obj	Execution Frequency
5	Annual Revenue: \$560,000	BOMB Interviews	OM	2	Monthly	BOMB Prospects - Search and Approach			
6						» Schedule time available in TT for interviews 2 months ahead	TP		Monthly
7						» Search for BOMB interview candidates, add in BOMB spreadsheet	OM	10	Weekly
8						» Validate name in masterlist & with Tom, skip if existing or does not qualify	OM	10	Weekly
9						» Send out invitations via email to BOMB candidates	OM	10	Weekly
10						» Send follow-up emails to BOMB candidates	OM	10	Weekly
11						» Update email logs in spreadsheet	OM	10	Weekly
12						BOMB Interview - Book, Conduct Interview and Publish			
13						» Update Summary in WMC spreadsheet	OM	10	Weekly
14						» Send Timtrade booking link to candidates	OM	2	Weekly
15						» Set-up GTM meeting, send invite to BOMB candidate and Tom	OM	2	Monthly
16						» Conduct BOMB interview	TP	2	Monthly
17						» Produce BOMB interview MP3 file save in appropriate DB folder	TP	2	Monthly
18						» Send YouTube link and BOMB draft to interviewee, ask for approval	OM	2	Monthly
19	» Publish BOMB interview in www.8020center.com/BOMB/	OM	2	Monthly					
20	» Send post-publishing email to interviewee	TP	2	Monthly					
21	Annual Revenue: \$560,000	Webinar Presentations	TP	2	Monthly	Webinar Marketing - Other Database			
22						» Send presenter's details (name, email, webinar date) to OM	TP	1	Monthly
23						» Search for presenter's logo & photo, edit to GTM's allowed size, save in DB	OM	1	Monthly
24						» Set-up GTM webinar	OM	1	Monthly
25						» Coordinate with guest presenter, send email templates, photo and logo to host	OM	1	Monthly
26						» Set-up emails, schedule release in iContact	OM	1	Monthly
27						» Prepare slide presentation	TP	1	Monthly
28						» Conduct webinar, produce video and upload in screencast	TP	1	Monthly
29						» Send out webinar replays (screencast file link)	TP	1	Monthly
30						» Update number of registrants and attendees in Mktg Calendar (Annual Recur)	OM	1	Monthly
31						Webinar Marketing - Own Database			
32						» Schedule time available in TT for clients 2 months ahead	TP	1	Monthly
33						» Set-up GTM webinar	OM	1	Monthly
34						» Set-up emails, schedule release in iContact	OM	1	Monthly
35						» Prepare slide presentation	TP	1	Monthly
36						» Conduct webinar, produce video and upload in screencast	TP	1	Monthly
37						» Send out webinar replays (screencast file link)	TP	1	Monthly
38						» Update number of registrants and attendees in Mktg Calendar (Annual Recur)	OM	1	Monthly
39						Contact Prospects			
40						» Collate webinar reports, filter out details of prospects, send to OM	OM	1	Monthly
41						» Create Discovery Call spreadsheet	OM	1	Monthly
42						» Send email to prospects requesting DC, ask to book time	OM	1	Monthly
43						» Conduct DC, meeting with prospect	TP	1	Monthly
44						» Follow-up on DC with prospects	TP	1	Monthly
45						» Send enrolment forms to prospects	TP	1	Monthly
46						New Clients			
47						» Send new client's enrolment form and date of orientation meeting to OM	TP		
48						» Collate enrolment form, save PDF file	OM		
49	1 Strategy		2 Advantage		3 Goals & Sub-Goals Results		4 Sub-Goal Events (Mthly Recur)		5 Mktg Calendar (Annual Recur)

Here's the question to use for this next step:

Q5: What recurring actions must be executed regularly (daily, weekly, monthly, quarterly and annually) in order to achieve our Sub-Goals? (Recurring Action Goals)

Note: at this stage you are creating **Recurring Action Goals** for each **Event Sub-Goal** which are in turn linked to the achievement of an Annual Goal. These are recurring, regular Events/Actions as opposed to one-off projects and campaigns.

Key Points

- Use the Goal Based Planning Method® to complete a plan that not only identifies your Goals but also the Actions that will achieve those Goals.
- Identifying and controlling the day to day Actions within your business is the ONLY way you can gain control over the success of your business
- By using a tool like Command+Control you'll avoid the inefficiencies and ineffectiveness of traditional planning tools because you'll be creating a direct link between your Annual Goals and what you and others do to achieve those Goals on a day to day basis

Action Item

- ✓ Use the Goal Based Planning Method questions in this guide to figure out your Recurring Action Goals

PART THREE

How To Install Command+Control In Your Own Business

"To know and not to do is not to know" Anon.

I'm like many others who are enjoying a second-time-around marriage. The newer of my two wives is from Germany and both she and her three children speak German fluently. We've been together almost ten years now.

I figured fairly early on that it would be a good idea to learn German. I thought it would be taken as a sign of respect and it would help my relationship by giving me a better understanding of their cultural background and thinking style.

So I bought the study books and the CD sets and the DVD sets and the grammar books and the MP3 libraries and various online self-study programs and the language games and subscribed to multiple podcasts and blogs and so on.

And they've all done a wonderful job ... of collecting dust.

As a result, I learned practically nothing. “Ja” and “nein” were just about the full extent of my repertoire.

After a couple of years of “I’m going to get to it any day now” I decided that I needed a new approach.

So I signed up for a live online German teaching program. I get up at 5:30am, six days a week and join several others in an online classroom. And guess what? I’m learning German! I’m not fluent yet but, as my wife says, “At least now, if you get lost in Germany you won’t go hungry!”

So what made the difference between the failure of the self-study approach versus the live online classroom strategy?

Simple: the latter engages me in one of time’s most proven implementation formulas, which I refer to as

Time	Date	Place	Person	Money
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It’s the same formula that works for getting fit (hire a one-on-one personal trainer) or losing weight (sign up for Weight Watchers or Jenny Craig or others) because learning a foreign language or losing weight or getting fit all work faster and more effectively when you engage the transformational power of “time, date, place, person, money”.

In other words, if you want to implement Command+Control, hire yourself a great consultant or mentor, pay them what they charge, and commit to a regular series of meetings where they help you build your own Command+Control using the principles outlined in this book.

Otherwise one of two things will happen. And these things ALWAYS happen, without exception.

The first thing that will happen for 99% of readers (that probably includes you!) is ... nothing.

That's right, all your good intentions to take the sage advice contained in this book will be of less value to you than a tin of baked beans because, just like my do-it-myself approach to learning German, you won't get around to doing anything with it. That's an almost certain fact!

At this point you're probably agreeing with me but, if not, ask yourself this: how many conferences or seminars or workshops have you come back from, full of good ideas to implement, only to find several months later that all of those good ideas had slipped out of your life like water slips through fingers? That's because there was no structure of "time, date, place, person, money" to keep you focussed and accountable on implementation.

The second thing that happens, assuming that someone is one of the one-percenters who actually follow through and implement, is that they implement incorrectly and get rubbish results. It's the same as if I had never played tennis but saw the world's number one player winning a tournament and deciding I would teach myself how to play. What a shemozzle that would be, as opposed to hiring a coach (time, date, place, person, money). Incidentally, the world's top sportspeople all have coaches to help them implement faster and more effectively. Worth thinking about?

Now I fully understand that given that I am a business

mentor these comments may appear to be self-serving.

Regardless of that, principles stand true and the principle of “time, date, place, person, money” has delivered infinitely superior results for thousands of years across innumerable disciplines including sport, music, singing, the arts, the sciences, or any number of professional capabilities.

In summary, to implement Command+Control in your business, and thereby enjoy the ability to predictably stimulate and sustain revenue growth, find a mentor who knows about the principles and strategies contained in this book, pay them money every month and you’ll implement faster and more effectively.

The money you spend on a proven mentor should not be viewed as a cost but rather as an investment that in all likelihood will return you thousands upon thousands of percent.

Ginny Scott of Capulet reinforces this:

“While I was working with Tom Poland our turnover exploded, we more than quadrupled our revenue and profits increased by over 300%.

*“At the same time I worked a lot less. **My investment with Tom has paid off more than tenfold.** Tom’s program certainly delivers on its promises.”*

In conclusion, if you are serious about creating and enjoying the benefits of being able to predictably stimulate and sustain revenue growth, invoke the power of “time, date, place, person, money” by finding yourself a mentor who can

work with you to implement Command+Control in your business.

At time of writing I am offering Consults for those who are interested in breaking the million dollar ceiling using my proven Command+Control approach. You can go to www.commandcontrol.org to find out more.

PART FOUR

Results Of Adopting Command+Control Approach

The following are comments from clients who have graduated from one of Tom Poland's programs, which are embedded with the principles, strategies and structure of Command+Control.

These results are from clients who "imperfectly persisted" in implementing the strategies from his program. Results like these are not achieved by all clients and results are dependent on many factors external to Tom Poland's control.



During the first twelve months that I worked with Tom Poland our **revenue increased by 43% to over \$1,000,000 and my net personal earning's rose by 50 % to \$400,000.**

We achieved the goals with no sacrifice of personal leisure time and we continue to enjoy an "earnings per partner hour" which is amongst the top quartile in the country.

Steve Bennet, Bennet and Associates



Before working with Tom Poland's program I was very clear about where I want to take the business to, but I had no idea of how to get there and I thought, "If I work any harder I'll kill myself."

But while I was working with Tom our turnover exploded, we more than quadrupled our revenue and profits increased by over 300%.

At the same time I worked a lot less. My investment with Tom has paid off more than tenfold. Tom's program certainly delivers on its promises.

Ginny Scott, M.D. Capulet



In the first year of working with Tom my earnings increased by just over 100%.



One of the biggest benefits was discovering how to strengthen my ability to systematically attract very high quality new clients into my practice. In addition I was able to set realistic but challenging goals in my business and personal life to achieve a more realistic work life balance.

Greg Moyle. Managing Director, NZFP



Prior to joining Tom Poland's program I was working 60 – 70 hours a week and I had only one afternoon off work on the weekends. Now a typical work week for me is about three days.

Our profit has tripled and so I'm making a lot more money out of what I'm doing.

Tom's program is priceless. I couldn't put a price on where the program has taken me from and where I am now.

Dianne Bussey, FACT Solutions Consulting



Anything that doubles your income has got to be good and that's exactly what happened while working with Tom Poland.



I gained an additional depth to my personal life and business life.

I've got more leisure time, I have more holidays, and I earn more.

I recommend Tom Poland to anyone in charge of a business.

Geoff Wilson, Professional Consulting Group

Before joining Tom Poland's program around 2000 I was working 60 – 70 hours a week. Once we started working together I grew my number of employees from six to over 30 and **I sold one of my businesses for many millions thanks in no small part to working with Tom's program.**



I've spent a week with Richard Branson on his private island and dined personally with Google founder Larry Page thanks to Tom challenging me to think bigger and to follow my passion. And I'm pleased to still be working with Tom some eight years later. Joining Tom's program was certainly one of the best business decisions I've ever made.

Mark Rocket, Rocket Lab, Avatar and others



Before working with Tom Poland's program my business was "all me". I was working insane hours and I thought there had to be a better way.



Now I've freed up a lot of time including 12 weeks holiday a year as well as **growing the business by over 400% and adding several million dollars to turnover and the bottom line of my business.**

Fred Soar, Soar Printing

As a result of working with Tom Poland the value of my business increased by many millions of dollars.



Before joining Tom's program I was working six and seven days a week. Now I achieve more and yet I only work four days a week.

My advice for any business owner who wants to enjoy more revenue and a better quality life-style, is to get on with it by joining Tom Poland's program.

Grant Faber, Superbrokers Logistics Ltd



In the last 12 months since I started working with Tom Poland my earnings have more than doubled and I'm ahead of my target again this year.



I've gone from having 4 weeks holiday per year to 13 weeks. I've quit smoking, lost 4 kilograms of weight and I'm fitter than I've ever been before. I cred-

it these achievements to my commitment to working with Tom Poland.

If you own a business then it's likely that working with Tom will be the best investment you'll ever make.

Warren Storm, Storm Financial, Life Brokers NZ Ltd

I started working with Tom Poland 18 months ago and already I've doubled my earnings



I now also enjoy three months holidays every year whereas for the last 31 years I've worked almost seven days a week.

I've experienced dramatic changes in both my business and personal life.

John Good, Good Financial Services



Before joining Tom Poland's program I'd reached a point where I couldn't see how I was going to grow the business more because I was drowning in detail.



Now my time is freed up to think more clearly and more creatively. **We've gone from being static to buying out a competitor because we've boosted our profits significantly.**

And time off was always an issue for me but now I take at least one week off every quarter and three weeks at Christmas and I feel good about that. If you are prepared to make changes the value of Tom Poland's program is massive.

Ian Telford, Jason Products

After joining Tom Poland's program **within nine months I've boosted profits and generated more revenue than the last three years put together.**



The actual overall improvement as a complete package in my business has been substantial and that's allowed me to become semi-retired.

Gilbert Chapman, Debt Recovery Group



Prior to working with Tom Poland's program I was running a reasonably successful business but since then **sales have increased and profits have increased quite considerably.**



But the success at work has been balanced by ongoing success at home and with my health as well and that's been important to me.

Tom's programs may appear to be pricey but it's also a question of value because in my case, I've recovered the cost of his program many times over.

Alan Coop, Intercad Ltd

Prior to working with Tom Poland I was working long and hard but the business wasn't growing and I felt frustrated about that.



Thanks to working with Tom my business rapidly increased in value and is now worth millions.

I can think of no reason why anyone who wants to add six or seven figures to their revenue would not apply to join Tom's program.

My investment has paid off a thousand fold. Tom's program worked with me and I know of others who have had a similar result.

Win Charlebois, The Diamond Shop